



# Strategic Plan

2023-2025



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

# **AREA 5**



## Sustainability

## AREA 5: SUSTAINABILITY

5: SUSTAINABILITY	
PROJECT	ACTIONS
<b>PROJECT 5.1</b> Sustainability Governance	<ul style="list-style-type: none"> <li>➤ Strengthen the 'Sustainability UCSC - Sustainable Cattolica' initiative</li> <li>➤ Define the University's general sustainability policy in line with international standards</li> </ul>
<b>PROJECT 5.2</b> Management in Sustainability	<ul style="list-style-type: none"> <li>➤ Adopt investment programmes for sustainable management</li> <li>➤ Adopt green procurement guidelines</li> <li>➤ Evaluate international and national management/organisation standards and best practices</li> <li>➤ Train technical-administrative staff in sustainability principles and best practices</li> </ul>
<b>PROJECT 5.3</b> Enhancing the University's sustainability activities	<ul style="list-style-type: none"> <li>➤ Develop systematic monitoring of training, research and third mission activities related to sustainability issues</li> <li>➤ Communicate the University's achievements on sustainability issues</li> <li>➤ Develop transversal training activities on sustainability.</li> </ul>
<b>PROJECT 5.4</b> Collaboration with networks for sustainability	<ul style="list-style-type: none"> <li>➤ Strengthen the University's participation in the RUS and its Working Groups</li> <li>➤ Collaborate with universities in the SACRU network</li> <li>➤ Develop active participation in the Laudato Sì Action Platform (LSAP)</li> </ul>

## PROJECT

## 5.1. Sustainability Governance

### PROJECT GOAL

The aim of the project is to make the sustainability governance system (Steering Committee and Centre of Competence) fully effective through: (i) a more precise definition of the University's general orientations and positioning strategies on sustainability issues, also in comparison with other universities; (ii) a full implementation of these strategic orientations in the life and functioning of the University.

### GOAL INDICATORS

- Creation of an instrumental support to the Steering Committee activities (2023)
- Joint working document between Steering Committee and Centre of Competence (2023)
- Approval of the reference document for sustainability guidelines at Università Cattolica (2023)

### Description of the actions into which the project is divided

**5.1.a: Strengthening the 'Sustainability UCSC - Sustainable Cattolica' initiative.** The action envisages: (i) the strengthening of the Steering Committee's capacity for action through instrumental support to its cognitive and ideational initiatives, in particular with reference to action (a) of Project 5.3 ('Developing systematic monitoring of training, research and Third Mission activities related to sustainability issues'); (ii) a precise structuring and definition of the Competence Centre's tasks both with reference to ordinary management and in the perspective of additional actions envisaged in Project 5. 2 ('Management in sustainability'); (iii) a systematic interaction between the Steering Committee and the Centre of Competence, also in function of an assessment of the results in itinere and ex post of the actions undertaken by the University.

#### **5.1.b: Defining the University's general sustainability policy in line with international standards**

The Action envisages that the Steering Committee:

- carry out a scoping work of the activities that the University considers referable to its own sustainability strategy through a rigorous conceptual reflection and through the examination of national (e.g. those of the RUS) and international guidelines, as well as practices and experiences of other universities;
- define, on this basis, medium-long term objectives for action and strategic positioning of the University on sustainability;
- produce, on the basis of these objectives, an operational reference document that can be used as a guideline in the development and implementation of Projects 5.2, 5.3 and 5.4.

## PROJECT GOAL

The goal of the project is to achieve a general improvement in the university's sustainability performance by reaching advanced and prospective standards even compared to best practices. The European Union's goal of progressively moving towards 'climate neutrality' or 'Net Zero' is adopted as the environmental management benchmark. In the current phase of energy markets, the achievement of environmental sustainability and climate targets, through appropriate investments, can generate energy and material savings that result in significant cost savings.

