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# Sustainability Action Plan

2023



UNIVERSITY OF THE  
PACIFIC  
**P**

Malibu  
California

Knights  
Hall

What does it mean to be a sustainable university?

# Introduction



Sustainability is vitally important to students and Pacific. The impacts of climate change are already being felt. This is no longer an issue for some future generation to solve. Today's leaders, no matter their field, need to be prepared to meet these challenges. University of the Pacific has a lofty goal to be America's most sustainable university. With one of the largest, on-site solar photovoltaic systems on a university campus, installation of electric vehicle charging, as well as nationally recognized food and dining practices, Pacific is already recognized as a strong supporter of sustainability. To achieve this goal a strategic pathway and targeted measures are needed.

Pacific's first, comprehensive, university-wide Sustainability Action Plan outlines the first steps in this journey and identifies targets along the way. The Sustainability Tracking Assessment Rating System (STARS) is a standard in higher education and the Plan is closely aligned with STARS measures.

Currently STARS Silver, Pacific aims to achieve STARS Gold by 2026 and Platinum by 2030. Actions taken to reach STARS Platinum demonstrate Pacific's commitment to fostering more regenerative ecosystems in which people, society and economies thrive.



# About the Plan

Sustainability refers to the interconnectedness of environmental, social and economic systems. What happens in one system impacts what happens in another and all need to be healthy for people, economies and the environment to thrive. In this way we can meet our current needs without compromising the ability of future generations to meet their needs.

Sustainability is assessed in four major categories in STARS and this Plan. Pacific has an overarching goal for each one:

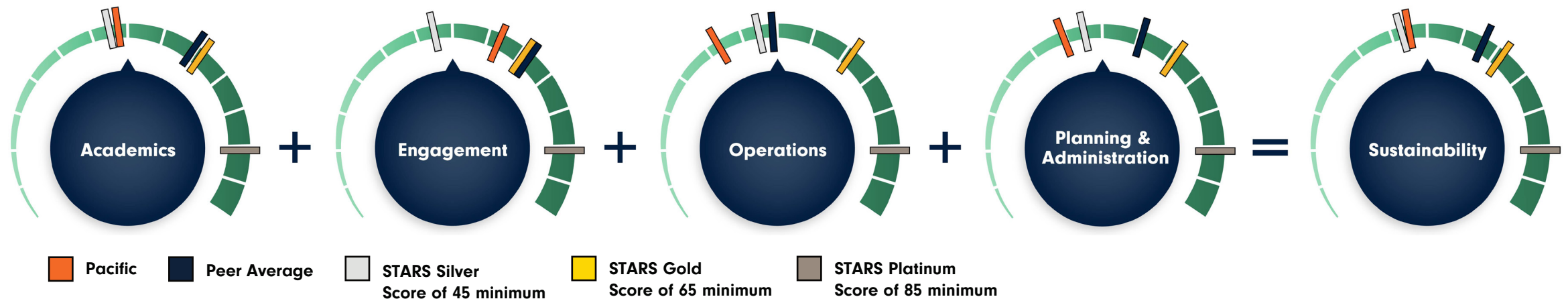
- Academics – Students have opportunities for learning about and researching sustainability in their discipline
- Engagement – Sustainability is reflected in campus culture and community relations
- Operations – Demonstrate responsible resource use and commitment to human health
- Policy and Planning – Sustainability is reflected in university administrative culture and practices

A program of the Association for the Advancement of Sustainability in Higher Education (AASHE), STARS is the most commonly used sustainability assessment for higher education institutions.

To develop the plan, a gap analysis on STARS credits was completed. From this, credits with the most room for improvement were identified along with suggested target measures to achieve a higher level of STARS. Cabinet members put forward actions toward reaching the target measures. Each action in the Plan contributes to a target measure, has a timeline for completion and a person responsible for implementation. Feedback on the plan was collected from Cabinet, student governments, Academic Council, Staff Advisory Council, and the Sustainability Committee. As the plan will be online and updated frequently, the community has ongoing opportunities to provide feedback.

The Plan is designed to be celebratory, actionable, measurable and dynamic. It does not contain every single action the university is taking or needs to take. It will be revisited after the submission of every STARS report.

