

INSTITUTIONAL POLICY ON DIGITAL TRANSFORMATION, ELECTRONIC RECORDS MANAGEMENT, PAPER CONSUMPTION REDUCTION, AND THE PROGRESSIVE ELIMINATION OF SINGLE-USE PLASTICS AT CRUZEIRO DO SUL UNIVERSITY

**Draft Proposal to be reviewed by the Office of the President
(Rectorate) and the University Council during the second
semester of 2026, with implementation scheduled to
commence in 2027.**

1. Introduction

Cruzeiro do Sul University, committed to innovation, environmental and social responsibility, and excellence in university governance, has developed a wide range of initiatives related to digital transformation, electronic records management, paper consumption reduction, and the progressive elimination of single-use plastics, as evidenced throughout this document.

Accordingly, the University hereby submits to the University Council this proposal to establish the Institutional Policy on Digital Transformation, Electronic Records Management, Rational Paper Use, and the Progressive Elimination of Single-Use Plastics, with the purpose of establishing institutional guidelines that foster a culture of sustainability, administrative excellence, and technological innovation.

This Policy is founded on the understanding that university sustainability extends beyond environmental protection and constitutes a fundamental principle of institutional governance. Within this framework, digital transformation is viewed not merely as a technological advancement but as a strategic approach to redesigning academic and administrative processes in ways that reduce environmental impacts, improve operational efficiency, strengthen institutional transparency, and promote greater integration among teaching, research, community engagement, and institutional management.

By progressively replacing paper-based documentation with digital workflows, reducing

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paper consumption, and eliminating single-use plastic products, the University contributes directly to the mitigation of greenhouse gas emissions, the conservation of natural resources, and the development of a university culture aligned with the United Nations Sustainable Development Goals (SDGs).

2. Legal and Institutional Framework

This Policy is based upon and supported by the following legal and institutional frameworks:

- I. United Nations 2030 Agenda for Sustainable Development;
- II. United Nations Sustainable Development Goals (SDGs);
- III. Brazilian National Solid Waste Policy (Law No. 12,305/2010);
- IV. Digital Government Law (Law No. 14,129/2021);
- V. Document Digitization Law (Law No. 12,682/2012);
- VI. Brazilian General Data Protection Law (LGPD) (Law No. 13,709/2018);
- VII. Federal Decree No. 10,278/2020, governing the digitization and legal validity of digital documents;
- VIII. Brazilian National Archives System (SINAR);
- IX. Institutional Development Plan (PDI) of Cruzeiro do Sul University.

3. Objectives

The objectives of this Policy are to:

- I. establish and consolidate an institutional culture centered on digital transformation;
- II. promote the electronic management of academic and administrative records;
- III. continuously reduce paper consumption across all University campuses and administrative units;
- IV. progressively eliminate the use of single-use plastic products throughout the institution;
- V. reduce the University's institutional carbon footprint;

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- VI. optimize financial resources allocated to printing services and the procurement of disposable materials;
- VII. encourage responsible consumption practices among students, faculty members, administrative and technical staff, and institutional partners; and
- VIII. strengthen the University's performance and international recognition in global sustainability rankings, assessments, and certification frameworks.

4. Sustainable Development Goals (SDGs) Supported by this Policy

This Policy directly contributes to the achievement of the following United Nations Sustainable Development Goals (SDGs):

✓ SDG 4 – Quality Education

- promoting sustainability competencies among students, faculty, and professional staff;
- fostering a culture of lifelong environmental education and awareness across the University community.

✓ SDG 9 – Industry, Innovation and Infrastructure

- advancing institutional digital transformation;
- promoting innovation in academic and administrative processes;
- modernizing the University's digital and technological infrastructure.

✓ SDG 11 – Sustainable Cities and Communities

- strengthening the sustainable management and operation of University campuses;

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- improving institutional practices that contribute to more resilient and environmentally responsible campus environments.
- **SDG 12 – Responsible Consumption and Production**
- reducing institutional paper consumption;
- implementing comprehensive electronic records and document management systems;
- promoting circular economy principles in resource management;
- minimizing waste generation through sustainable operational practices.