## GOAL INDICATORS

- Mapping of current standards, undertaken and ongoing initiatives, and Gap analysis against the University's objectives (2023)
- Measurement of the university carbon footprint according to RUS standards (2023)
- Comparative analysis document of international sustainability guidelines and standards for universities (2024)
- Amount of self-produced KWh from renewable sources (KWh/year)
- Percentage of site energy cost containment (% per year)
- Progressive reduction in the number of plastic bottles sold in bars and vending machines (%/year)
- Average CO2 emissions of the University's means of transport by year of use, based on kilometres travelled
- Percentage of "Green" suppliers vs. the total number of registered suppliers (%)
- Percentage by value of "Green" purchases made vs. total annual purchases
- Technical-administrative staff participating in information, training and refresher courses on sustainability practices (number/year)

## Description of the actions into which the project is divided

**5.2.a: Adopt investment programmes for sustainable management.**

The University will implement a series of specific actions for sustainability management, starting with a mapping, to be carried out on the various campuses, of the current state of performance in the areas of energy, climate, waste, transport and student services, so as to enable a Gap Analysis to be drawn up with respect to the objectives defined in the Athenaeum strategy (Project 5.1). In this context, the analysis, already started according to the RUS guidelines, of the University's carbon footprint will be completed.

On the basis of initiatives and actions of the recent past, a number of specific actions are already foreseeable, which can be implemented by the functions in charge, with the coordination of the Competence Centre:

- i. Renewable sources: increasing the surface area of photovoltaic panels installed in the premises to increase consumption from renewable sources, starting with: (i) verification of the building stock of the offices, to identify the areas/surfaces that can be used, depending first of all on any architectural constraints relating to buildings of historical value; (ii) verification, with the support of qualified consultants, of the methods for positioning the panels and connecting them to the existing electrical systems; (iii) estimation of the number of KWh that can be produced by the system vs. the average annual electricity consumption, also in order to forecast the expected payback time from the investment; (iv) accounting on

a regular basis (quarterly or half-yearly) of production and consumption statistics, in order to measure the degree of achievement of objectives.

- ii. **Plastics:** continue the work already started a few years ago to phase out the internal consumption of water and soft drinks in plastic bottles and, by extension, the consumption of plastic cups/dishes used at public events (seminars, conferences, etc.), by ), through: (i) installing mineral water dispensers in the venues; (ii) measuring the current consumption of plastic in containers, in collaboration with EDUCatt and the venues' current bar service managers and vending machine operators; (iii) choosing an alternative material to plastic, to be conducted together with suppliers, also considering the costs to the public; (iv) implementation programme over two to three years, starting with a pilot project; (v) information and awareness campaign aimed at all university users (students, lecturers and PTA); (vi) estimation of the reduction in consumption achieved and related environmental effects
- iii. **Vehicles:** although Università Cattolica's service car fleet is small, it still has vehicles with high CO2 emission rates. Therefore, the following will be implemented: (i) as part of the vehicle rotations, renewal investments that favour choices oriented towards electric or hybrid cars; (ii) market scouting for the selection of cars, with verification of the declared emission levels when choosing, with preference given to electric cars for those vehicles not intended for long-distance use; (iii) where necessary, installation of towers for recharging electric motors (or plug-in hybrid) at the sites concerned; (iv) monitoring of the kilometres travelled and estimation of the lower emissions produced.
- iv. **Specific actions on campuses:**  
**Milan campus:** on the Milan campus, which is subject to historical-artistic constraints and has implemented significant environmental management actions for many years, the following are planned: (a) upgrading and calibration of the general switchboards of the medium-voltage substations; (b) plant upgrading of the heating and cooling plant; (c) migration of the cloud application and upgrade of the "SAUTER" plant supervision system; (d) continuation of the replacement of lighting fixtures with new LED technology fixtures (relamping); (e) continuation of the replacement of old windows and doors; (f) continuation of the technical and sanitary upgrading of the air-conditioning systems serving the various buildings; (g) replacement of the two old evaporative towers; (h) activation of the connection of the 10 kW power electric energy production plant installed at the building in Via Lanzzone 14; (i) verification of a possible additional plant at Fenaroli; (l) in the Garibaldi Barracks, in 2023-2024, the renovation of the Barracks' Via Santa Valeria side wing, approximately 11.400 square metres; the building shell will be thermally insulated in order to reduce energy dispersion in compliance with the high standards prescribed by current regulations; the air conditioning systems will be built with air-water heat pumps and a variable capacity all-air system, with modulating management correlated to the occupation of the rooms and consequent energy savings depending on the actual use of the spaces; the lighting systems will be based on LED technologies and managed with automatic regulation systems controlled by probes in the field for presence detection and natural lighting all the technological systems will be managed by a centralised BMS system with "artificial intelligence" features and functions able to monitor, manage and set the plant engineering according to the use of the spaces and the energy performance parameters of the components and plant engineering systems, and to signal, in the event of any loss of performance, preventive maintenance actions; the interventions will also be carried out with the aim of achieving quality standards for the overall compendium with LEED and WELL certifications; it should be noted that the preservation of the artistic heritage is to be considered as a particularly important element of sustainability.  
**Piacenza-Cremona Campus:** the actions already planned are: (a) completion of the Agro-photovoltaic park on the Piacenza campus, with the possibility of a second Agro-photovoltaic park in the presence of public funding; (b) further photovoltaic panel covering of the Cerzoo building and development of possible biogas self-production capacity; (c) exploration of the possibility of developing a Renewable Energy Community (CER) that could involve the Campus, EDUCatt and Cerzoo facilities.  
**Brescia Campus:** also as a development of the actions already undertaken in the new premises in Via della Garzetta: (a) expansion and optimisation of separate waste collection

