Publication information

Title	Sustainability - It's everyone's job
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Source	Academic Librarian 4 Conference Proceedings , The Hong Kong University of Science and Technology Library and The Chinese University of Hong Kong Library, 2016, p.45-55
Version	Pre-published version
DOI	Nil
Publisher	The HKUST Library and The CUHK Library

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Sustainability - It's Everyone's Job

Abstract

Sustainability in building architecture and planning continues to grow in importance, and in the awareness of both designers and users. Most of the focus seems to be on the macro level of the overall building design, with only a few efforts targeting more micro-level aspects. The slogan of “reduce-reuse-recycle” has been around for decades and rightfully impacts efforts at paper and plastics processing and reduction. But too often there is little focus on sustainability efforts beyond the two poles of new building design and the recycling of consumables. It is also important to position sustainable planning and design throughout the various Library processes, with an emphasis on issues relating to the physical building and infrastructure. Having a slogan, like “*Sustainability - It's Our Shared Responsibility*” will be ineffective without making it part of concrete elements like expected job duties, and incorporating it as an expected element of process design.

Sustainability efforts at HKUST Library will provide examples throughout. Many involve cooperative endeavors between the Library and the campus Facilities Management Office and various design teams. Others come directly from user and staff suggestions, and from awareness raised through the collection of data from centralized defect reporting.

Specific examples explored will range from making sustainability part of furniture tendering to establishing a Library-wide standard process for reporting building defects - both leading to an improved learning environment and an improved standard of facilities quality and care.

Introduction

Throughout this paper, the author will focus on examples from his experiences over 25 years at The Hong Kong university of Science and Technology Library.

Founded in 1991, the *Hong Kong University of Science and Technology Library* (HKUST) now has a collection of 720,000 print volumes, 290,000 ebooks, 48,000 periodical titles, 285 databases, and 40,000 media items. Its user population was 13,500 undergraduate and graduate students and 530 faculty members as of June 2015. The University has had two periods of explosive growth: when it was first opened and grew from a few hundred postgraduate students to 5,000 students in just 3-4 years; and during the past 3 years, when Hong Kong moved from a 3-year to a 4-year undergraduate program with a sudden 30% increase in undergraduate students in one year, shortly followed by large increases in local and overseas postgraduate students. Student enrollment rose from 7,500 in 2011/12 to 10,000 in 2014/15 (Hong Kong University Grants Committee) and 13,700 in 2015/16 (HKUST at a Glance).

During these growth spurts, HKUST Library was well-positioned in terms of institutional resources, funding, and support. Through successive Directors and a range of amazing staff at all levels, the Library established itself as an innovative, progressive, imaginative, and resourceful organization and remains the true heart of HKUST's intellectual enterprise.

Sustainability From Day One

Throughout the planning for this new Library, the author and other staff hired to create this new facility focused on their professional responsibilities. This included the responsible use of resources to help fulfill the mission and goals of the Library and the larger institution, which in turn included some very high-level goals indeed.

Part of this effort was to design services, facilities, and operations to best meet the needs of our users within the resources available, for the most effective long-term direction of the institution. Doing this did not mean finding the least expensive way to accomplish each task, but thinking about how that task would work in operation and exploring how to use resources most effectively to accomplish it.

Here are two examples:

1 – Sourcing study furniture (tables, carrels, and chairs). One option proposed was to obtain inexpensive plastic and steel ‘bucket’ chairs along with generic particle-board and laminate tables and carrels. While these might seem to meet the requirements, they were rejected both because they were boring and ‘institutional’ and because they were uncomfortable to sit in for long hours of study. Experience also showed that they were not the most durable choices available. Instead, Library staff argued for the creation of a learning environment where users would feel comfortable; where the colors, materials, styles, and design would all contribute to not simple utility but towards more positive learning outcomes. So the Library focused on wood and fabrics and natural tones and colors. This improved the space psychologically and also proved to be extremely durable, with much of that original furniture still in use 25 years later. The decisions made then were more costly in the near term, but saved money in the long term, and helped to keep the space an enjoyable and effective learning environment through responsible long-term use of resources. A significant factor is that the Library became and remains an environment where users prefer to come for studying and interacting.

It was from this point that the Library began to incorporate what is today known as sustainability in its planning processes – especially in the area of building design and furniture tendering. It was clearly recognized that investing a bit more at the start would yield significant long-term cost savings later on (Rogers, 2009). And there was a clear understanding that creating an environment which nurtured and supported learning rather than being a warehouse or study hall would yield significant benefits for the University as a whole.