## Pacific and peer averages based on STARS reports as of Jan. 2023



# How Sustainability is Measured

## Sustainability Tracking Assessment Rating System (STARS)

### Percentage of Points Available in STARS by Category

#### **OPERATIONS (35%)**

- Air & Climate
- Building
- Energy
- Food & Dining
- Grounds
- Purchasing
- Transport
- Waste
- Water

#### **ENGAGEMENT (20%)**

- Campus
- Public



#### **PLANNING & ADMINISTRATION (16%)**

- Coordination & Planning
- Diversity & Affordability
- Investment & Finance
- Wellbeing & Work

#### **ACADEMICS (29%)**

- Curriculum
- Research

# Highlights

Sustainability in Action



**DINING - Reusables**



**EV CHARGING**



**FOOD PANTRY**



**GREEN OFFICE PROGRAM**



**CARSHARE**



**STUDENT LIFE - DESTRESS FEST**

# Actions Toward Targets

1. Better capture courses that incorporate sustainability and incorporate into more courses
2. Convene working groups to consider inter-disciplinary academic degree programs with sustainability emphasis
3. Increase external research application and receipt
4. Increase internal funding support dedicated to sustainability research
5. Increase number of employees and students participating in peer to peer sustainability programing
6. Include sustainability in all student and employee orientations
7. Implement College Corps which has a community service component and roll out a community service program for employees
8. Implement a sustainability culture assessment
9. Regarding procurement of Pacific trademark apparel, assess University membership in worker rights or fair labor organizations. Decide whether or not to become a member.
10. Assess solar expansion on all campuses
11. Complete a greenhouse gas (GHG) inventory & decrease emissions
12. Implement a bikeshare and carshare program at Stockton campus
13. Require contractors to report waste diversion on construction projects
14. To achieve zero waste at large university and Student Life events, establish standards and training protocols for event staff and volunteers
15. Assess and implement additional, impactful clean transportation infrastructure, programs and communications such as: secure bike storage, bike parking or bus passes
16. Provide infrastructure and education for organics collection in Residence Life Spaces
17. Install electric vehicle charging at Sacramento campus
18. Evaluate Athletic facilities for operational improvements (waste diversion, energy and water conservation)
19. Improve irrigation and replace irrigation equipment with more efficient alternative
20. Add Electronic Product Environmental Assessment Tool (EPEAT) or Eco-labeled bid review criteria to all hardware bids for consideration
21. Establish sustainability criteria for specific building products
22. Eliminate redundant technology: Convert to computer calling, remove select printers
23. Have a measurable sustainability plan
24. Divest from and avoid future investments in thermal coal & tar sands
25. Develop a dashboard to more easily communicate investment pools to Pacificans
26. Discuss and research future sustainable investments via: create a working group to evaluate fossil fuel divestment; Engage investment advisor; Evaluate becoming a signatory of U.N. Principles for Responsible Investment. (Research sustainable investments)
27. Offer a faculty mentoring program with special attention to new faculty of color
28. Start affinity group discussion series for staff
29. Establish Inclusive, Equity and Strategic-minded Leadership program for senior administrative and academic leaders

Students have opportunities for learning about and researching sustainability in their discipline

# Academics

## What We've Accomplished

### Completed Since Last Report

- Continued integration into undergraduate curriculum with CORE
- Increased support for sustainability research
- Continued use of campus as site for experiential learning