through the placement of specific containers; (b) installation of water dispensers and free supply to students and staff of UCSC logoed flasks to reduce the consumption of water in plastic bottles; (c) participation in and support for sustainable mobility campaigns promoted by local administrations; (d) agreement with urban service providers to allow students to take out discounted subscriptions or subsidised rates on related services (bike sharing, car sharing).

Rome Campus: for the Rome campus, it is planned to work on four main lines of action: (a) alternative electricity production: a feasibility study has been launched for the implementation of an electricity production system using photovoltaic solar panels; (b) improving the energy efficiency of buildings technological implementation and revamping of the existing systems and use of better performing materials through the replacement of the current hot and cold fluid production systems for air conditioning with new centralised heat pump systems; adoption of the Building Automation system (Sauter) as a key component in optimising consumption; replacement of the Campus street and interior lighting system with a new adaptive LED lighting system; replacement of window frames, which has already begun for some buildings; (c) optimisation of energy consumption introduction, in the contracts for cleaning and security services, of Work Instructions and Service Levels linked to them for switching off office lighting and air conditioning systems during non-use hours; raising awareness among technical-administrative and teaching staff for the correct use of office systems and equipment; increasing summer closing periods of buildings that are scarcely used; (d) reducing environmental impact by facilitating sustainable behaviour: expansion and enhancement of green spaces available to users with the creation of outdoor study areas, redevelopment with street furniture and planting of lawns and tree essences in unused open spaces; introduction of free drinking water distribution points and encouragement to use reusable containers/bottles; increase in separate collection of recoverable materials; encouragement to use public or alternative means of transport through the creation of parking areas reserved for Car Sharing companies, creation of parking areas for personal electric vehicles (bicycles, scooters, etc. ), agreements with public transport companies, electric vehicle charging stations.

- v. Student services: as an instrumental body of the university for student services, EDUCatt has been implementing sustainability initiatives for some time. These initiatives are to be continued and developed as an integral part of the sustainability management of the university. In particular, these include: (a) energy consumption verification activities and control and improvement projects through the replacement of equipment with other equipment with reduced energy and material consumption, and through energy self-production systems; (b) building intervention projects for a number of university facilities on the Athenaeum's premises, with improvement of the energy class of the facilities, which will be equipped with photovoltaic panels and green areas (c) design of rainwater recovery systems for reuse in irrigation and drainage systems; (d) adoption of materials for buildings that are at least 15% recycled, with certification of organic materials (wood); (e) a new push for responsible sustainability education programmes for students, in particular 'Collegially Green'; (f) coordination with entities active in programmes to combat food waste ('zero food waste - stop food waste') and projects to accompany canteen users on proper nutrition and responsible food use, including packaging; (g) combating policies of planned obsolescence by promoting practices of limited use and sharing of certain objects in order to extend their useful life, in particular with the experimental eSharing project; (h) sharing bicycles available to collegiate students in some Campus structures, in particular from the Rome campus.