✓ **SDG 13 – Climate Action**

- reducing greenhouse gas emissions associated with printing activities;
- minimizing the environmental impacts resulting from the transportation of physical documents;
- decreasing the generation of solid waste through digital processes and responsible resource management.

✓ **SDG 15 – Life on Land**

- contributing to the conservation of forest resources by reducing paper consumption;
- decreasing the demand for virgin raw materials used in paper production;
- supporting the sustainable use of terrestrial ecosystems through responsible procurement and consumption practices.

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✓ **SDG 17 – Partnerships for the Goals**

- promoting the exchange of knowledge, best practices, and institutional experiences with national and international higher education institutions and strategic partners in support of sustainable development.

5. Policy Guidelines

Cruzeiro do Sul University shall implement this Policy in accordance with the following institutional guidelines:

5.1 Digital Transformation

The University shall:

- a) progressively digitize academic and administrative processes;
- b) gradually eliminate paper-based document workflows in favor of fully digital processes;
- c) adopt the institutional use of **electronic signatures** for academic and administrative transactions;
- d) prioritize the use of **digital certificates** to ensure the authenticity, integrity, and legal validity of electronic documents;
- e) ensure the **secure storage** of institutional records within trusted digital environments, in accordance with applicable information security and data protection standards;
- f) establish mechanisms for the **long-term digital preservation** of institutional records to guarantee their authenticity, accessibility, integrity, and reliability over time; and
- g) promote **interoperability among institutional information systems**, enabling efficient data exchange, process integration, and streamlined academic and administrative management

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5.2 Electronic Records Management

The University shall give priority to:

- a) the use of electronic records management systems for institutional correspondence and official communications;
- b) the implementation of fully digital administrative processes across all academic and administrative units;
- c) the maintenance of electronic student academic records throughout the student lifecycle;
- d) the issuance and management of digital academic transcripts and other official academic records;
- e) the submission and processing of electronic requests and applications through institutional digital platforms; and
- f) the exclusive use of digital document workflows for the processing, review, approval, and archiving of institutional documents whenever technically and legally feasible

5.3 Paperless Policy

To promote responsible resource management and accelerate institutional digital transformation, the University shall implement the following paperless practices:

5.3.1 Printing Practices

The University shall adopt the following printing standards:

- a) printing shall be carried out only when strictly necessary;
- b) double-sided (duplex) printing shall be the default setting for all institutional printers;
- c) all printing shall, whenever feasible, be performed using economy (draft) mode to reduce toner and ink consumption;
- d) recycled paper shall be used preferentially whenever printing is required;

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- e) documents shall undergo mandatory electronic review and proofreading prior to printing in order to minimize unnecessary reprints; and
- f) the University shall maintain electronic monitoring and control of printing volumes to support resource management, cost reduction, and sustainability reporting.

5.3.2 Paper Reuse and Recycling

The University shall encourage:

- a) the reuse of printed sheets as draft paper whenever appropriate;
- b) the repurposing of paper for internal administrative and academic activities where confidentiality and document integrity are not compromised; and
- c) the full recycling of discarded paper through the University's institutional waste management and recycling programs.

5.3.3 Digital Document Sharing

The University shall prioritize the use of:

- a) PDF documents as the standard format for institutional document distribution;
- b) collaborative digital platforms for document creation, review, and sharing;
- c) secure cloud-based storage solutions for institutional records and academic materials;
- d) the Virtual Learning Environment (VLE) as the primary platform for distributing teaching and learning resources;
- e) institutional academic information systems for academic records, communications, and student services; and
- f) institutional administrative information systems for the management of administrative processes and official documentation.

5.4 Policy for the Reduction of Single-Use Plastics

The University shall implement institutional measures aimed at progressively eliminating single-use plastics and promoting the adoption of sustainable alternatives throughout its academic and administrative operations.

5.4.1 Progressive Elimination of Single-Use Plastic Products

The University shall progressively phase out the institutional use of:

- a) single-use disposable cups;
- b) disposable cutlery;
- c) disposable plates;
- d) plastic drinking straws;
- e) institutionally purchased PET plastic bottles;
- f) plastic shopping and carrier bags; and
- g) promotional items and giveaways manufactured from single-use plastics.

