USC Sustainability Steering Committee June Meeting
June 24, 2019, 12:00pm – 2:00pm

REVISED 7/3 by Peniel Park, Procurement (bullet point 13)

Meeting Notes
Recorded by Joshua Sierra + Farris Sukkar
Please note that in addition to these general meeting notes, the accompanying PPT reflects specific feedback we captured about the 2030 Academic Senate Sustainability Strategy – 2028 Planning integration process.

Meeting Attendees
Karla Heidelberg, Gina Whisenant, Naomi Martinez, Tony Mazza, Shawn Chavira, Ellen Dux, Zelinda Welch, Karen Reed, Trenton Stone, Rebecca Lonergan, Erica Chesley, Mark Ewalt, Sarah Orsborn, Peniel Park, Martin Howell, Seth Strongin, Kyle Konis, Rhiann Joshua

Meeting Agenda
- Introduce new SSC members
- Introduce USC 2028 Sustainability planning consultants (phase 1)
- Review USC 2028 Sustainability planning process + timeline
- Integrate Academic Senate 2030 Sustainability Strategy into 2028 planning process
- Discuss SSC Fall work load (subject-specific task forces + subcommittees)

Meeting Highlights
1. **2030 Academic Senate Strategy successfully integrated into the 2028 Planning process**
   - SSC members reviewed all call-outs from the 2030 Academic Senate Strategy and agreed on how to handle each wrt 2028 planning process - include, delete, or defer.

2. **ARUP consultants Martin Howell and Seth Strongin introduced at the meeting, have been engaged by the Office of Sustainability for 4-5 week project to assist in preparing a “state of USC Sustainability” document for President Folt.**
   - ARUP works with USC on a variety of construction and consulting projects (i.e. The Village), have helped develop to the LA City pLAn, and sustainability plans for UCLA, Stanford, etc

3. **Process/Timeline for 2028 Plan announced:**
   - Launch 2028 Sustainability Plan Jan 2021

4. **Next Steering Committee will be held on JULY 23rd, 2019 - will review OoS President Folt briefing report and continue to roll out 2028 planning process including introducing datasets**

5. **2030 Sustainability Strategy:** was created as conversation starter, so will be taken as aspirational document, and principles will be revised and quantified by SMEs for best practices, feasibility, and appropriate targets

6. **2028 Plan should be aspirational:** target goals further than the City, State, and peer institutions. Not necessarily in every vertical, but this includes Mayor’s newly released Green New Deal, and LA County My County Sustainability Plans

7. **Academic Sustainability Plan will remain separate, but developed in unison as possible:** while 2028 facilities and operations planning will remain separate from Academics Sustainability Plan, it will be integrated and as supported with one another as possible. Expected Academic plan would start forming after arrival of President Folt and Provost.
8. **Faculty Involvement in Subcommittee:** Interested SME’s from USC faculty who has expressed interest in volunteering expertise within operations subcommittees to provide subject matter opinion. Rebecca to coordinate.

9. **More subcommittees, expanded membership to SSC, more frequent meetings, taking info back to stakeholder required:** while higher level work will get done at these more frequent SSC meetings, increased membership, including HSC members and more SME faculty, as well as the formation and functioning of more sub-committees will allow decisions made here to spread outward, and enact change through other avenues.

10. **Will use LA’s Green New Deal as “Greenprint” for 2028 Plan:** Arup will help to steer our goals and initiatives towards surpassing where possible

11. **Communications related to Engagement will be much more wide reaching and encompass all USC Comms:** All Comms groups will be at table to unify sustainability comms efforts

12. **HSC/Keck/Hospitals:** must be engaged and added to SSC for future action

**Specific Sustainable Subject Matter Highlights by Category:**

13. **Procurement:** Guidance on eco-products and recommendations is possible and eventual goal. Procurement currently has in the 2028 operational plan to create guidelines, best practices, and green purchasing guidelines for campus end users and stakeholders. Due to current culture, policies, and no mandate for campus end users to utilize specific products or suppliers, adhering to the guidelines and recommendations will be optional until there are changes. The discussion about such changes will be considered out of scope for purposes of the sustainability committee.

