



**Strategic directions of the “Alexandru Ioan Cuza”  
University of Iași  
Regarding Sustainable Institutional Development  
2025-2029**



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## INTRODUCTION

The strategic and operational goals, as well as the measures and directions of action regarding UAIC’s sustainable institutional development, are structured in accordance with the managerial plan proposed for the 2024–2029 mandate by Prof. Liviu-George Maha, PhD., Rector of the “Alexandru Ioan Cuza” University of Iași (UAIC), in line with the strategic documents, plans, and institutional commitments related to sustainability assumed by the university at international, national, regional, and local levels.

## CONTEXT

Through its academic mission, the “Alexandru Ioan Cuza” University of Iași affirms and recognizes the importance of developing a sustainable institutional model based on inclusive, equitable, and quality education for sustainable development, well-being, social responsibility, climate neutrality, and environmental protection.

Considering:

- ❖ The United Nations General Assembly Resolution (2030 Agenda for Sustainable Development), which proposes a global action plan structured around 17 Sustainable Development Goals (SDGs);
- ❖ The EU strategy implemented through the European Green Deal, through which EU countries aim to achieve climate neutrality by 2050;
- ❖ Romania’s National Strategy for Sustainable Development 2030 (SNDDR 2030), adopted in 2018, which aims at a profound transformation of society across three main pillars: economic, social, and environmental;
- ❖ The provisions of UAIC’s strategic documents, plans, and commitments related to sustainability, across ecological, social, and governance dimensions, such as the Durham Declaration (2025) on climate change and sustainability, the EC2U Strategic Partnership (European Campus of City-Universities), the Bologna Declaration and the European Higher Education Area (EHEA), the European Charter for Researchers and the Code of Conduct, etc.;
- ❖ The provisions of the Multiannual Strategic Plan for Institutional Development of the “Alexandru Ioan Cuza” University of Iași (2024–2029), which aims at “repositioning the University on an upward trajectory, in line with international trends,” including through the application of sustainability principles in the academic environment;
- ❖ The provisions and objectives of the Iași NetZero City Coalition, of which the “Alexandru Ioan Cuza” University of Iași is a member, established in the context of the participation of Iași Municipality in the national platform M100 Mirror Mission Cities Hub Romania, aiming at the collaboration of local actors for the transition to climate neutrality and achieving the objective of a net-zero carbon urban future by 2035.

**The strategic sustainability goals** are formulated in relation to the three directions of action for UAIC’s institutional development, namely:

**SG1. Strengthening the UAIC academic community** through the application of sustainable development principles;



**SG2. Ensuring the sustainable development of UAIC across all three dimensions of its academic activity** (education, research–innovation, community engagement) by ensuring strategic and operational management based on predictability, stability, and balance;

**SG3. Strengthening UAIC’s presence in the national and international academic environment** through the adoption and implementation of national and international policies aimed at ensuring sustainable institutional development and environmental protection.

## DIRECTIONS OF ACTION

In such a context, UAIC’s strategic directions for sustainable institutional development are based on five pillars (PI–V), which group strategic fields of action, each with objectives, concrete actions, and performance indicators (KPIs), as follows:

### Pillar 1 - “Eco-friendly” infrastructure

#### 1.1. Energy efficiency and circular economy

**Objective:** Sustainable institutional development based on the rational use of resources, with the aim of reducing the ecological footprint of UAIC and its academic community.

**Directions of action:**

- adopting measures for transitioning the university campus toward a climate-neutral environment, aimed at reducing the carbon footprint (e.g., installation of photovoltaic panels, setting up charging points for electric vehicles within the campus);
- rehabilitating campus infrastructure for energy efficiency (e.g., thermal rehabilitation of buildings, upgrading heating systems and converting them to energy-efficient systems, etc.);
- improving energy efficiency by reducing consumption of electricity, water, and fossil fuels through the replacement and repair of inefficient equipment and installations;
- reducing the consumption of office supplies (e.g., paper) through the progressive digitalization of university activities;
- reducing the use of environmentally unfriendly packaging (e.g., plastic, glass) within university food service structures (canteens, cafés, vending machines, etc.);
- prioritizing the procurement of products, materials, equipment, and labor compliant with sustainability principles;
- organizing training courses for academic, research, administrative, and technical staff, as well as students, regarding efficient resource use within the campus;
- introducing a system for annual monitoring and evaluation of institutional progress in efficient resource use and energy efficiency within the UAIC campus.

#### 1.2. Sustainable Campus and Nature Conservation

**Objective:** Transforming the university campus into a sustainable and healthy ecosystem for members of the UAIC academic community.

**Directions of action:**



- increasing the share of green spaces within the campus through specialized landscaping and projects adapted to local bio-pedo-geographical conditions;
- developing green walls and green roofs through the planting of ecologically adapted species;
- reusing biomass obtained from green space maintenance to produce compost for fertilizing campus land;
- implementing measures to reduce waste production and ensuring selective waste collection according to circular economy principles;
- organizing training courses for academic, research, administrative, technical staff, and students on reducing waste production and the importance of selective collection with the purpose of maintaining a “green” campus and protecting nature in general;
- introducing an annual monitoring and evaluation system of the institutional progress made in the development of a “green” campus.

### 1.3. Smart and Sustainable Mobility

**Objective:** Developing a sustainable mobility ecosystem that encourages alternative transport, pedestrian mobility, and reduced use of motor vehicles within the UAIC campus.