2 – Self-service photocopying. The accepted method at some Universities for providing photocopying for end-users at the time required users to go to the local bank branch, pay a fee, bring the paid-in slip to the Library, and trade it for a fixed value card for use in the photocopiers. Woe betide the student whose card ran out of money outside of banking hours. HKUST Library staff planning for their new building considered this a wasteful and inefficient service plan. Nowadays we would also point to the paper and plastic waste from all those banking slips and expired value cards. It took many months of discussion with the relevant finance units for the Library to be given permission to plan to handle money in-house, and to source and purchase a self-service refillable stored value card system for copiers. This required a higher initial expenditure, and a willingness to allocate staff to coin-counting duties, and never saved the

Library budget any money. But it greatly improved one of the services available, and contributed to the increasing success of the Library.

In short, these two efforts were “sustainable”, although that term was not yet in vogue.

“Sustainability”

“Sustainability” as a term and a developmental goal is a relatively recent development in its own right, whether we use the globally-relevant definition from the 1987 “Brundtland Report” (United Nations, 1987) or any of a host of more abbreviated definitions coined in attempts to fit the term to specific industries, efforts, or needs. One of the author’s favorites is “**Sustainability is the ability to continue a defined behavior indefinitely.**” (Sustainability [blog]) Its simplicity encourages the consideration of whatever issues need to be addressed, without automatically lifting the term into the more rarified reaches of national and international politics, economics, demographics, et cetera – all of which can be considered aspects of the “Macro” level of consideration. It is a definition which can serve as a graspable entry point for any discussion or action plan at any level. This particularly includes those at the bottom end of whatever social, political, industrial, or organizational body is exploring what is now referred to as sustainability – what can be considered as aspects of the “Micro” level of consideration.

Macro- and Micro- Sustainability

The very recent division of Sustainability in Macro- and Micro- ‘zones’ seems reflective of the development of Macro- and Micro- Economics as terms of use and fields of study. One of the earliest occurrences of the division seems to have been a blog post by Jesse Stallone in 2009 (Stallone, 2009). His definitions are:

“Using this structure as a framework for Micro and Macro Sustainability, we could view Microsustainability as the area of sustainable development that focuses on how individuals, organizations and business decide what activities they should engage in and how to and where to allocate their resources. Macrosustainability would then be the area of sustainable development that focuses on how a nation, region or the entire world would establish large scale behaviors for sustainability; the Kyoto Treaty would fall into this category.”

While accurate enough, this definition and dichotomy need not be restricted to national and above versus organizational and below. It is important to consider the Macro-Micro differential at all strata of planning. For example, at an institution such as The Hong Kong University of Science and Technology (HKUST), the institution’s Sustainability planning may fit the Micro definition above and from the viewpoint of Hong Kong and Chinese governmental planning, but it is very Macro from the viewpoint of a clerical staff member in the Acquisitions department of the Library.

JafariNaimi and Meyers recently posited a definition of micro-sustainability as

“personal choices about energy use, transportation, or consumption that affect a single household, rather than systemic changes that might influence public policy, infrastructure, or entire industries” (JafariNaimi and Meyers, 2015).

A better definition is that put forward by Rekha Gulia:

“Micro-sustainability focuses on the small environmental actions that when calculated collectively result in a large environmental impact. Micro-sustainability centers on individual efforts, behavior modification and creating attitudinal changes, which result in an environmentally conscious individual or community. Micro-sustainability encourages sustainable changes through change agents, which are individuals that are encouraged; and therefore, foster positive environmental action inside their own sphere of influence.” (Gulia, 2013).

The author prefers this definition because it does not restrict micro- efforts to a separate category of individual actions which may incidentally or deliberately cause great effects. Instead, it provides a framework for incorporating micro-level efforts into macro-level planning, either through existing mechanisms or by altering the management structure to nurture them.

Let’s explore some sustainability efforts at the HKUST Library, and see to what degree Micro-efforts played a role.

Macro- to Micro- – Implementing Institutional Projects & Goals

Most sustainability efforts seem to focus on big-picture issues and large-impact efforts in broad-scale across-the-board initiatives. This is what gives more “bang for the buck” in cost efficiencies.