  - While USC procurement is a central department, purchasing decisions on products and services originate from campus end users and are driven by campus end users.
  - Any potential goals will need to be category/expense specific. A broad overall % of sustainable products is not feasible due to variability and inability to control “total spend”. Each category will have specific nuances related to sustainable procurement options.
  - Viability and meaningful implementation of proposed goals may largely be dependent on changes to overall policy and mandates.
  - Initiatives such as “reduced packaging” may be accomplished with large suppliers with repeat spend and will likely be focused on packaging related to deliveries/distribution. Some of these options already exist today and are utilized in a limited capacity on campus already.
  - Eco product options can be identified and is most effective with suppliers and products with purchases.
  - Procurement to ensure close partnership with other key departments (CCD, FMS, Aux) and procurement of goods and services of their initiatives to ensure maximum value is driven through the procurement process.

14. **Water:** The seemingly lack of progress we can make on water conservation can be reasonably explained.

  - Answer may be for FMS Water, and OoS to more vocally and clearly express large obstacles faced, and progress already made, and specifically negate repeated complaints/suggestions that are not feasible.

15. **Energy:** Most items eliminated from 2030 dataset are because they are already happening for 2020 plan. Other items have to do with feasibility
Carbon offsets, internal pricing does not make sense until built environment sustainability is maximized.

Smart meter transparency not needed as much info will be publicly available, and much of the other info will be procurable by request through a set process.

As LADWP increases its renewable portfolio and USC benefits as a result, would we look to focus on that success as ours or take USC specific actions only as marker of success.

16. **Transportation:** on track and already implementing plans to fulfill much of goals laid out by 2030 plan. Have additional measures and ideas coming that seem to be incentives for sustainable transportation, and alternative forms of transportation.
   - Maybe a future free EV charging/renewable energy source, removal of charging fees
   - Steering away from student fees to fund other sustainable initiatives, especially as student driving to campus is on the decline

17. **Waste:** Increased engagement and signage will occur, HSC has been left out of the loop and is under resourced
   - City Franchise Agreement left HSC with no ability to recycle, yet high demand for it
   - FMS must roll out more equipment and include in plans

*Next SSC Meeting July 23rd, 2019, 12p – 2p.*
USC Sustainability Steering Committee

June 24, 2019

USC 2028 Sustainability Proposal Planning Process
Meeting Agenda

- Introduce new SSC members
- Introduce USC 2028 Sustainability planning consultants (phase 1)
- Review USC 2028 Sustainability planning process + timeline
- Integrate Academic Senate 2030 Sustainability Strategy into 2028 planning process
- Discuss SSC Fall work load (subject-specific task forces + subcommittees)
**USC Sustainability Consultants (Phase 1): Arup**

- Arup is an international firm of consultants, planners and engineers that integrates global best practice advice with local regulatory knowledge to help clients across industries develop and execute sustainability plans.

- Collaborated on campus sustainability planning with institutions such as Stanford, UC Berkeley, and UCLA.

- Supported the City of LA in updating its recent sustainability “pLAN” (LA’s New Green Deal), and supported City departments in implementing LA’s recent energy and water benchmarking ordinance.

- Engaged by Office of Sustainability to help create USC sustainability brief for President Folt. Focus on campus built environment, LA city sustainability pLAN, peer benchmarks.

- Martin Howell (Energy Lead) and Seth Strongin (Sustainability Planning Lead).
**USC 2028 Sustainability Planning Process: Summer and Fall 2019**

- **Process** - SSC will develop the USC 2028 Sustainability Proposal this summer and fall, with complete transparency and full participation from all constituent groups.

- **Consultants** - Sustainability consultant(s) will be engaged throughout process.

- **Data** - Data sets that will inform proposal development process will include:
  - Academic Senate’s Sustainability Strategy 2030
  - Input from student leaders
  - “Asks” from Business units and Office of Sustainability
  - City + County net neutrality goals
  - LA28 requirements
  - Relevant benchmarks from “near peer” universities
  - Consultant recommendations
USC 2028 Sustainability Planning Process: Summer 2019

- **June 24th SSC Meeting** - Integrate Academic Senate Sustainability Strategy 2030 into 2028 Proposal planning process.