**5.2.b: Adopting Green Procurement Guidelines.** The University intends to gradually introduce a Green Procurement system in its purchasing management aimed at progressively expanding the number of suppliers of goods and services used with structural characteristics indicative of a business activity in line with principles of environmental and social sustainability. To this end, the action plans to:

- i. identify the purchasing product sectors towards which to activate the Green Procurement rules as a priority, within a project action framework to be implemented over several financial years

- ii. identify and adopt appropriate software solutions (product purchase or implementation of the platform already in use) that are functional and can be integrated with the BravoSolution platform currently used by the University Procurement Department for the management of the Suppliers' Register
- iii. inform and raise awareness among the University's suppliers of goods and services in order to bring them into line with the new sustainability standards in procurement introduced by UCSC
- iv. check the Rules and Regulations, in particular for the articles dedicated to the management of the Suppliers' Register, to identify any necessary amendments to be submitted to the Bodies
- v. define a three-year plan for the gradual extension of the Green Procurement modality, with the setting of annual achievement targets
- vi. measure on a half-yearly basis the performance indicators indicated below.

**5.2.c: Assessing international and national management/organisation standards and best practices.** The development of Project 5.2 is evolutionary and prospective, even as sustainable management criteria and practices change. It is therefore necessary to capture the evolving standards of analysis, measurement, implementation and reporting of universities' sustainable management performance. This requires a systematic comparative examination of emerging international, as well as national (RUS) principles, criteria and guidelines. The university will therefore equip itself with an in-depth comparative analysis of management systems in sustainability that can provide the basis for the university's choices in terms of adherence to formal sustainability certification systems and in terms of adopting management criteria subject to accreditation.

**5.2.d: Train technical-administrative staff on sustainability principles and best practices.** While the training activities of the following Project 5.3c are aimed at spreading a culture on the principles and meaning of sustainability, specific and technical professional training activities are needed for those who, in the management and administrative system, are involved in the operational implementation of the action programmes envisaged by the Plan and the evolution of the University's strategies. The Action therefore plans to implement, with the support of the Competence Centre:

- i. activities to update technical-administrative staff on what the university is doing in terms of sustainability and the evolution of its strategy;
- ii. information and staff training activities on what the Italian university system is doing on sustainability management issues, starting from what has been produced by the RUS Working Groups (energy, food, waste and resources, climate) and from a selection of best practices, including international ones
- iii. with the support of qualified lecturers, to be identified, implement the necessary training measures - aimed in particular, but not exclusively, at the staff of the University Procurement Department - to deepen their knowledge of the subject of Green Procurement in its various aspects (methodologies, international standards, best practices, etc.);



## PROJECT

## 5.3 Enhancing the University's sustainability activities

### PROJECT GOAL

The aim of the project is to reconstruct the framework of the numerous activities of the University in education, research and tertiary education that fall within the perimeter of sustainability as defined by Project 5.1, making this monitoring permanent and continuously updated, and then communicating it internally and externally, and making it the cognitive basis for new actions for the growth of sustainability activities, with a special focus on educational activities.

### GOAL INDICATORS

- Completion of the survey on training, research and TM activities as well as on sustainability-related management activities (2023)
- Creation of a permanent monitoring system on sustainability-related activities and university competences (2024)
- Creation of a segment of the institutional website dedicated to sustainability (2023)
- Inclusion of a 'sustainability' section in the Mission Report (from 2023)
- Number of transversal training activities aimed at students and teaching staff (number/year)

### Description of the actions into which the project is divided

**5.3.a: Develop systematic monitoring of training, research and third mission activities related to sustainability issues.** The action provides for:

- i. the completion of the reconnaissance, already begun, of all training, research and TM activities related to sustainability, as defined by the Steering Committee under Project 5.1;
- ii. the activation of a permanent monitoring system of these activities that will result in a continuously updated information repository and made available to teaching and technical-administrative staff, as well as to the outside world (see action 5.3.b)
- iii. the creation of a repertoire of the University's skills for training and research on sustainability issues, also including the skills of graduates, PhDs and Alumni, to be made available to external players in the institutional and production system.