In recent years, sustainability has become an increasingly strong focus of institutional planning at HKUST, especially in the areas of building design and resource conservation. These cases represent both one-off projects with Library participation and organizational directives suggesting action down through the various staffing and action levels.

Large scale examples include the design and construction of a Library building extension, and design details incorporated into the renovation of 1800m² of space to create a 24/7 Learning Commons. While the initial campus design for 1990 was highly innovative and incorporated many features for energy cost savings, more recent options go far beyond this. And by this time, governmental funding bodies were encouraging these new efficiency methods – more often for cost savings rather than “sustainability” per se, but the effect remained.

One example is the inclusion of outdoor plantings on external terraces and ledges of the Library extension. Originally, these plantings were to be maintained with little human intervention through the use of an automated irrigation system – enhancing the environment, potentially cooling certain exterior elements, and using automation to avoid adding costly human resources. Unfortunately, the irrigation system was apparently among the first group of items deleted in discussions with the government funding authority. While the government was in favor of such efforts, it was not a high priority at that time. So Library and Facilities staff brainstormed on methods to simplify access for hose-based watering, providing simple removable steps for

horticulture staff to use as needed for watering and maintenance tasks. Hong Kong's damp climate also helps to keep the time required to a minimum.

Other design elements have been amazingly successful in reducing costs, saving energy, and improving the Library environment and user satisfaction. These include external shading "fins" to ameliorate the impact of strong morning light on temperature and humidity in the new building atrium; provision of local HVAC systems and controls throughout the Learning Commons and in most Library study rooms; and dozens of other features with which the reader is likely already familiar.

Throughout these building and renovation projects, Library staff at all levels were actively involved in most aspects of the planning process. This helped give staff a sense of "ownership" of the plans. They were invested in exploring issues and solutions, and committed to continuing the efforts on the Micro- scale once the initial project was "completed". It is front-line staff who suggested using refillable white-board markers for all the group study rooms, rather than the hundreds of disposables being wasted each year. Cost savings, reusability, and user consciousness raising all in one.

Micro- from the Top Down

That sense of ownership is also one of the most effective tools leaders and managers can use to promulgate institutional sustainability priorities. Beyond the large projects planned, focus on the broader picture and bringing everyone into the process with an awareness of the goals and benefits not just for the institution but for society as a whole, and the part everyone has to play in accomplishing it. Avoid micromanagement to get the best use of the staff. Don't just tell them what to do, tell them what the goals are and let them figure out how to do it by finding their own solutions. They will 'own' the process, and it will be one which should have greater long-term viability through being established by those responsible for its implementation and operation. Even just understanding why something is being done can lead to micro-implementations and micro-efforts of great importance. This can range from finding efficiencies on the ground to expanding end-user awareness of the value of sustainability and the Library's involvement in such efforts.

For example, the University actively encourages recycling activities, in everything from printer paper to equipment disposal. Partially due to this top-down goal, the HKUST Library has an active recycling program, emphasizing collection at the point of need, whether it be next to printers and copiers or adjacent to vending machines. Analyzing paper usage, all library copiers and printers were gradually converted to use only recycled paper, although only recently did recycled paper quality reach a level where the last machines could be changed. And the Library led the way in converting all public printing to duplex by default.

Recycling also comes into play for all facilities planning and modifications. As e-journals became more ubiquitous online, the thousands of CD-ROMs and their shelving were all recycled, rather than contributing to a landfill. And while arranging the recent re-carpeting of the Library's lobby gallery space, the front-line facilities staff responsible for contacting vendors took it upon herself to explore an unconsidered option – specifically all of the older worn out carpet was able to be recycled as the vendor now had an Asian area recycling plant.

As part of standard collection management efforts, Library staff were also able to find a new home in a Mainland University for tens of thousands of lesser-used bound journals no longer needed locally. And the remaining items needing ‘weeding’ were pulped and recycled – including 2nd copies of Theses not wanted by the authors, outdated computer books, and the like.

On the purchasing side, HKUST Library staff have developed several standard methods for increasing the lifetime of furnishings and equipment. As a rule, all furniture and equipment are purchased with a 5-year warranty or maintenance contract. This entails a higher up-front cost, but ensures great savings over time. And within and beyond that period, staff also plan for ‘upgrading’ the most heavily-used items – furniture and computers. From 2003 to the present, over 1,700 reading chairs were reupholstered as their fabric wore out, saving roughly 50% on the cost of replacement. While newer purchases of adjustable ‘task chairs’ are harder to reupholster, there are other improvements and ‘transplants’ which can extend their life far beyond the 5-year warranty (such as replacements for worn out mesh backs). “Transplants” are used to similar effect for staff and public computer equipment, in the form of hard drive replacements, RAM upgrades, and the like, so that they remain effective tools throughout the warranty rather than being perceived as aging and useless by students.