- **July 23rd SSC Meeting** - Review Office of Sustainability’s briefing report to President Folt (developing now with Arup) and share any feedback, begin framing 2028 Proposal elements.
USC 2028 Sustainability Planning Process: Fall 2019 through 2020

- **Strategic Goals** – Early Fall, develop 2028 Sustainability Plan overarching strategic goals.

- **Fall Meetings** – Monthly SSC sub-committee meetings will focus on specific subject areas (energy, water, waste, transportation, etc.) and develop Plan initiatives.

- **Feedback and Transparency** – OoS will continue to solicit stakeholder input and provide frequent updates throughout the planning process.

- **Delivery** – OoS will deliver the 2028 Sustainability Plan Proposal December 2019.

- **Approval** – Throughout 2020, OoS and SSC will iterate the 2028 proposal, develop business cases for initiatives, and secure Plan approval.

- **Launch** – The USC 2028 Sustainability Plan will launch January 2021.
Today’s Goal: Integrate Academic Senate’s Sustainability Strategy 2030 into the 2028 Planning Process

What is the Academic Senate Sustainability Strategy 2030?
“Academic Senate wrote USC Sustainability Strategy 2030 as a means to ensure that faculty have a role in the sustainability planning process and that they be heard before decisions are made. The proposal was created as a conversation starter and an example of the type of plan that the University needs to develop.

All of the proposed goals, priorities, and benchmarks are best practices and examples of the size, scope, and weight these elements in our plan should have.”

Why Do This Now?
During the Provost mini-retreat, OoS committed to faculty that the Academic Senate Sustainability Strategy 2030 would provide the basis for 2028 planning efforts.
Commitment to Transparency

OoS is committed to full transparency and reporting throughout 2028 planning process.

- SSC determine the tools and processes necessary to ensure transparency; OoS will execute. Efforts will include:
  - Record notes from all SSC meetings.
  - Disseminate meeting notes on sustainability website, send alerts when notes are available. Notes are for public consumption.
  - Share input from Senior Management during meetings, and/or via email as necessary.
  - Update campus stakeholders on an ad hoc basis via sustainability engagement and outreach programming throughout the year, including the twice-yearly Sustainability Forums.
  - Conduct “explainers” with interested groups as invited.

SSC members are responsible for conveying 2028 planning process updates to their respective teams

- **Action Item**: Office of Sustainability to send out short summaries of meeting notes through e-mail (highlights)
Los Angeles “Green New Deal” pLAn: 5 Zeros

“Emissions must decline everywhere, as soon as possible. L.A.’s Green New Deal puts our city on the road to a zero carbon future across the board.” – Mayor Eric Garcetti

**Zero Carbon Grid**
Achieve 100% renewable energy by 2045

**Zero Carbon Building**
100% net-zero carbon new buildings by 2030 & all buildings by 2050

**Zero Carbon Transportation**
100% zero emission vehicles in the city by 2050

**Zero Waste**
100% landfill diversion rate by 2050

**Zero Wasted Water**
100% of our wastewater recycled by 2030
**Academic Senate Sustainability Strategy 2030 Integration Key**

- **SSC and Academic Senate agree to INCLUDE in current planning process scope**

- **SSC and Academic Senate agree to REMOVE from current planning process scope**

- **SSC and Academic Senate agree to include in planning process scope, but TABLE for now because need to involve appropriate people in discussions (i.e. Finance, Senior Administration, etc.)**
Triple Bottom Line

(2030 Strategy, pg. 5)
A Thought About Sustainability and ROI

“We think it is important that very early in the planning process the University address the criteria to be used in evaluating investment proposals that aim to help us meet goals. We will not make much progress toward any ambitious goals if we restrict ourselves to projects that meet a 2-5 year payback criterion.

If we want any chance of achieving ambitious (as opposed to incremental) goals, some of the projects will not offer any financial payback even on a 20-year horizon; they may have only reputational advantages. We will need to emulate the way corporations manage big strategic moves; as a portfolio of projects, some of which will short payback periods, others with longer payback periods, and others that are necessary but offer no real financial advantage.”

