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ETAPA I WORK PLAN FOR THE DEVELOPMENT OF THE INSTITUTIONAL POLICY ON ORGANIC, INORGANIC, AND RECYCLABLE WASTE MANAGEMENT AT CRUZEIRO DO SUL UNIVERSITY

1. Introduction

Cruzeiro do Sul University, committed to the continuous improvement of its environmental governance and to strengthening its performance in national and international university sustainability assessment frameworks, recognizes that, although it has implemented a wide range of waste management practices across its seven campuses, it has not yet formally adopted an Institutional Policy on Organic, Inorganic, and Recyclable Waste Management approved by its competent collegiate governing bodies.

In light of this context, it is necessary to develop a comprehensive institutional policy establishing guiding principles, strategic objectives, responsibilities, performance targets, indicators, and monitoring mechanisms capable of consolidating existing practices while providing a framework for the continuous improvement of the University's environmental management system.

This Work Plan organizes the activities required for the development of this Policy into two complementary phases. The first phase, to be carried out during the second semester of 2026, will focus on institutional diagnosis and technical assessments. The second phase, scheduled for the first semester of 2027, will be dedicated to drafting, reviewing, validating, and processing the proposed Institutional Policy through the University's governance structure.

2. General Objective

- To develop the Institutional Policy on Organic, Inorganic, and Recyclable Waste Management at Cruzeiro do Sul University, based on applicable legislation, nationally and internationally

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recognized best practices, the United Nations Sustainable Development Goals (SDGs), and the assessment criteria adopted by the leading international university sustainability rankings.

3. Specific Objectives

The Work Plan aims to:

- assess the current status of waste management practices across the University's seven campuses;
- consolidate technical, operational, and regulatory information relevant to institutional waste management;
- identify opportunities for continuous improvement;
- benchmark best practices adopted by leading Brazilian and international higher education institutions;
- establish institutional sustainability indicators for waste management;
- define short-, medium-, and long-term institutional targets;
- prepare the draft of the Institutional Waste Management Policy;
- promote broad consultation with academic and administrative units; and
- submit the proposed Policy to the University's senior governing bodies for review and approval.

4. Legal and Institutional Framework

This Work Plan is based upon:

- a) the Brazilian National Solid Waste Policy (Law No. 12,305/2010);
- b) the United Nations 2030 Agenda for Sustainable Development;
- c) the United Nations Sustainable Development Goals (SDGs), particularly SDGs 4, 11, 12, 13, 15, and 17;

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- d) the assessment criteria established by the UI GreenMetric World University Rankings;
- e) the indicators adopted by the Times Higher Education Impact Rankings; and
- f) the Institutional Development Plan (PDI) of Cruzeiro do Sul University.

5. Methodology

The activities described in this Work Plan shall be coordinated by the Institutional Committee for the Planning, Organization, and Oversight of National and International Seals and Rankings, in close collaboration with the University's Vice-Presidencies, Campus Directors, administrative departments, infrastructure and facilities management, procurement, sustainability, information technology, legal affairs, and all other relevant institutional units.

The methodology will be structured around five strategic workstreams:

- a) Institutional assessment and diagnostic analysis;
- b) National and international benchmarking;
- c) Regulatory and policy analysis;
- d) Participatory policy development, involving key institutional stakeholders; and
- e) Technical review and validation prior to submission for institutional approval.

Objective

- To produce a comprehensive assessment of the University's waste management system by identifying existing practices, operational gaps, institutional strengths, and opportunities for continuous improvement.

Action 1

Establishment of Technical Working Groups

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Implementation Period

- August 2026

Deliverables

- a detailed project implementation schedule;
 - formal designation of responsible coordinators and team leaders;
 - establishment of multidisciplinary technical working groups.
-

Action 2

Document Review and Institutional Assessment

The following institutional documents and records shall be reviewed:

- waste collection service agreements;
- environmental treatment and final disposal contracts;
- institutional policies and internal regulations;
- operational procedures related to waste management;
- institutional environmental awareness campaigns;
- community engagement and outreach projects;
- existing environmental and sustainability performance indicators.