These are just a few of the small-scale sustainability initiatives brought about by ensuring staff understand the institutional benefits of sustainability throughout all aspects of operations, and encouraging them to explore how they can actively contribute to these goals.

All of this shows the importance of micro-level sustainability efforts throughout the organization. Most activities are also the result of lower-level staff looking for ways to improve their workflow or to incorporate institutional objectives into their operational scope. Now let us take one step past that and look at empowering these staff to come up with new ideas and bring them up through and across the organization.

Micro- from the Bottom Up

On a much smaller scale, student helpers and other Learning Commons operational staff at HKUST Library wondered if anything could be done about the many white board markers being thrown away each month, as mentioned above. They proposed switching over to refillable markers, despite concerns about mess and user pushback. In the end, users embraced the change and were pleased to see the Library helping to reduce the University’s environmental impact. This started as a small experiment, and was later pushed up through the reporting structure and is being implemented throughout the Library for both public and staff office use.

HKUST Library staff are aware of the benefits of going that extra step and thinking about the long-term impact of decisions at all operational levels. These even impact efforts by campus cleaners and student helpers to keep the Library spaces clean and tidy – by rapidly removing waste, accommodating recyclables, and even removing the occasional graffiti, the physical environment looks inviting and feels newer than it would otherwise. And in turn, Library users have shown greater appreciation for the available facilities and services. Small actions create large results. In short, little things help.

Sustainability Efforts at HKUST Library

As with many organizations, the HKUST Library has embraced sustainability initiatives of one kind or another for many years. A lot of these efforts predate most of the formal philosophical structure and global direction of the current emphases on sustainable cultures, environments, operations, and societies. By reviewing a few more of these, a pattern emerges of an increasingly flexible and agile management culture, which the author considers a large part of the reason for the range and success of the Library's sustainability efforts.

HVAC – Heating, Ventilation, and Air Conditioning

Libraries must balance the competing requirements of user comfort versus collection conservation. Within available space and funding constraints, the HKUST Library has moved towards more space isolation between users and collections for differential treatment. One example is the complete isolation of the Learning Commons and its 24/7 operation. Staff are also monitoring research in the field which suggests that some of the underlying operational assumptions about HVAC operations can be adjusted (Linden and Reilly, 2012). It may be that such changes will not be viable in the high-humidity environment of Hong Kong, but HVAC systems are one of the single largest environmental impact points of the Library and thus of high investigative priority.

Lighting (and HVAC)

Circulation staff doing regular building patrols suggested expanding the provision of occupancy sensors into all the study rooms in the Library – not just the recently renovated spaces of the Learning Commons and building extension. This was immediately approved and completed within a few months. While in the renovated areas these sensors deactivate not just lighting but the local HVAC systems, sensors in the older rooms can only shut down the lights for now.

Power

The biggest single demand of Library users in recent years is for power for their devices (and of course the network connectivity to go with it). In addition to requiring power outlets for all newer fixed furniture, HKUST Library staff added power to all older wooden tables and carrels. In the past 15 years, well over 1,000 power outlets were added to existing furniture. Another 1,000 or so were added throughout the building along walls using a low-cost system of low-profile conduits. These efforts met the constantly growing user demand for more and more power, enhanced safety by eliminating the trend of users to run their own power lines across walkways and hallways, and avoided extensive visual disruption of the study environment.

Power used for Library-provided equipment is also an issue. A few years ago HKUST Library staff configured all public workstations in the Library outside the 24/7 Learning Commons to automatically shut down shortly after the Library closes. And with few exceptions, none of the over 200 public workstations in the Library are turned on when the Library opens – instead, power-up is user-initiated at time of need. It is worth noting that this idea came not from Library or University administrators, but from an anonymous suggestion from some students who noticed monitors still on in the Library very late at night.