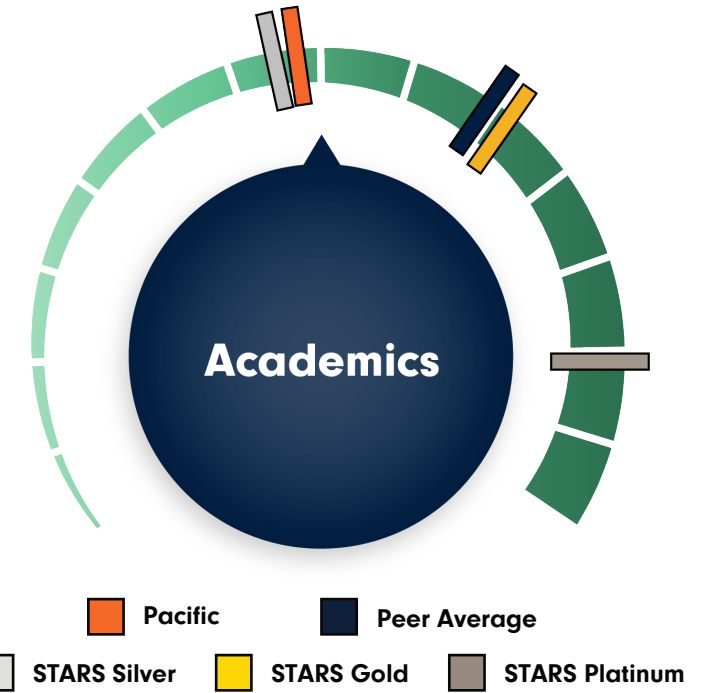




# Actions - Academics

Students have opportunities for learning about and researching sustainability in their discipline.

1. Improve engagement with faculty to better capture courses that incorporate sustainability and foster further incorporation into existing courses
2. Convene working groups to consider inter-disciplinary academic degree programs with sustainability emphases
3. Increase external research application and receipt
4. Increase internal funding support dedicated to sustainability research



## Measure

Action	Gold Target	Previous Report
1	10% of courses incorporate sustainability and are offered by 45% of academic departments.	3.4% of courses incorporated sustainability and were offered in 21% of academic departments.
2	25% of students graduate from programs that require understanding of concept of sustainability.	0.07% of students graduated from programs that required an understanding of concept of sustainability.
3, 4	10% of researchers and 40% of departments conduct sustainability research.	7% of researchers conducted sustainability research in 20% of departments.

Sustainability is reflected in campus culture and community relations

# Engagement



## What We've Accomplished

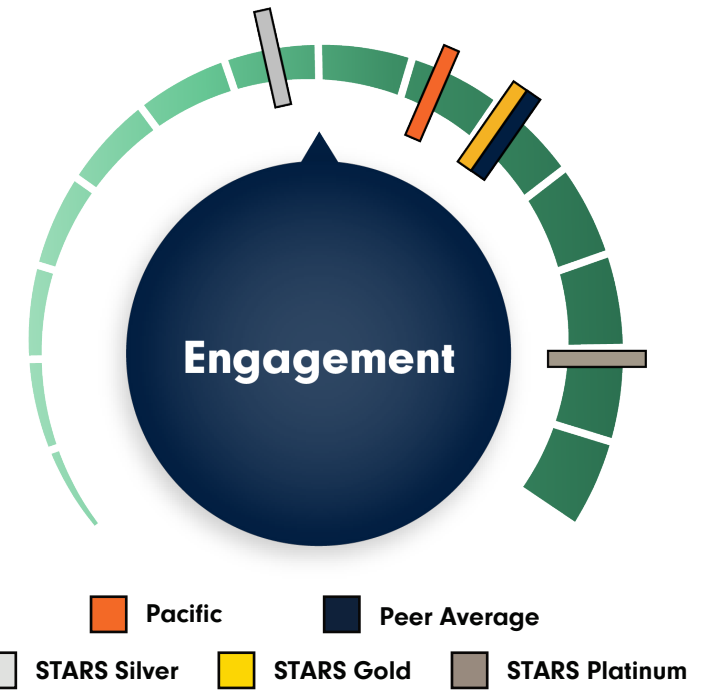
### Completed Since Last Report

- Continue offering opportunities to learn about and participate in sustainability issues: Pacific Garden Program, Food Pantry, Kitchen Co-op, Green Team, events and outreach
- Provided input on public policy

# Actions - Engagement

## Sustainability is reflected in campus culture and community relations

1. Increase number of employees and students participating in peer to peer programing about sustainability
2. Have a sustainability module in student orientation/ Include sustainability in employee on-boarding
3. Implement College Corps which has a community service component and roll out a community service program for employees
4. Implement a Work Culture and Work Climate Survey that incorporates sustainability assessments
5. Regarding procurement of Pacific trademark apparel, assess University membership in worker rights or fair labor organizations. Decide whether or not to become a member



## Measure

Action	Gold Target	Previous Report
1	55% of students and 20% of employees served by sustainability peer education.	52% of students and 2% of employees were served by sustainability peer education.
2	Sustainability included in all student and employee orientations.	Sustainability was included in most student and some employee orientations.
3	50% of students engage in community service and a service program for employees exists.	8% of students engaged in community service, no program for employees to engage in service.
4	Conduct a campus wide sustainability culture assessment.	No Assessment.
5	Worker rights or fair labor organization membership or code of conduct requirement.	No membership/requirement.