Deliverable

- Institutional Waste Management Documentation Assessment Report.

Action 3

Assessment of the Seven Campuses

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A comprehensive waste management assessment shall be conducted at the University's seven campuses:

- a) Anália Franco
- b) Guarulhos
- c) Liberdade
- d) Paulista
- e) Santo Amaro
- f) São Miguel
- g) Villa-Lobos

The assessment will evaluate the following aspects:

- a) waste generation;
- b) waste segregation at the source;
- c) temporary storage practices;
- d) waste collection procedures;
- e) internal transportation of waste;
- f) environmentally appropriate final disposal;
- g) contracted waste management service providers;
- h) environmental signage and identification systems;
- i) waste management infrastructure;
- j) equipment and operational resources; and
- k) environmental education and awareness campaigns.

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Deliverable

- Campus Waste Management Assessment Report for each of the seven campuses.

Action 4

Quantitative Waste Assessment

A quantitative assessment shall be conducted to determine the volume and composition of the following waste streams:

- a) organic waste;
- b) recyclable materials;
- c) residual (non-recyclable) waste;
- d) hazardous waste;
- e) laboratory waste; and
- f) electronic waste (e-waste).

The data collected will be used to establish the University's **institutional baseline** for waste generation and management.

Action 5

National and International Benchmarking

A benchmarking study shall be undertaken to identify best practices adopted by leading national and international higher education institutions.

The review will examine:

- a) institutional waste management policies;
- b) strategic goals and performance targets;

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- c) sustainability indicators;
- d) governance models;
- e) environmental education and awareness campaigns; and
- f) monitoring and evaluation processes.

Action 6

Institutional Stakeholder Consultation

Consultation meetings shall be conducted with representatives from the following institutional units:

- a) Infrastructure and Facilities Management;
- b) Procurement;
- c) Legal Affairs;
- d) Information Technology;
- e) University Libraries;
- f) University Dining Services;
- g) Cafeterias;
- h) Laboratories;
- i) Internal Evaluation Committee (CPA – Comissão Própria de Avaliação);
- j) Sustainability Committee; and
- k) Campus Administration Offices.

Action 7

Consolidation of Findings

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The information gathered throughout the first phase shall be consolidated into a comprehensive **Technical Report**, including:

- a) the institutional diagnostic assessment;
- b) opportunities for improvement;
- c) preliminary institutional performance indicators; and
- d) technical recommendations for the development of the Institutional Policy.

Final Deliverable – Phase I

- Technical Report Supporting the Development of the Institutional Policy on Organic, Inorganic, and Recyclable Waste Management.

PHASE II

Development of the Institutional Policy

Implementation Period: January–June 2027

Objective

- To collaboratively develop the Institutional Policy on Organic, Inorganic, and Recyclable Waste Management and submit it for review and approval by the University's senior governing bodies.

Action 1

Preparation of the Draft Policy

The initial draft of the Institutional Policy shall be prepared, incorporating the following components:

- a) guiding principles;

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- b) institutional objectives;
- c) policy guidelines;
- d) roles and responsibilities;
- e) governance framework;
- f) performance indicators;
- g) short-, medium-, and long-term targets;
- h) monitoring and evaluation mechanisms; and
- i) procedures for periodic review and revision.

Action 2

Technical Consultation and Stakeholder Engagement

The draft Policy shall be circulated among the University's academic and administrative units to obtain technical feedback and institutional contributions.

The consultation process shall include:

- a) technical meetings;
- b) collaborative workshops;
- c) expert consultations; and
- d) consolidation and incorporation of stakeholder recommendations into the revised draft.

Action 3

Legal Review and Compliance Assessment

The revised draft shall be submitted for legal review to ensure compliance with:

- a) applicable environmental legislation;

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- b) higher education legislation and regulatory requirements;
- c) the **Institutional Development Plan (PDI)**;
- d) the University's **Statute**; and
- e) the University's **General Regulations**.