Water / Plastic

As anyone who works in a University knows, the students are both the most important and the least influential people on the campus. Their learning is the reason for the entire institution, but their voice is about as far down the ladder as you can get. The HKUST Library actively seeks out those voices through surveys, focus groups, feedback options, and other avenues. In 2009/10 a few students were asking if the Library could provide hot water for their tea. This was two years before the Library would open its Learning Commons with vending machines serving hot and cold beverages alongside snacks. Junior staff brought the student suggestion to their supervisors and the Library decided to upgrade one of the drinking fountains to include a hot water tap.

Once installed, this hot refill tap was heavily used and the program was expanded to the rest of the building in the following couple years. Hot water is now available on every floor, and there are sometimes queues of Library users waiting to refill their bottles. This is a perfect example of a high-impact micro-level sustainability initiative. In fact, despite strong initial resistance from some of the University's Facilities and Purchasing staff, the University now appears to be standardizing on a similar model throughout the campus.

Paper

At the HKUST Library, the expansion of electronic collections, especially e-journal packages, has led to a significant decrease in photocopying combined with a large increase in printing. But in recent years, printing has slowly begun to fall, perhaps due to improvements in network access and storage options. But the largest shift away from paper output is tied to the introduction and expansion of scanning capability to all networked copiers/printers, starting in 2013. In the first year, the number of copies made on those machines dropped by 1/3, and the number of scans made was equal to the number of copies – a ratio which only widened as the program expanded. Importantly, the Library does not charge for scanning, as no consumables are used. (Printing remains higher than copying and scanning combined, which has only partially been addressed through establishing a duplex printing default.)

Environment

Staff in one office were having trouble with sun glare through their office windows in the morning, but replacing the windows with tinted ones was far beyond the available budget. They then suggested that some film could be applied to the windows to help. For a surprisingly low cost, a UV and partially solar energy blocking film was applied and greatly alleviate the problem. After observing for several years and finding no visible wear of the film, the Library is now applying it in some public locations where solar heat gain or sun glare are significant issues. This should result in noticeable energy savings, in addition to improved utility and enhanced user comfort. And without the elimination of natural lighting which curtains or blinds would cause.

At one of the HKUST Library's annual staff retreats, the problem of waiting lines in the women's toilets during exam periods was raised. While the Hong Kong Government has moved for an adjusted male-female toilet ratio of 60:40 for new public construction, this was not the case for the existing Library. One of the 'low-level' Library Assistants raised the possibility of converting one of the male toilets to female use during exam times to solve this problem. Despite concerns on the part of some supervisors, this conversion was tried that Fall, with notable success. It also

provided an opportunity to raise awareness among users of broader planning issues, and perhaps serves as an example for some in civil engineering programs of the need to be aware of their assumptions when designing facility and service provisions.

Operations

HKUST Library established a standard process for reporting and handling defects in facilities and furnishings. This led to improved efficiency, in part through the elimination of redundant reporting to campus and library facilities offices. It also permits the library to prioritize issues more effectively and provides data for evaluating operational effectiveness and identifying unexpected complications of different projects/operations. Also, establishing this dedicated communication channel between the Library and the campus facilities office and outside vendors improved operational efficiencies as these units and their staff developed solid relationships based on trust and reliability. Further sustainability suggestions also periodically percolate out of these relationships.

Event Planning

The most recent sustainability initiative for the HKUST Library is in the area of event planning – specifically for a conference on “*Sustainable Academic Libraries*” for which this paper was prepared. This covered every aspect from the traditional use of electronic rather than printed conference information and presentations to arranging a sustainable menu of locally grown and farmed food. It has been a significant learning experience for Library staff on several levels, and most of the lessons learned can be applied to the many of the receptions, book talks, and other events hosted by the Library each year.

Organizational Structure and Culture

All of these positive outcomes require developing a management style which encourages user input at all levels, and not just actions limited to each person’s area of focus solely to fulfill upper-level management directives. This is not just every day doing small things which build up to a big impact, although that is part of it. Input from micro-level staff is needed into the process of sustainability. But to make this work, the organizational structure must support it. More is needed than an anonymous idea box. There are a number of ways to achieve this goal, including flattening the organizational chart, financially rewarding good ideas, and building sustainability into personnel assessments.

Culture of Sustainability

Over the past number of years, sustainability has become an important aspect of institutional and operational missions, and has been incorporated into changes in management theory and philosophy. The focus is often on ways to create a “Culture of Sustainability” in the organization (Barlag, 2013). While Barlag’s article may be a simplistic presentation of ideas to shake up high-level management, it does get the point across that issues of sustainability need to permeate the entire organization. This work focuses on the top-down approach – micro efforts from macro directives. Leaders and managers should also explore opportunities for bottom-up efforts – micro-level actions directly influencing macro-level initiatives.