(Articulated by Academic Senate, not in 2030 Strategy document)
Sustainability Strategy Leadership Council

“To ensure a more appropriate level of strategic leadership, and integrate the various dimensions of our sustainability efforts – education and research, operations, facilities and finances – we propose a Sustainability Leadership Council, comprised of the Provost, two or three selected Deans, the two university SVPs, and a Chief Sustainability Officer (CSO).”

(2030 Strategy, pg. 5)
Elevate Office of Sustainability within USC Org Structure

“We recommend an organizational structure where the CSO reports to the Provost or SVP. The CSO would need a staff to guide planning and drive execution across our complex institution. Apart from the CSO’s full time staff, we recommend that each of the major components of the university (i.e., Provost, Administrative Operations, Auxiliary Services, Capital Construction, and Facilities Management) designate someone responsible for sustainability initiatives in their field.”

(2030 Strategy, pg. 5)
**USC 2028 Sustainability Plan Overarching Strategic Goals**

Develop for each category in early Fall, with informed input from Senior Management

- Education & Research
- Community Engagement
- Energy Conservation
- Transportation
- Procurement
- Waste
- Water

*(2030 Strategy, pgs. 3-4)*
Domain 1: Education and Research

(2030 Strategy, pgs. 7-9)
Domain 2: Community Engagement
(Discuss at end of meeting, as time allows)

(2030 Strategy, pgs. 9-11)
Domain 3: Energy Conservation and Greenhouse Gas Reduction
Integration Strategy Summary (per FMS Energy)

“USC’s energy program drives the University’s carbon reduction goals through a robust, diverse set of initiatives and projects that continue to improve campus energy efficiency. With these energy efficiency efforts, combined with LADWP’s improved fuel mix, USC is projected to reduce its GHG emissions by 20% by 2020 (baseline 2014).

2028 planning should concentrate investment on completing major Smart Building and infrastructure projects USC already has started. It also should focus on developing flagship projects to highlight USC’s approach to sustainability through partnerships like Living Lab efforts.”
Domain 3: Energy Conservation and Greenhouse Gas Reduction

- Measure, track, and archive building-level smart meter data in all buildings that are not currently on the existing building monitoring system (the majority of UPC and HSC campuses).
- Make smart meter data available for download on a university-managed website to promote research and analysis, as well as cap and trade and incentive programs (data can be requested).
- Perform an annual energy audit to report progress on energy efficiency and greenhouse gas mitigation goals (currently being implemented).
- Support cross-disciplinary undergraduate research by creating sustainability-based research positions and in-class projects that challenge participants to create smart energy analytics for the campus (Academics).

(2030 Strategy, pgs. 12-13)

**Bullet 2:** Make smart meter data available for download on a university-managed website to promote research and analysis, as well as cap and trade and incentive programs (data can be requested).

**Outcome:** FMS plans to make a portion of the data available through an online portal with real time data including monthly electric and gas data to be more transparent. This data will not be release to the public due to security reasons.
Bullet 4: Achieve carbon neutrality across all USC buildings by 2030, meaning that all energy-related greenhouse gas emissions must by offset by renewable energy generation, or credits/carbon offset programs (cannot be achieved with onsite resources / Finance).

Outcome: This is not possible the way it is currently stated. Suggestion to change this from red to green and include in the planning process but modify language to include offsite renewable energy generation.
Domain 3: Energy Conservation and Greenhouse Gas Reduction

- Reduce greenhouse gas emissions per square foot by 20%, 30% and 40% from 2014 levels by 2020, 2025, and 2030, respectively (20% reduction by 2020 will be achieved; other goals to be determined during 2028 planning).
- Add smart automation to the built environment such that lighting and HVAC systems are optimized based on real-time building occupancy (programs such as HVAC2Events are being implemented).
- Upgrade all lighting fixtures to LEDs (retrofits are in process of being implemented).
- Implement demand-side management programs to reduce energy usage during peak hours (enrolled in LADWP Summer 2019 Demand Response program).
- Evaluate storage opportunities for offsetting peak energy usage (Currently have TES system, evaluate during 2028 planning).