Demonstrate responsible resource use and commitment to human health

# Operations

## What We've Accomplished

### Completed Since Last Report

- Solar photo voltaic installation, clean renewable energy
- Electric vehicle charging
- Implemented online surplus system
- Water efficient fixtures swap and conversion to non-potable water for all irrigation at Stockton
- Documented sustainability guidelines for facility operations & maintenance



**COMPOSTABLES**

**YOUR PLATE & EVERYTHING ON IT**

CUPS PLATES UTENSILS NAPKINS FOOD

**TRASH ONLY**

**PACKAGING & COFFEE CUPS**

PLASTIC BAGS PAPER BAGS COFFEE CUPS

**BOTTLES & CANS ONLY**

**EMPTY BOTTLES & CANS**

PLASTIC BOTTLES SODA CANS

RECYCLE / RECYCLE / RECYCLE / RECYCLE / RECYCLE

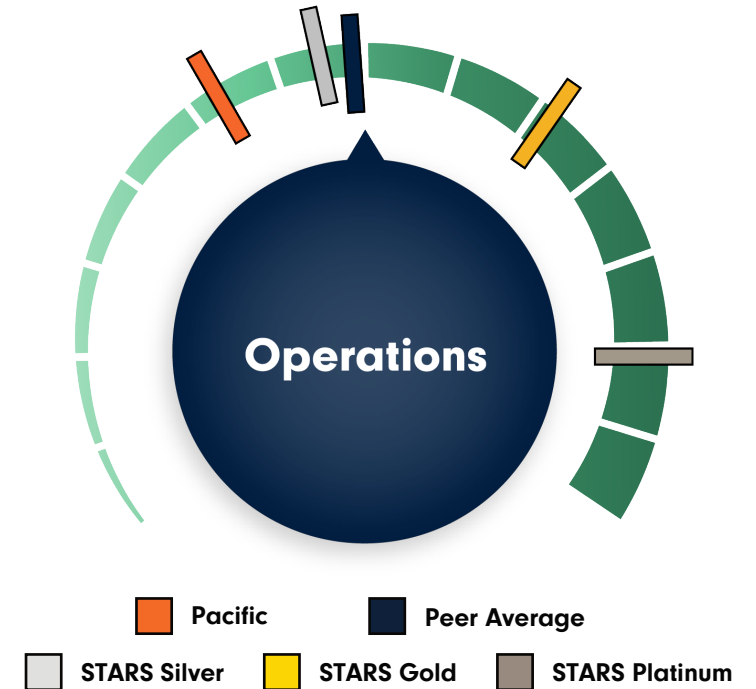


**RECYCLING**

# Actions - Operations

## Demonstrate responsible resource use and commitment to human health

1. Assess Solar photovoltaic expansion on all Pacific campuses
2. Complete a greenhouse gas inventory and decrease GHG emissions
3. Implement a bike share and car share program on Stockton campus
4. Require contractors to report waste diversion percentages on construction projects
5. To achieve zero waste at large university and the majority of Student Life events, establish standards and training protocols for event staff and volunteers.
6. Assess and implement additional impactful, clean transportation infrastructure, programs and communications such as: secure bike storage, parking, or bus passes
7. Provide internal and external infrastructure and education for organics collection in Residence Life Spaces
8. Install electric vehicle charging at Sacramento campus
9. Evaluate Athletic facilities for operational improvements (i.e. waste diversion, energy, and water conservation)
10. Improve irrigation and replace irrigation equipment with more efficient alternative
11. Add Electronic Product Environmental Assessment Tool (EPEAT) or Eco-labeled bid review criteria to all hardware bids for consideration.
12. Establish sustainability criteria for specific building products (e.g. flooring, paint, furniture)
13. Eliminate redundant technology: Convert to computer calling and remove select printers



