Meeting Notes
Recorded by Farris Sukkar

Meeting Attendees:

Agenda
• Objectives
  • President Folt sustainability lunch insights
    • Sustainability is a priority for her presidency
    • USC should be a destination for sustainability curriculum and research
    • Important to source food locally
    • Student involvement: develop ways for 40-60 students to work across sustainability teams, programs, and initiatives
    • Three Zeros – Waste, Energy, Water. What does this look like at USC? In LA?
    • Recycling
    • Green games and events
    • Green hospital
    • Green Means Green (green means money)
• Arup 2028 Planning Consultants
• 2019 Sustainability Executive Brief
  • Context: Local (city/county), State, Global, Near-Peer Universities
  • Opportunities
    • Carbon Neutrality (zero net energy, renewable energy, building decarbonization)
    • Transportation
    • Resource and Waste Management (net zero waste, procurement)
    • Olympics
  • Challenges
    • University sustainability governance
    • Renewable Energy
    • Emissions related to existing infrastructure
    • Transportation
    • Water
    • Solid Waste
• Gap Analysis
  • Compared internal/external datasets to identify areas of alignment/mis-alignment among USC stakeholders
• 2028 planning process roadmap
  • Governance
    • Recommendation to create a Sustainability Governance Committee (SGC) to determine USC high level sustainability strategy and approve high level goal(s)
    • Suggestions:
      • Chief Sustainability Officer (CSO) should oversee sustainability across campus for facilities and operations
      • CSO should oversee sustainability goals, report to SVP or CFO, and have responsibility for critical decisions
      • Suggestion for SGC board to be focal point of where operations and academics meet
    • David Wright’s notes from Presidential Cabinet meeting earlier that morning:
      • Sustainability planning is being discussed at the highest levels of the university and was on the agenda for the second Presidential Cabinet meeting. The Cabinet is still in the process of developing a strategy of how sustainability will be structured at USC to ensure all departments and silos on campus are involved and participating in sustainability throughout campus.
      • President wants this to be a broader effort and involve not only operations, but all stakeholders on campus
      • As a team we need to quickly figure out how to resolve this issue and provide the President with recommendations of what can be done immediately
      • President wants to learn, listen and understand how we can further implement sustainability on campus
      • President did not make a decision on CSO or SGC in the Cabinet meeting and doesn’t want to create a bureaucracy if not necessary
      • President wants to know what the SSC is and what narrative is going on within each school
  • 2028 Plan goal setting process
  • Hierarchical Organizational Structure
    • The organizational structure presented by Arup is regarded as best practice. The specific terminology used (themes, targets, sub-targets) can be modified.
    • Emphasis on the planning process being iterative
    • At the highest level, Theme areas will be comprised of a series of targets (including milestones and achievements), broken down by sub-targets
    • Each target will be broken into component parts with help from SMEs to help understand how we will get there
    • KPIs will be tied to interim targets to assess goals
• Suggestion for the top-level goals to be stated more quantitatively for years 1-5, and goals 10 years out should be more qualitative
• Arup will assess what other universities are doing and include USC feedback

• Inputs
  • Process includes series of inputs (data sets) that ensures a top town and bottom up approach
  • Actionable initiatives will come from operations and academics
  • Stakeholder input will ensure an iterative process that is collaborative
  • Suggestion for Carbon reduction goals to have established indicators and include methodology in planning process
  • Suggestion to benchmark against UCs so there is an apple to apple comparison
  • USC should meet goals set by the City
  • USC OoS to provide the data sets as planning process unfolds (see further down notes).
  • Arup will solicit feedback from USC for which accounting protocols and carbon disclosure protocols they should use

• Timeline
  • Stakeholder workshops will be facilitated by the OoS to solicit feedback from various groups
  • Suggestion to figure out how to engage other stakeholders not currently involved in sustainability and inform them of how their jobs will change to incorporate sustainability

• Data sets
  • Folt Sustainability Brief (gap analysis matrix)
  • Goal benchmarking (AASHE and Peers)
  • City pLAn (net neutrality goals) + LA28 commitments
  • Student leaders input
  • Business Units and Office of Sustainability input
  • 2028 survey feedback
    • Response analysis updated regularly can be found on OoS website
  • Arup recommendations
  • Academic Senate 2030 Sustainability Strategy (integration complete)

