

UCSF Advisory Committee on Sustainability

06/09/21 Meeting Minutes

Attendees: Gail Lee, Rowena Eng, Joe Guglielmo, Bruce Lanyon, Annemarie Charlesworth, Benjamin Levie, Brian Newman, Dan Henroid, Katherine Gundling, Marya Zlatnik, Sapna Thottathil, Sheila Antrum, Starley Shade, Tim Orozco, Wylie Liu, Sheri Weiser, Terri O’Brien, Paul Landry, Dorie Apollonio

Agenda Topic	Notes	Action Item
<p>Freezer Project: A Case in Change Management– Joe Guglielmo</p>	<p>Dean Guglielmo presented on Change Management to share his perspective on engaging leadership on sustainability.</p> <ol style="list-style-type: none"> 1. Clearly articulate the vision <ul style="list-style-type: none"> - Used energy savings, risk reduction, cost savings to explain importance to rank and file 2. Involve the right people: limited vs. broad involvement <ul style="list-style-type: none"> - Also explain why it’s important to the PIs themselves. Involved David Morgan and Nevan Krogan because they are respected by the rank and file scientists in Byers and Genentech 3. Communicate the right information at the right time <ul style="list-style-type: none"> - This was a weakness in the project because they did not communicate clearly to rank and file scientists (your freezer consumes sometimes double that of a whole house, your freezer is on the verge of failing, we have a mechanism to buy a new freezer for you) 4. Always account for resistance to change <ul style="list-style-type: none"> - Encountered resistance when they asked labs to consolidate freezers. Resistance has dissipated over time as labs realize they are getting a free freezer that will be safely braced and more reliable 5. Celebrate short-term wins without declaring premature victory <ul style="list-style-type: none"> - demonstrate the wins at the School of Pharmacy and hope the other schools will follow suit 6. Effectively anchor the change to the organization <ul style="list-style-type: none"> - They want this to be data-driven and document the full costs and benefits and outcomes 7. Always plan for change to be "the only constant." <ul style="list-style-type: none"> - When Pfizer was announced as the first vaccine to be administered at UCSF and required -80C storage, they loaned a lot of our newly purchased School of Pharmacy freezers to UCSF Health for vaccination efforts <ul style="list-style-type: none"> - Brian asked how would it be different if this program was mandatory, not optional for the labs? Joe responded that UCSF is very science-driven. The pilot was optional, but it should be mandatory after we show the fiscal advantages and all the successes, with robust data to back it up - Ben clarified that once the pilot is over, we’re not paying the full cost of freezers for the rest of campus. Joe agrees that each school or department should take on this investment on their own, after recognizing the benefits from the pilot <ul style="list-style-type: none"> - Ben suggested to start with an incentive program then slowly lower incentives over time. This is how energy policy has been implemented in the US. Knowing that incentives are time sensitivity will motivate them. Priority should be based upon carbon emissions reduction. - Joe adds after this pilot, leaders will have to figure out if and how they want to adopt the initiative in their depts 	
<p>Subcommittee Goal Reminders</p>	<ul style="list-style-type: none"> - Let’s use Joe’s example of high-level influence/change management and apply it to our projects - We should be aiming to complete UACS projects by the end of the committee appointment cycle (June 2022) 	