(2030 Strategy, pg. 13)
**Domain 3: Energy Conservation and Greenhouse Gas Reduction**

- Create an internal cap and trade program across USC’s campuses such that units can trade credits to achieve carbon neutrality (Finance).
- Create data-driven and rewards-based incentive programs to engage students, faculty and staff to reduce their energy usage and support demand-side management programs, particularly in residential colleges (Housing sponsoring Energy Competitions. Enrolled in LADWP DR program this summer).
- Collectively offset 10%, 50% and 100% of university energy requirements from on-site renewable generation, off-site renewable energy purchasing, and or storage by 2020, 2025, and 2030, respectively (cannot be achieved with onsite resources, offsite purchasing to be determined by Finance. Mayor’s pLAn calls for having 55%-80% of the city’s energy from renewable resources by 2030).

(2030 Strategy, pg. 13)

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**Bullet 2:** Create data-driven and rewards-based incentive programs to engage students, faculty and staff to reduce their energy usage and support demand-side management programs, particularly in residential colleges (Housing sponsoring Energy Competitions. Enrolled in LADWP DR program this summer).

**Outcome:** FMS is already doing this and will be expanding more. Change to green and include in the planning process.
Domain 3: Energy Conservation and Greenhouse Gas Reduction

- Purchase carbon offset credits to counterbalance any remaining building-related greenhouse gas emissions in 2030, or invest in community-based programs to implement energy efficiency projects in low-income neighborhoods, as an alternative to carbon credits to offset greenhouse gas emissions (Finance).
- Establish strong subsidy or reward programs for employees utilizing public transportation, carpools, and zero-emissions vehicles (Transportation).
- Install more electric vehicle charging infrastructure (Transportation).
- Charge carbon offset fees for students using parking infrastructure.
- Adopt technologies to facilitate state of art teleconferencing to reduce air travel (Procurement?).

(2030 Strategy, pg. 14)
**Domain 3: Energy Conservation and Greenhouse Gas Reduction**

- All new buildings must meet LEED Silver standards and at least 30% less energy use than ASHRAE standards (similar goals already in place).
- These LEED achievements should be certified, so that USC is seen as taking a leadership role in transforming the country’s buildings (per BoT, no LEED certification).
- Guarantee energy neutrality (cost prohibitive).
- Dedicate several buildings as “living laboratories” so USC researchers with sustainability-related interests can build innovation testbeds to implement new technologies (e.g. advanced controls for HVAC, smart sensing devices, internet of things, advanced metering infrastructure, solar glass, passive energy systems, cool roofs, etc.) (Living Lab initiative driven by Academics).
- Create an office within facilities management dedicated to facilitating these collaborations between USC operations and USC researchers (will support Living Lab program as developed by Academics).

(2030 Strategy, pg. 14)

**Bullet 1:** All new buildings must meet LEED Silver standards and at least 30% less energy use than ASHRAE standards (similar goals already in place).
**Outcome:** FMS is aligning with the City’s mandate and following current building codes. Change this to green and include in planning process.

**Bullet 2:** These LEED achievements should be certified, so that USC is seen as taking a leadership role in transforming the country’s buildings (per BoT, no LEED certification).
**Outcome:** Modify language for USC to include achieving LEED certification when possible, but not mandatory. More discussion regarding investment of certifications is required.
Domain 4: Sustainable Transportation

- Annually-updated inventory of USC vehicle fleet with accelerated salvage/replacement of low-use frequency vehicles.
- Prioritized replacement scheduling (15% per year of the oldest vehicles annually) to modernize the USC vehicle fleet to an alternative fuel-based operation.
- Prioritized conversion and advertising of the cleanest inter-campus and off-campus bus fleet possible (upgraded every 4 years).
- Vendor negotiations to motivate/incentivize clean-vendors’- fleet-campus delivery visits (Procurement?).
- Re-invigoration of the annual carpool matching service activity.
- Annually-increasing prioritized parking for carpools (5 more parking spaces in each USC parking lot per year).
- Incentivized (reduced) costs for carpools.