5.4.2 Promotion of Sustainable Alternatives

The University shall encourage the use of:

- a) reusable mugs;
- b) reusable water bottles;
- c) reusable drinking cups;
- d) durable food and beverage containers;
- e) biodegradable packaging materials; and
- f) compostable products and materials.

6. Environmental Education

Cruzeiro do Sul University recognizes Environmental Education as a strategic component of its institutional sustainability agenda. Sustainability-related principles are integrated into undergraduate and graduate curricula, research activities, community engagement initiatives, and institutional management practices, fostering environmental awareness and responsible citizenship across the academic community.

In addition to these curricular and co-curricular initiatives, the University shall implement and maintain the following ongoing actions:

- a) institutional environmental awareness and educational campaigns to promote sustainable behaviors and responsible resource consumption;
- b) an annual Sustainability Week, featuring interdisciplinary activities, lectures, workshops, and community engagement initiatives focused on sustainable development;
- c) hands-on workshops addressing environmental sustainability, circular economy, responsible consumption, waste management, climate action, and related topics;
- d) training courses and professional development programs designed to strengthen sustainability competencies among students, faculty members, administrative staff, and institutional partners;
- e) lectures, seminars, conferences, and expert presentations on sustainability, environmental governance, innovation, and the United Nations Sustainable Development Goals (SDGs);
- f) the regular publication and dissemination of institutional environmental performance indicators, promoting transparency, accountability, and continuous improvement; and
- g) community engagement and outreach projects that integrate teaching, research, and service to address environmental, social, and sustainability challenges while strengthening the University's contribution to sustainable development.

7. Sustainable Procurement

The University shall incorporate sustainability principles into its procurement and purchasing processes by giving preference to products, services, and suppliers that demonstrate environmental responsibility, resource efficiency, and compliance with recognized sustainability

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standards.

Accordingly, institutional procurement procedures shall prioritize:

- a) recyclable products and materials that support circular economy practices;
- b) certified materials that comply with nationally and internationally recognized environmental, quality, and sustainability standards;
- c) environmentally responsible suppliers that demonstrate sound environmental management practices and compliance with applicable environmental legislation;
- d) sustainable packaging, including recyclable, reusable, biodegradable, or compostable packaging materials that minimize waste generation and environmental impact; and
- e) energy-efficient equipment that contributes to reducing electricity consumption, greenhouse gas emissions, and the University's overall environmental footprint throughout the product life cycle.

8. Institutional Targets (2026–2030)

To advance its institutional sustainability strategy and accelerate digital transformation, Cruzeiro do Sul University establishes the following targets for the 2026–2030 period:

- a) reduce institutional printing volumes by 40% through the expansion of digital workflows and paperless administrative practices;
- b) digitize 80% of all administrative processes, replacing paper-based procedures with secure electronic workflows;
- c) ensure that 100% of academic records and official academic documents are available in electronic format;
- d) reduce the consumption of single-use disposable cups by 70% across all University campuses;
- e) completely eliminate the institutional use of plastic shopping and carrier bags;
- f) reduce the procurement of single-use disposable products by 70%, promoting reusable and environmentally preferable alternatives;

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- g) establish selective waste collection stations at all University campuses to strengthen waste segregation and recycling practices; and
- h) install drinking water refill stations for reusable bottles at all campuses and academic facilities, encouraging the replacement of single-use plastic bottles with reusable containers.

9. Performance Indicators

To assess the implementation and effectiveness of this Policy, the University shall establish an annual monitoring system based on institutional sustainability indicators that support continuous improvement, transparency, accountability, and evidence-based decision-making.

9.1 Paper Consumption and Digital Transformation Indicators

The University shall annually monitor:

- a) the **number of paper reams procured** for institutional use;
- b) the **total number of printed pages** across all campuses and administrative units;
- c) the **average number of printed pages per employee**, as an indicator of printing efficiency and responsible resource use;
- d) the **percentage of institutional documents maintained in digital format**; and
- e) the **percentage of documents authenticated through electronic signatures**, reflecting the level of adoption of secure digital workflows and electronic records management.