# Actions - Operations

## Demonstrate responsible resource use and commitment to human health

Action	Gold Target	Previous Report
1	50% of energy is from renewable sources.*	0% of energy directly from renewable sources.
2	Complete a GHG inventory. 50% reduction in GHGs from baseline.	No GHG inventory and no reduction to report.
3, 6, 8	50% of students and 30% of employees commute with clean transportation options. *	36% of students and 29% of employees commuted with clean transportation options.
4, 5, 7	Reduce waste by 50% and divert 50% from landfill. *	48% waste reduction and 31% diversion.
9, 13	Achieve 25% energy reduction (Btu/ft <sup>2</sup> ) from baseline. Actions also impact waste and water reduction targets.*	0% reduction in (Btu/ft <sup>2</sup> ) from baseline.
10	Decrease outdoor water use by 15% (gal/acre) & decrease indoor water use by 30% (gal/ft <sup>2</sup> ).	Water use outdoors increased and use indoors (gal/ft <sup>2</sup> ) decreased by 26%.
11	25% of electronics are EPEAT gold or 100% Eco-labeled.	<1% of electronics were EPEAT gold. 11.5% were Eco-labeled.
12	Have and utilize criteria for building products.*	no written criteria existed.

\* = Achieving target also results in lowering greenhouse gas emissions

Sustainability is reflected in university administrative culture and practices

# Planning and Administration



## What We've Accomplished

### Completed Since Last Report

- Sustainability is in highest level institutional planning
- Expanded DEI training for all employees and students
- Created investment policy statement that includes sustainability as a consideration



# Actions - Planning and Administration

## Sustainability is reflected in university administrative culture and practices

- 1. Sustainability plan that is measurable
- 2. In separately managed accounts, divest from and avoid future investments in, thermal coal and tar sands in a prudent manner
- 3. Develop a dashboard to more easily communicate investment pools to Pacificans
- 4. Discuss and research future sustainable investments via: Create a working group to evaluate fossil fuel divestment; Engage investment advisor; Evaluate becoming a signatory of the UN Principles for Responsible Investment
- 5. Offer a faculty mentoring program with special attention to new faculty of color
- 6. Start a resource affinity group discussion series for staff
- 7. Establish the Inclusive, Equity and Strategic-minded Leadership program for senior administrative and academic leaders



## Measure

Action	Gold Target	Previous Report
1	Have a measurable sustainability plan.	No plan existed.
2, 3, 4	20% of investments in sustainability funds and 50% of holdings publicly disclosed.	0% of investments in sustainability funds and 6% of holdings publicly disclosed.
5, 6, 7	Offer support, mentoring, or counseling for employees from underrepresented groups.	No employee-specific support existed for underrepresented groups.

# Appendix



Maria Musillami '21, learns about virtual reality applications for sustainability at the student organized, Sustainability in Industry panel and networking event

# Status and targets for key measures to reach Gold & Platinum STARS certification

Academics	Pacific 2021 (Silver)	Gold	Platinum
Courses with Sustainability Lesson & Departments Offering	3%, 18%	10%, 45%	20%, 90%
Sustainability Research by Employees & Departments	7%, 20%	10%, 40%	15%, 75%
Graduates from Degrees requiring Basic Understanding of Sustainability	0.68%	25%	75-100%
Sustainability Literacy Assessment	None	All Students	Pre & Post Test
Sustainability Learning Outcomes	Supportive	Supportive	Explicitly State

Engagement	Pacific 2021 (Silver)	Gold	Platinum
Sustainability Included in Student/Employee Orientation	Most, some	All, all	All, all
Students/Employees Served by Peer Education on Sustainability	52%, 2%	55%, 20%	100%, 100%
Students/Employees Engaged in Community Service	8%, No Program	50%, Program	50%, Program
Sustainability Culture Assessment	None	Campus Wide	Campus Wide
Membership in 3rd Party Worker Rights, Fair Labor or Equivalent Organization	Follet Req. Labor Code of Conduct	Member	Member
Sustainability Continuing Education Courses	6%	7%	7%

Operations	Pacific 2021 (Silver)	Gold	Platinum
<b>Carbon Emissions Reductions</b>			
<b>Greenhouse Gas Emissions Inventory &amp; Reduction</b>	None, NA	Complete, 50%	Complete, 100%
<b>Energy Efficiency (Btu/ft<sup>2</sup>)</b>	0%	25%	50%
<b>Renewable Energy</b>	0%	50%	100%
<b>Clean Transportation, Students/Employees</b>	36%, 29%	50%, 30%	50%, 50%
<b>Waste Reduction and Landfill Diversion</b>	48%, 31%	50%, 50%	50%, 90%
<b>Reduced Water Use (g/acre, g/ft<sup>2</sup>)</b>	Increased, 26%	15%, 26%	30%, 30%
<b>Green Building Policy to Include Renovations</b>	Not Included	Included	Certified
<b>Establish Sust. Criteria for Specific Building Products (e.g. flooring, paint, furniture)</b>	None	Exists	Exists