(2030 Strategy, pg. 15)
Domain 4: Sustainable Transportation

- Prioritized parking for alternative-fuel vehicles.
- Additional charging stations for electric vehicles (two additional stations/parking lot/year).
- (In concert with city & regional planners) protected bike lanes on streets leading to/from USC campuses.
- Additional on-campus bike infrastructure, such as bike racks, storage areas, commuter bike lockers, shower facilities for commuters, repair facilities, air pumping stations (Some already available).
- Expanded free on-campus-shared bike system.
- On-campus rent-a-bike facilities (coherent with surrounding city-wide rent-a-bike systems).

(2030 Strategy, pg. 16)

**Bullet 3:** (In concert with city & regional planners) protected bike lanes on streets leading to/from USC campuses.
**Outcome:** Transportation states this might not be feasible but will try to include in planning process.
Domain 4: Sustainable Transportation

- Incentivized public transit usage for students, staff, faculty (discounted train, bus, metro passes).
- Improved outreach efforts regarding public transportation options, availability, scheduling.
- Improved interfacing between university route scheduling and local/regional train/bus travel schedules for seamlessly-timed connections.
- Increased number of AND improved teleconferencing facilities on all USC campuses, goal of one state-of-the-art conference facility in each school unit building by 2030 (not Transportation).
- Establish strong subsidy or reward programs for employees utilizing public transportation, carpools, and zero-emissions vehicles.

(2030 Strategy, pg. 16)

**Bullet 4:** Increased number of AND improved teleconferencing facilities on all USC campuses, goal of one state-of-the-art conference facility in each school unit building by 2030 (not Transportation).

**Outcome:** Does not belong under Transportation. Defer to appropriate people.
Domain 4: Sustainable Transportation

- Adopt technologies to facilitate state of art teleconferencing to reduce air travel (not Transportation).
- Improved mandatory planning of conferences to accommodate provision for public transit access for conference attendance (no way to enforce centrally).
- Install more electric vehicle charging infrastructure (From Domain 3: Energy).
- Charge carbon offset fees for students using parking infrastructure (From Domain 3: Energy).

(2030 Strategy, pg. 16)

**Bullet 1:** Adopt technologies to facilitate state of art teleconferencing to reduce air travel (not Transportation).
**Outcome:** Does not belong under Transportation. Defer to appropriate people.

**Bullet 2:** Improved mandatory planning of conferences to accommodate provision for public transit access for conference attendance (no way to enforce centrally).
**Outcome:** Modify language to not include mandatory. Change from red to green.

**Bullet 4:** Charge carbon offset fees for students using parking infrastructure (From Domain 3: Energy).
**Outcome:** Modify language to remove students and include language regarding using renewable energy to charge vehicles. Change from red to green.
Domain 5: Sustainable Procurement
Integration Strategy Summary (Per USC Procurement)

“Procurement shall benchmark against other leading higher education institutions and utilize key benchmarks to create a comprehensive green purchasing policy that best supports and aligns with USC’s broader sustainability goals. This will be done with the goal of adopting overall leading practices and becoming a leading higher education institution as it relates to sustainable procurement practices and achieved measurable results.

Procurement shall also partner with key departments and stakeholders to drive best value procurement within sustainability initiatives that are within the control of such departments (i.e. FMS, CCD, Aux). Any goals to attain a % of sustainable dollars will be specific to product categories.”
Domain 5: Sustainable Procurement

- Define sustainable purchasing of products and services.
- Set quantifiable goals with timeframes.
- Establish baselines for current purchases.
- Develop university-wide reporting and tracking system for purchases.
- Establish methods to facilitate compliance.
- Establish training process.
- Monitor purchasing.
- Aggregate purchase to establish volume discounts.
- Encourage vendors to find sustainable alternatives at comparable or lower costs.

(2030 Strategy, pg. 17)

Bullet 2 - 9:
- Set quantifiable goals with timeframes.
- Establish baselines for current purchases.
- Develop university-wide reporting and tracking system for purchases.
- Establish methods to facilitate compliance.
- Establish training process.
- Monitor purchasing.
- Aggregate purchase to establish volume discounts.
- Encourage vendors to find sustainable alternatives at comparable or lower costs.