9.2 Single-Use Plastics Indicators

The University shall annually monitor:

- a) the **number of single-use disposable cups procured** for institutional use;

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- b) the **number of plastic bags distributed** across the institution;
- c) the **percentage of replacement of single-use plastics with reusable or sustainable alternatives**; and
- d) the **volume of recyclable waste generated and diverted from landfill** through the University's waste management system.

9.3 Carbon and Environmental Performance Indicators

The University shall annually monitor:

- a) estimated greenhouse gas emissions avoided through the reduction of institutional printing activities;
- b) the estimated number of trees preserved as a result of reduced paper consumption;
- c) the estimated volume of water conserved through paper reduction and digital document management; and
- d) the estimated energy savings achieved through digital transformation initiatives and reduced reliance on paper-based processes.

10. Governance

The implementation, monitoring, and continuous improvement of this Policy shall be the responsibility of **Cruzeiro do Sul University**, which shall:

- a) establish biennial institutional sustainability targets aligned with the University's strategic planning and environmental commitments;
- b) publish and periodically update institutional environmental performance indicators, ensuring transparency and accountability;

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- c) encourage the development and implementation of innovative projects that advance digital transformation, environmental sustainability, and operational excellence;
- d) support teaching, research, innovation, and community engagement initiatives related to sustainability, environmental management, and the United Nations Sustainable Development Goals (SDGs); and
- e) integrate the outcomes and performance indicators derived from this Policy into the Institutional Development Plan (PDI) and other strategic planning and institutional assessment processes, ensuring their continuous alignment with the University's governance framework and long-term sustainability objectives.

11. International Best Practices Incorporated

This Policy recognizes and institutionalizes a number of **internationally recognized best practices** that have already been implemented across Cruzeiro do Sul University, including:

- a) the **comprehensive digitization of academic and administrative workflows**, reducing reliance on paper-based processes;
- b) the adoption of **electronic signatures as the institutional standard** for the authentication and approval of official documents;
- c) the implementation of **integrated electronic records and document management systems** that ensure efficiency, security, and regulatory compliance;
- d) the mandatory use of **double-sided (duplex) printing** as the default configuration for institutional printing devices;
- e) the application of **user-based printing quotas** to encourage responsible paper consumption and reduce unnecessary printing;
- f) the installation of **water refill stations for reusable bottles** across University campuses, promoting the replacement of single-use plastic bottles;

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- g) the implementation of **ongoing environmental awareness and sustainability campaigns** targeting students, faculty members, administrative staff, and the wider academic community;
- h) the **public disclosure of institutional sustainability indicators**, reinforcing transparency, accountability, and continuous improvement; and
- i) the integration of **environmental performance indicators** into institutional assessment processes and participation in **international university sustainability rankings and benchmarking initiatives**.

12. Assessment and Continuous Improvement

This Policy shall be **reviewed annually** through a comprehensive assessment process based on **quantitative and qualitative performance indicators**, internal audits, and benchmarking against leading national and international higher education institutions. These evaluations shall support the continuous enhancement of the University's sustainability initiatives, digital transformation strategy, and institutional governance practices.

The outcomes of these assessments shall be incorporated into the University's **Institutional Sustainability Reports** and shall provide evidence to support Cruzeiro do Sul University's participation in international rankings and certification frameworks, including the **UI GreenMetric World University Rankings**, **Times Higher Education Impact Rankings**, **QS Sustainability Rankings**, the **SDG Education Seal (Selo ODS Educação)**, and other relevant national and international assessment initiatives.

Through this process, the University reaffirms its commitment to innovative governance, environmental stewardship, digital transformation, and alignment with internationally recognized best practices in higher education, while contributing to the achievement of the United Nations Sustainable Development Goals (SDGs).

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This Policy shall be submitted to the Office of the President (Rectorate) for preliminary approval and, subsequently, to the University Council for final review and approval.

São Paulo, April 29, 2026



Prof. Dr. Carlos Augusto Baptista de Andrade

Chair, Institutional Committee for the Planning, Organization,
and Oversight of National and International Seals and
Rankings at Cruzeiro do Sul University