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	<ul style="list-style-type: none"> - We need to focus on accountability and metrics to track our progress 	
Subcommittee Breakout Sessions	<p>Subcommittee Breakout Notes</p> <ul style="list-style-type: none"> ▪ Heath: https://ucsf.box.com/s/5ve95w2r1zznbmwnqc4c5zs3dkkqm5n6 ▪ Buildings & Operations: https://ucsf.box.com/s/rr8lcqujlbffi83xmt72edsvpub4icf9 ▪ Academics: https://ucsf.box.com/s/p4jhlrdbxxwvsid17xr5233jubhukpup ▪ Communications: https://ucsf.box.com/s/phs0b3u63ypypievq1jojr5wzdccwe3a 	
Subcommittee Report Back	<p>Health Subcommittee</p> <ul style="list-style-type: none"> - Biggest challenge right now is waste and the recycling fines from the City - Identify and focus on highest waste generators while also working on the procurement side to focus on products that can be recycled/reused/reprocessed - Sheila suggested that opportunities that save money can be reinvested into future sustainability projects - Creating dashboards and metrics to share progress with units so that we can give recognition and incentivize others to perform better. The more we can educate our UCSFH stakeholders, the more support we can gain. <p>Buildings & Operations</p> <ul style="list-style-type: none"> - Focused on projects with deliverables that can be accomplished within the UACS timeframe 1. Complete the Pharmacy freezer replacements, data collection and analysis, and final report. Provide recommendation to Chancellor to continue the program or not, and whether it should be mandatory. Create an action plan with timeline if we proceed to campus-wide rollout 2. Paul and Ben have a new initiative around electrification of small gas-powered equipment. Identifying such equipment, domestic hot water heaters, gas stoves, etc, prioritize what is near end of life, and develop a program to electrify those pieces of equipment (similar to the Pharmacy freezer replacement project) 3. Two candidates for third project: <ul style="list-style-type: none"> 1. Green leases: Premise is that landlords who control commercial property will prioritize sustainable operations where their tenants demand it. We would insert language into our general requirements or leases themselves around green operations. There would be competing priorities such as location, seismic safety, and other many considerations around spaces 2. LEED for new construction: UC policy requires minimum of LEED Silver. Do we want to formalize our policy to make LEED Gold our minimum standard moving forward? Need to discuss with additional colleagues about this <p>Academics Highlights:</p> <ul style="list-style-type: none"> - Interested in improving collaboration and communications amongst campus and academics groups in this sustainability space so that we're not duplicating efforts. However, we don't have a clear mechanism for this yet. - Strengthening CNI fellows program 	<p>All groups agreed to schedule an interim meeting prior to the next quarterly meeting</p>

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	<ul style="list-style-type: none"> - Host a journal club series as a way of getting people interested in climate change and sustainability, and bring people across siloes to connect about this - Communications Subcommittee: <ul style="list-style-type: none"> - Increasing sustainability topics in UCSF-wide communications <ul style="list-style-type: none"> - Finding ways to align sustainability efforts with the current priorities of other departments and the announcements they are disseminating - Make the Earth Day Town Hall a recurring event - Identifying communicators, staying connected and updated on their upcoming announcements so we can help tie in sustainability - Gail noted that it could be challenging with so many communicators across UCSF - Educating the broader SF community about UCSF's sustainability efforts and how it benefits locals - Leveraging our research and resources to influence policymakers 	
UACS Plus/Deltas	<ul style="list-style-type: none"> - Bruce suggests working closer with Gail's team and having more regular check-ins to discuss collaboration opportunities and maintain a continuing dialogue - Brian offered that this format has contributed to a more collaborative and action-oriented committee - Paul asks if there's a group looking at remote work from a sustainability angle? Gail believes the Space Committee has been discussing topics such as eliminating lease spaces and conversion to hotel space. Gail's impression is that people have seen the opportunities, but the difficulty is having one blanket recommendation for the whole university, there's a reluctance to be prescriptive. The culture here is to be accommodating and flexible. - Sheila referred to a town hall about CDC recommendations about remote work so people are likely in the process of implementing those guidelines. It might be good to bring Alicia and Brian to these discussions. For future recruiting, we will need some aspect of remote work to stay. - Bruce reminded us that 350 Parnassus is not sold yet, but we are moving people out of that space. Anyone with questions should contact him. - Ben noted that these group sessions have been very seamless with Zoom - Gail asked if sub-committees wants interim mtg to finalize action plan for upcoming fiscal year, all agreed. Will schedule. 	
Last Words - Sheila	<ul style="list-style-type: none"> - UCSFH has a new Medical Director of Sustainability, Dr. Seema Gandhi - Physicians are becoming more interested in leadership roles beyond clinical care to understand the bigger picture of the UCSF health system - Sheila was struck by the number of people who reached out to express appreciation for a role for physicians in this sustainability domain - They selected a candidate through a formal hiring process and ultimately selected Seema, as she has already done a lot of this work and was very convincing on paper and in person 	

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	<ul style="list-style-type: none">- Moving forward, they will focus on giving physicians more leadership roles to expand their understanding of the finances and other aspects of the health system	
Next Meeting	Wednesday 09/08/21, 1:00-2:30pm	