Outcomes:
- Sustainable procurement depends on purchasing behaviors of specific departments and cannot include a collective USC mandate.
- Purchasing department cannot control what departments purchase but can provide information related to sustainable products.
- Offer education to staff regarding sustainability purchasing.
- Purchasing department can suggest sustainable products but cannot enforce.
Domain 5: Sustainable Procurement

- Use campus as a Living Laboratory (Academics).
- Use innovative practices for sustainable procurement.
- Reduce energy use on campus and increase purchase from renewable sources (FMS/Finance).
- Reduce water usage on campus (FMS).
- Reduce the use of toxic material and pollutants on campus (per individual department).
- Increase the use of product from renewable and recyclable sources.
- Purchase only certified wood product.
- Reduce the amount of packaging.
- Buildings and their maintenance must follow Green building practices (e.g. LEED) (FMS/CCD).

(2030 Strategy, pg. 18)

Bullet 6: Increase the use of product from renewable and recyclable sources.  
Outcomes:
- Purchasing department can look at data at the product level to identify which sustainable product certification is available in specific categories.
- Purchasing department will consider creating a data base for each department to assist with identifying and purchasing sustainable products.

Bullet 8: Reduce the amount of packaging.  
Outcome: This would fall under the responsibility of the vendors. The purchasing department is already doing similar initiatives by using plastic totes for deliveries rather than cardboard boxes.
**Domain 6: Waste Diversion**

- Educational material will be disseminated to all students (including during orientation), staff and faculty regarding current best practices for waste minimization and recycling on USC campuses.
- These materials will be updated and improved upon annually, and reintroduced to the campus community at the beginning of each academic year.
- A Waste Minimization Committee will be formed as soon as possible to bring together data and staff from procurement, waste management, events planning, etc. (established late 2018, meets bi-weekly, includes FMS waste team, and Aux and OoS waste reps).
- A conference of stakeholders around the issue of E-waste should be organized (E-waste teams already fully operational on both campuses).
- The conference will result in the creation of an E-waste management committee.

(2030 Strategy, pgs. 20-21)

**Bullet 4:** A conference of stakeholders around the issue of E-waste should be organized (E-waste teams already fully operational on both campuses).

**Outcome:** USC is currently implementing successful e-waste measures and the Office of Sustainability provides related information on their website.
Domain 7: Water Conservation

- Replace academic and student housing bathroom fixtures with water-efficient alternatives, including low-flow showerheads, sink aerators, high efficiency low flow or dual flush toilets and urinals (waterless?), and water efficient front-loading washing machines in hospitals and residence halls (Aux / Keck).
- Meter all buildings across USC campuses and provide a central database for performance monitoring, research, and teaching purposes (currently adding water meters to select buildings, data can be requested).
- Irrigate landscaping with reclaimed water (expected 2025).
- Establish a USC Residential College focused on a broad range of water conservation issues (Cardinal and Gold Apartments, Nemirovsky Residential College).

(2030 Strategy, pg. 22)

**Bullet 1:** Replace academic and student housing bathroom fixtures with water-efficient alternatives, including low-flow showerheads, sink aerators, high efficiency low flow or dual flush toilets and urinals (waterless?), and water efficient front-loading washing machines in hospitals and residence halls (Aux / Keck).

**Outcomes:**
- Low flow fixtures are already included in the 2020 plan. Operations is currently looking at academic buildings to install fixtures.
- Action Items:
  - Look into new waterless urinal technology.
  - Bring Keck School of Medicine to the table for discussions regarding water conservation.

**Bullet 2:** Meter all buildings across USC campuses and provide a central database for performance monitoring, research, and teaching purposes (currently adding water meters to select buildings, data can be requested).