• Task forces
  • Small teams – business units chair with SME faculty and students participating
  • Meet 1 – 3x as necessary throughout fall (OoS to coordinate)
  • NEW Ops Finance task force: Dave Wright, Eric Brink, Jim Kalen, Greg Condell
    • First time this group will convene to discuss projects such as carbon offsets
  • Task forces will be developed on an ad hoc basis for specific tasks to collect input from SMEs/expert faculty and will not be an ongoing activity
• Rebecca Lonergan is finalizing a spreadsheet comprised of expert faculty ready to provide input for each sustainability vertical on an ad hoc basis
• OoS will employ forums, the 2028 survey, academic senate, USG and student groups to engage campus stakeholder
• Suggestion for Task Force to create proposal and then engage a wider audience in an effort to not lose momentum
• Arup: Get feedback from range of stakeholders but avoid getting too much input slowing down the development of proposals. Constituents of task forces should be diverse. Once general direction is set opportunities for external input can be solicited.
• Setting Goals and Picking Projects (OOS to provide GDrive with data when ready)
  • Arup will recommend high level goals/targets and component sub-targets, with vetting from stakeholders
    • Suggestion to charge Arup with creating a vision statement on how USC will present itself and a vision of how the University and campus will be a model for 21st century living in Los Angeles – include CalEnviro Screen.
  • Projects/initiatives that will achieve these goals/targets and sub-targets are developed by sub-sets of stakeholders (business unit SMEs, etc.) with input and vetting from Arup
  • SSC determine interim milestones, reporting standards, project selection and performance metrics
  • SGC approves
  • OoS works with Finance in iterative process to fund projects
• Goal setting and approvals will be an iterative process conducted throughout the planning phase
• Project proposal selection and prioritization
  • Proposals for moderate goals (Finish What We Started in 2020)
  • Proposals for aggressive goals (3 Net Zeros)
  • What’s the right mix?
    • SSC and SGC will develop this
  • ROI as a tool for planning guidance - how can sustainability initiatives provide cost savings; must they provide cost savings? If not, how prioritize or establish success factor(s). How should non-ROI initiatives be prioritized, mixed with ROI initiatives?
• Stakeholder engagement schedule
  • Campus (faculty, students, staff): two focus workshops, 2028 survey - DT ads, event tabling, partner with USG, meet-ups with student/staff/faculty groups etc.
    • 1st level: Expert engagement forums
    • 2nd level: Broader engagement forums
    • Encourage USG and GSG to push sustainability on their platform and partner with OOS to get students involved with this process
• HSC workshop?
• City (Mayor’s office, LADWP, Metro, LA28, and community – meetings with ARUP and USC External Affairs - include local community groups

• HSC
  • TBD, will be figured out along the path
  • Suggestion to keep hospitals as a separate piece, but the rest of HSC to be included in UPC
  • FMS waste diversion numbers are different for HSC and UPC
    • Multi-stream and external bins will be arriving to HSC soon

• SSC fall meeting schedule
  • Full committee to meet once per month
    • Each meeting will begin with a specific task force and then open to a larger audience
    • Each meeting will be devoted to a specific vertical and then move on to other verticals
  • Start September
  • Task forces and smaller teams meet when/as necessary

• “First Six Months, Six Sustainability Wins”
  • Big, bold ideas - build excitement, signal priorities, introduce aspirations
  • Galen solar, re-instate transit subsidy, institute composting + recycling ops + messaging in all housing and hospitality, install solar at NUPC, more EV chargers, something at HSC, mandatory sustainability online educational training unit for students and faculty (campus and non-campus focused), certify new USC Village building LEED Platinum, partner with City on urban canopy
  • Send ideas to David Wright per the President’s request to Cabinet regarding what some quick wins
  • Suggestion to reconsider mandatory online education for sustainability – mandatory online sexual harassment training is not viewed favorably.
    • Perhaps include in orientation a guide to living sustainably at USC and explanation of why sustainability matters on a larger scale
    • Mandatory training for operations should be included
    • Each training will be customized for specific needs

• Wrigley Solar Install
  • Working with Onyx Sustainability and SCE for solar PPA

• Solar RFP for Galen Center announced