**5.3.b: Communicating the University's achievements on sustainability issues.** The action provides for:

- i. The use of the knowledge base referred to in action 5.3.a, together with the outcomes of Project 5.2 ('Management in sustainability') and the outcomes of Project 5.4 ('Collaboration with networks for sustainability') to implement a communication strategy on sustainability in the Università Cattolica;
- ii. the creation of a segment of the University's institutional website dedicated to sustainability that effectively communicates the activities and skills emerging from action 5.3.a above, and the University's initiatives and events concerning sustainability issues
- iii. the enhanced use of social media for the dissemination of events, initiatives, results of the University on sustainability issues;
- iv. a significant inclusion of sustainability issues, in its various dimensions, in the 'Mission Statement' of the Università Cattolica.

**5.3.c: Develop transversal sustainability training activities.** The Action envisages strengthening education on sustainability issues through the introduction of 'transversal' training activities aimed at students of all faculties and PhD students. The University will define a model of educational intervention, inspired by the 'Zero Lesson' proposed and promoted by the RUS, and will implement a programme that can reach the maximum number of students of all courses and venues, in a manner compatible with the regular running of teaching activities.

## PROJECT GOAL

The aim of the project is to strengthen the University's contribution and role in the institutional networks for sustainability, both to contribute to their success with respect to their mission, and to make good use of the activities in Projects 5.2 and 5.3 and its own expertise on these topics. The objective refers in particular to the three large networks of which the University as such is a member (RUS, SACRU, LSAP), but remains open to all the other existing networks in which the University may fit in or to new networks that may arise.

## GOAL INDICATORS

- Dissemination of RUS information to faculty and technical-administrative staff (from 2023)
- Participation in sustainability training, research and third mission activities implemented in collaboration with SACRU (activities/year)
- Identification of initiatives and actions to be undertaken as part of the LSAP and 7-Year Journey (2023)

## Description of the actions into which the project is divided

**5.4.a: Strengthen the University's participation in the RUS and its Working Groups**

The Action envisages a more systematic and active collaboration between the University and the RUS through:

- (i) the systematic consideration of RUS initiatives and documents by the Steering Committee and the Competence Centre;
- (ii) verification of the possibility of greater inclusion of professors and, above all, technical-administrative staff of the University in the RUS Working Groups, within the technical limits defined by the topics of the Working Groups themselves
- (iii) more widespread communication of RUS activities to lecturers and technical-administrative staff, also in the context of Project 5.2 ('Management in Sustainability') and Project 5.3 ('Enhancement of the University's activities').

**5.4.b: Collaborating with universities in the SACRU network.**

In general, the university favours the development of SACRU as part of its internationalisation strategies, and includes in its sustainability actions the development of participation in the SACRU WGs that work more directly on these issues. It thus pursues synergies with Project 5.2 ('Management in Sustainability'), through the exchange of practices with SACRU universities, and with Project 5.3 ('Enhancement of the University's sustainability activities') through joint training and research initiatives with the SACRU network. It also pursues synergy with Action 5.4.c for participation in the Laudato Si' Action Platform.

**5.4.c: Develop active participation in the Laudato Si' Action Platform (LSAP).**

The University's adhesion to the LSAP entails a commitment to adopt a programme of initiatives towards the Laudato Si' Goals. The action therefore includes:

- (i) the definition of a starting point for the University through the reconnaissance of the actions already in place; this definition will be based on the reconnaissance already started and to be completed in a systematic way through action (a) of Project 5.3;
- (ii) the definition of initiatives and actions to be undertaken over the seven-year period, in synergy with Project 5.2 ('Management in Sustainability') and Project 5.3 ('Enhancement of the University's activities on sustainability')
- (iii) actions to involve lecturers and technical-administrative staff, as well as the Research Centres and High Schools that most directly work on sustainability issues, in the process.