**Directions of action:**

- increasing pedestrian areas and reducing areas used for vehicle access and parking;
- encouraging the use of alternative means of transport towards/from/within the University campus by the members of the academic community (public transport, electric vehicles, bicycles, walking);
- developing programs in partnership with local authorities on urban mobility;
- encouraging cycling by creating dedicated parking spaces;
- introducing an annual monitoring and evaluation system of the progress made towards an efficient green mobility transition within the UAIC academic community.

### Pillar 2 - Education for “Green Skills”

**Objective:** Integrating sustainability into the university educational process and developing competencies necessary for a sustainable society.

**Directions of action:**

- creating and implementing interdisciplinary educational modules dedicated to sustainability;
- integrating the Sustainable Development Goals (SDGs) into curricula;
- developing sustainability training programs for academic staff;
- developing “green” skills and social responsibility among students;
- developing micro-certifications and short-term courses on sustainability, ESG (Environment, Social, Governance), circular economy, social responsibility, etc.;
- direct involvement of students in co-creating the educational process, through participation in the design and evaluation of learning activities in the field of sustainability;



- the introduction of an annual system for monitoring and evaluating the integration of sustainability into the educational process.

### Pillar 3 – Research and Innovation for Sustainable Development

**Objective:** Integrating sustainability into the university’s research–innovation process and the development of solutions with impact on building a sustainable society.

**Directions of action:**

- maintaining and developing existing centers (CERNESIM, RAMTECH, RECENTAIR, SIDNER) and establishing new interdisciplinary centers focused on both fundamental and applied research in the field of sustainable development;
- creating and implementing funding programs dedicated to sustainability-related research directions (themes);
- strengthening existing academic partnerships (e.g., EC2U) and developing new strategic partnerships at international, national, regional, and local levels on sustainability-related topics;
- encouraging technology transfer through the creation of an incubator for start-ups dedicated to young researchers and oriented toward environmental solutions;
- introducing an annual system for monitoring and evaluating the integration of sustainability within the university’s research and development ecosystem.

### Pillar 4 - Social Responsibility and Community Engagement

#### 4.1. Inclusion, Equity and Accessibility

**Objective:** Ensuring an equitable, accessible, and non-discriminatory university environment in which all members of the academic community benefit from real opportunities for participation, educational development, and academic success, regardless of their social, economic, physical, or digital context.

**Directions of action:**

- implementing an integrated institutional system for the identification, monitoring, and support of students from vulnerable groups;
- developing and expanding academic and social mentoring programs, with the direct involvement of students, teaching staff, and UAIC specialists;
- reducing university dropout rates through the implementation of preventive measures and early interventions;
- institutionalizing best practices developed through initiatives dedicated to inclusion and retention;
- periodically conducting an institutional accessibility audit (physical and digital) and implementing a gradual adaptation plan;
- actively promoting equal opportunities, diversity, and non-discrimination in academic processes and activities;



- developing monitoring and reporting mechanisms regarding progress in the areas of inclusion, equity, and accessibility.

#### 4.2. Well-being and Quality of Life

**Objective:** Developing a healthy, safe, and supportive university environment that promotes the psychological, social, and professional well-being of students and staff.

**Directions of action:**

- developing and implementing integrated programs for promoting mental health and preventing stress and burnout;
- expanding and diversifying psychological counseling and support services;
- promoting work–study and work–life balance through appropriate institutional policies and initiatives;
- building a supportive organizational climate by implementing integrated services for both students and UAIC staff, through the establishment of an institutional “well-being hub” model;
- developing a well-being-oriented campus by improving conditions for study, work, and social interaction;
- developing an institutional well-being index and periodic mechanisms for its evaluation and monitoring;
- integrating well-being analysis into the institutional reporting and monitoring system.

#### 4.3. Participation, Civic Engagement, Co-creation and Community Impact

**Objective:** Strengthening UAIC’s role as an active civic actor and increasing the involvement of the academic community in decision-making processes and in the development of society.

**Directions of action:**

- developing mechanisms for the active participation of students in decision-making processes, including through “student partnership” models;
- developing and promoting co-creation initiatives by involving students and UAIC staff in the design of university programs and policies;
- creating and consolidating an institutional network of “sustainability ambassadors” with the participation of students and UAIC staff members;
- developing and strengthening local and regional partnerships through periodic consultations and the implementation of joint projects;
- developing a “UAIC for the community” program by involving the university in volunteer programs, social projects, and other initiatives with community impact.

### Pillar 5 - Responsible and Transparent Governance

**Objective:** Strengthening institutional governance mechanisms within UAIC through the implementation of sustainable development policies.

**Directions of action:**

- implementing sustainability-related components on a large scale within academic management activities;



- implementing a certified environmental management system;
- aligning UAIC’s internal regulations with international, national, regional, and local legislation on sustainability, sustainable development, and environmental protection;
- organizing professional training courses and programs to develop employees’ competencies and skills for implementing sustainability policies at the institutional level;
- developing specific academic management mechanisms to enable the identification and monitoring of activities and outputs (publications, conferences, etc.) related to sustainability carried out within the university;
- establishing a dedicated webpage aimed at presenting and supporting activities that integrate sustainability within the academic environment of UAIC;
- preparing annual reports on progress in the implementation of sustainability within academic governance.

### Implementation

The implementation of UAIC’s strategic directions regarding sustainability will be supported by an operational plan that includes a monitoring and evaluation system based on specific KPIs. The system will involve periodic data collection and analysis, perception surveys, feedback mechanisms, and the development of a continuously updated institutional dashboard. Based on these tools, UAIC will produce an annual report on the implementation status of each sustainability pillar, highlighting progress achieved, challenges encountered, and future directions of action.