Operations	Pacific 2021 (Silver)	Gold	Platinum
<b>Purchasing</b>			
<b>Electronics: Electronic Product Environmental Assessment Tool Gold or Eco-Label</b>	<1% Gold, 11.5% ES	25% Gold or 100% ES	50% Gold
<b>Paper: Recycled or Forest Stewardship Council</b>	67%	70%	90%
<b>Janitorial: Certified green cleaning as indicated by nationally recognized standard</b>	92%	100%	100%
<b>Rainwater Management Guidelines</b>	None	Exists	Exists

Planning & Administration	Pacific 2021 (Silver)	Gold	Platinum
<b>Sustainability in Highest Guiding Institutional Document</b>	No	Yes	Yes
<b>Support for Underrepresented Groups: Mentoring, Counseling, for Employees</b>	No	Yes	Yes
<b>Affordability &amp; Access</b>			
<b>Percentage of Financial Need Met</b>	59%	70%	70%
<b>Graduating Without Loan Debt*</b>	40%	50%	75%
<b>Percentage of Low-Income 1st Year students*</b>	35%	50%	75%
<b>Graduation Rate for Low-Income</b>	71%	75%	80%

Planning & Administration	Pacific 2021 (Silver)	Gold	Platinum
<b>Representative Investment Committee</b>	Staff	Staff, Faculty, Student	Staff, Faculty, Student
<b>Sustainable Financial Investments</b>			
<b>Investments in Sust. Funds</b>	0%	20%	60%
<b>Holdings Disclosed</b>	6%	50%	50%
<b>Employees/Contracted Employees receive living wage or more</b>	89%, 0%	89%, 0%	89%, 78%

If percentages are not met in one area, the difference will have to be made up in another to still achieve desired certification level. Measures marked with an asterisk (\*) indicate projected percentages will be lower than what is required to earn full credit in STARS. STARS credits and points are subject to change.

**Previous Pacific STARS Report:** <https://reports.aashe.org/institutions/university-of-the-pacific-ca/report/2021-03-04/>

**For detailed information on measures, definitions and rationale, see the Technical Manual:** <https://stars.aashe.org/wp-content/uploads/2019/07/STARS-2.2-Technical-Manual.pdf>

# Actions - Timelines and Responsible Parties

FY 2023 | Provost  
 FY 2025 | Provost

FY 2025 | Provost  
 FY 2025 | Provost

FY 2024 | Chief Financial Officer; Vice President Student Life  
 FY 2024 | Chief Financial Officer; Vice President Student Life  
 FY 2023, 2025 respectively | Provost; Chief Financial Officer

FY 2025 | Chief Financial Officer  
 FY 2024 | Vice President Student Life; Athletics Director

FY 2024 | Chief Financial Officer  
 FY 2024 (inventory) | Chief Financial Officer  
 FY 2024 | Chief Financial Officer  
 FY 2024 | Chief Financial Officer  
 FY 2024 | Vice President Student Life; Vice President for  
 University Development and Alumni Relations  
 FY 2025 | Chief Financial Officer; Vice President Student Life

FY 2023, 2024 | Vice President Student Life;  
 Chief Financial Officer

FY 2024 | Chief Financial Officer  
 FY 2024 | Athletics Director; Chief Financial Officer

FY 2024 | Chief Financial Officer  
 FY 2024 | Vice President Technology and  
 Chief Information Officer  
 FY 2025 | Chief Financial Officer  
 FY 2024 | Vice President Technology and  
 Chief Information Officer

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FY 2024 | Chief Financial Officer  
TBD | Chief Financial Officer  
TBD | Chief Financial Officer  
FY 2024 | Chief Financial Officer

FY 2023 | Vice President Diversity, Equity Inclusion; Provost  
FY 2024 | Vice President Diversity, Equity Inclusion  
FY 2024 | Vice President Diversity, Equity Inclusion

23. Have a measurable sustainability plan
24. Divest from and avoid future investments in thermal coal & tar sands
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