Action 4

Validation by the Institutional Committee

The Institutional Committee for the Planning, Organization, and Oversight of National and International Seals and Rankings shall review the final draft of the Policy and issue a technical opinion confirming its institutional consistency, regulatory compliance, and alignment with national legislation, international best practices, the United Nations Sustainable Development Goals (SDGs), and the sustainability assessment frameworks adopted by leading international university rankings.

Action 5

Submission to the Office of the President (Rectorate)

The proposed **Institutional Policy on Organic, Inorganic, and Recyclable Waste Management** shall be submitted to the **Office of the President (Rectorate)** for formal review and consideration.

Upon preliminary approval by the Rectorate, the Policy shall be forwarded to the University's competent collegiate governing bodies for institutional review and decision-making.

Action 6

Institutional Approval Process

The proposed Policy shall be submitted to the **University Council**, the University's highest deliberative body, for:

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- a) formal review;
- b) institutional discussion;
- c) deliberation; and
- d) final approval.

The approval of the Policy by the University Council will formally establish the Institutional Policy on Organic, Inorganic, and Recyclable Waste Management as an official institutional framework, ensuring its integration into the University's governance system, strategic planning, sustainability initiatives, academic activities, administrative operations, and continuous improvement processes.

6. Overall Implementation Timeline

Activity	Jul–Dec 2026	Jan–Jun 2027
Establishment of Technical Working Groups	•	
Document Review and Institutional Assessment	•	
Campus Waste Management Assessment	•	
National and International Benchmarking	•	
Consolidation of Findings and Technical Report	•	
Preparation of the Draft Institutional Policy		•
Technical Consultation and Stakeholder Engagement		•
Legal Review and Compliance Assessment		•
Validation by the Institutional Committee		•
Submission to the Office of the President (Rectorate)		•
University Council Review and Approval Process		•

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7. Expected Deliverables

Upon completion of this **Work Plan**, Cruzeiro do Sul University is expected to have the following outcomes in place:

- a) a **comprehensive institutional assessment** of the University's waste management system;
- b) an **institutional waste inventory** covering organic, inorganic, recyclable, hazardous, laboratory, and electronic waste streams;
- c) a comprehensive set of **institutional environmental performance indicators** for waste management;
- d) a **national and international benchmarking report** identifying best practices adopted by leading higher education institutions;
- e) a draft of the **Institutional Policy on Organic, Inorganic, and Recyclable Waste Management**;
- f) a **technical opinion** issued by the **Institutional Committee for the Planning, Organization, and Oversight of National and International Seals and Rankings**;
- g) a **legally validated policy proposal**, confirming its compliance with applicable legislation and institutional regulations;
- h) a fully documented **administrative process** prepared for submission to the **Office of the President (Rectorate)**; and
- i) formal submission of the proposed Institutional Policy to the **University Council** for review, deliberation, and final approval.

8. Expected Outcomes

The implementation of this Work Plan will enable Cruzeiro do Sul University to establish a comprehensive Institutional Policy on Organic, Inorganic, and Recyclable Waste Management that is fully aligned with internationally recognized principles of environmental governance and sustainable campus management. The Policy is expected to strengthen the

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integration of teaching, research, community engagement, and institutional management, reinforcing sustainability as a strategic component of the University's governance framework.

Its implementation will improve the efficiency of institutional waste management processes, enhance monitoring and reporting mechanisms, strengthen transparency and accountability, and foster a culture of continuous improvement across all seven campuses.

Furthermore, the formal adoption of the Policy will significantly strengthen the institutional evidence submitted by Cruzeiro do Sul University to external evaluation processes and international sustainability rankings, particularly the UI GreenMetric World University Rankings, Times Higher Education Impact Rankings, QS Sustainability Rankings, and the SDG Education Seal (Selo ODS Educação). In doing so, the University will reaffirm its institutional commitment to the United Nations Sustainable Development Goals (SDGs), particularly SDG 11 – Sustainable Cities and Communities, SDG 12 – Responsible Consumption and Production, SDG 13 – Climate Action, SDG 15 – Life on Land, and SDG 17 – Partnerships for the Goals, while reinforcing its position as a higher education institution committed to environmental responsibility, innovation, and global best practices in sustainability.

São Paulo, 18 de maio de 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