**Outcomes:** Operations is currently monitoring campus buildings but this data will not be made public. Meters are currently being rolled out to labs, housing and athletic buildings.
Domain 7: Water Conservation

- Establish water reclamation programs across all USC campuses. Not much rain for capture, but does technology exist to reclaim the 25-30% of water that goes down sewers as storm runoff/graywater (overlapping ideas, requires clarification).
- Create water efficiency goals and benchmarks for new buildings and major retrofits (meet current standards of low flow fixtures, all buildings will be benchmarked in Energy Star).
- Report annual cost savings, especially in terms of payback period (Finance).
- Develop targets as a function of historical data available through peer institutions in Southern California. Analyses of data collected may allow more accurate modeling of water and costs savings (currently track and model water usage; goal needs clarification).

(2030 Strategy, pg. 22)

Bullet 1: Establish water reclamation programs across all USC campuses. Not much rain for capture, but does technology exist to reclaim the 25-30% of water that goes down sewers as storm runoff/graywater (overlapping ideas, requires clarification).

Outcomes:
- This bullet is a combination of three ideas:
  - Water reclamation: sewer and waste water is owned by LA. USC cannot mine or create their own reclamation facility (not feasible).
    - Action Item: suggestion to implement education/outreach regarding this item.
    - Consider having Board of Trustees pushing politically for this.
  - Storm water: any development over 500k sq ft must follow city mandate.
  - Grey water: used as recycled water. USC is waiting to receive recycled water.
  - Change from black to red and do not include in planning process.

Bullet 4: Develop targets as a function of historical data available through peer institutions in Southern California. Analyses of data collected may allow more accurate modeling of water and costs savings (currently track and model water usage; goal needs clarification).

Outcomes: Operations is currently collecting data and tracking usage. This data will be used in ENERGY STAR. Suggestion to create a benchmarking project from this data. Change from black to green and include in planning process.
**SSC Fall Work Schedule**

- Create subject-specific task forces / subcommittees that will work this Fall to develop the initiatives to achieve 2028 Plan strategic goals.
- Staff appropriately with all relevant SME’s from across the university.
- Work with consultant(s).
- Determine and commit to process, meeting frequency, etc.
Domain 2: Community Engagement

- Create a university-managed database to document engagement in sustainability activities by faculty, staff and students.
- Create guidelines for what constitutes a sustainability program/activity.
- Obtain accurate data on current levels of participation in sustainability activities and update this information on an annual basis to track growth.
- Provide training to graduates on how to live sustainably after college, and track alumni data.
- Create a comprehensive list of all sustainability committees, offices, research efforts, courses, student organizations, etc.
- Ensure that there is an up-to-date website that provides a centralized location for information on sustainability activities.

(2030 Strategy, pg. 10)
Domain 2: Community Engagement

- Utilize the aforementioned website to promote sustainability efforts at USC, host a calendar of events, and provide regularly updated statistics and information on progress toward goals.
- Develop a curated and well-maintained social media presence for sustainability at USC.
- Implement mandatory sustainability training for all employees.
- Designate a university body to provide information and resources for sustainable practices and certify campus workspaces (offices, classrooms, labs) as “green”.
- Implement “green workplace” and sustainable housing and dining initiatives at a facilities level (Aux Services).
- Include sustainability efforts in faculty/staff performance reviews (Administration).

(2030 Strategy, pg. 11)
Domain 2: Community Engagement

- Work with the USC family of schools to create community gardens and provide sustainability education for K-12 students in the USC neighborhood (in cooperation with existing efforts such as Mission Science and Discover Engineering, STEM Spotlight, SHINE, and the Good Neighbors Campaign).
- Develop service learning courses in sustainability through the JEP program.
- Utilize USC facilities to screen educational films and host speakers and community education events.
- Align efforts and develop relationships with existing California and Los Angeles non-profits (i.e. California Greenworks, TreePeople, Sustainable Works etc.) and companies (i.e. Southern California Edison).
- Work directly with the city of Los Angeles to take the steps necessary to achieve and exceed government-mandated sustainability goals.

(2030 Strategy, pg. 11)
Domain 2: Community Engagement

- Develop guidelines for investment and licensing (Finance + Licensing).
- Create an Advisory Panel on Investment Responsibility and Licensing.
- Ensure sufficient transparency in our investment and licensing practices to allow real community engagement (Finance, Administration).

(2030 Strategy, pgs. 9-11)