Recall the first two examples from HKUST Library above (furniture sourcing and self-service copying). Note that the first example involved a staff member making decisions and recommendations in line with the Director's planning and goals. The second example came from very junior-level staff thinking about their anticipated day-to-day process handling user's photocopier card requests, and dealing with users frustrated by the delays, non-banking hours, etc. and suggesting to much more senior staff that there might be a better way.

These are different aspects of the same goals. It could be argued that without an awareness that the institution is embracing or encouraging sustainable activities, staff throughout the organization would not consider or propose such actions. However, even without an institutional directive many staff (and end-users) are becoming more aware of and sensitized to issues of waste and sustainability within their societies. If an organization is positioned to advance such efforts on the part of itself and its staff there may be some synergy between these trends. In order to carry through on its goals, management needs to be willing to alter its operations and explore new ways of doing things.

In its short life so far, the HKUST Library has made a number of changes in its organizational structure and management style, including flattening the organization chart; involving a broader array of staff at all levels on various committees, working groups, and project teams; and most recently instituting an annual all-staff strategic planning retreat. Among other reasons, most changes seem to have been specifically designed to improve organizational communication, the spread of ideas, and the encouragement of active bi-directional participation of all staff in all aspects of Library leadership and operations.

The annual staff retreat includes all Library staff, with the exception of the dozens of student workers whose input is collected in other ways. Spread across two days, it focuses on three main areas: communicating accomplishments and planning across all units and levels of the organization; including many topical or unit-based break-out sessions tasked with involving everyone in strategic and operational planning for the coming year(s); and building and enhancing collaboration and camaraderie among staff. Many improvements have resulted directly from this annual strategic planning exercise – by involving all Library staff as active participants rather than as passive recipients of instruction.

The retreat also serves to communicate and refocus institutional mission and goals. For example, staff need to know the organizational importance of sustainability in order for a true culture of sustainability to thrive. Clear messaging is needed that all input is valuable, that contributions and innovations are encouraged and expected. And that no severe penalties will be attached when not everything works out – don't punish failure, learn from it for the next try.

A culture of sustainability can develop in either a top-down or a bottom-up management style. Both are valid. The HKUST Library actively fosters direct, active involvement of all staff in policy decisions and strategic goals development. So micro-level issues are not always simply micro-implementations of institutional objectives (valid as those are) but also contribute to high-level strategic planning and initiatives.

When establishing this culture of sustainability, remember to build in an understanding of what sustainability is. Do not allow the focus to be overly financial. How sustainable would a Library

be if its primary focus was minimalism and cost savings? It certainly would not be an inviting social space or an effective learning environment. Instead, it would be the book warehouse people envision disappearing as the need for it is eliminated.

Summary

If they expect all staff to embrace or even encourage changes, and to contribute both to the benefit of the organization as a whole and to the success of sustainability efforts in particular, leaders and managers need to revisit operational assumptions and explore new ways of doing things on a much broader level than might be comfortable. As James Marcum summarizes, developing a truly effective culture of sustainability, requires *“[n]ew mindsets, new strategies of collaboration and networking, widespread professional and staff engagement, and measuring and managing progress”* (Marcum, 2009).

One area of caution should be kept in mind. As Michael Kelley points out, success breeds complacency (Kelley, 2011). At every stage of its development, HKUST Library has been able to move from success to success (with most failures in less highly visible areas). But because the end-users express love for the Library and what it is doing (Toria, 2014), they feel no urgency to make suggestions for improvement. Successive visible changes encourage or ‘train’ the user community to embrace further adjustments on the part of the Library. It remains important to strengthen avenues of communication throughout the organizational structure, and to find new ways to encourage further pushing of existing boundaries to better meet the broader mission and strategic objectives of the University, and the needs of society as a whole.

Whether it is for improved implementation of university directives, or proposing concepts and ideas for higher-level consideration, or just finding a better way to do their own job, all these efforts contribute to the sustainability of the organization as a whole. Together, we can greatly improve the sustainability of our institutional environments, without this becoming a new burden on already overtaxed staff. A sustainable environment is everyone's job, and it can make all of our jobs easier – or at least more satisfying.

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