VISION

HKUST strives to become a global leader in sustainability education by transforming the Clearwater Bay campus into a zero carbon, zero waste, and net-positive environmental impact living laboratory for experiential learning, demonstrating cutting-edge research and sustainable operations within a vibrant and engaged community.
We will take the first step towards sustainability vision by launching the **HKUST 2020 Sustainability Challenge**, an action plan for creating a community-oriented Sustainability Network, developing and evaluating new approaches to sustainability education, and taking the first steps in resource reductions in energy, greenhouse gases & waste.

*July 2015*
The long term vision will be initially implemented through a five-year plan, the **HKUST 2020 Sustainability Challenge**.

The Plan entails four Focus Areas:

- **SUSTAINABILITY EDUCATION**, with leadership provided by the EVPP, where new sustainability curricula will be developed as well as a series of support structures that assist faculty in teaching sustainability across the curriculum.

- **OPERATIONS**, with leadership provided by VPAB, where the energy, greenhouse gases, and landfill waste are systemically reduced.

- **DEMONSTRATION** of sustainability-related research on campus, with leadership provided by VPRG, to showcase new ideas and solutions to sustainability challenges.

- **THE HKUST COMMUNITY**, with leadership provided by the President, where a community-oriented Sustainability Network is established to communicate and share ideas on creating a sustainable campus environment.

**Overlapping Elements of Organization**

- President
  Leadership for Network
- VPAB
  Leadership for Operations
- EVPP
  Leadership for Education
- VPRG
  Leadership for Research & Demonstration

communications Plan
By 2020 we will have an educational and research framework ensuring that students gain a solid understanding of sustainability concepts and graduate with the capacity and commitment to solve problems locally and globally.

SUSTAINABILITY EDUCATION

The commitment of the Education Focus is to align the activities of the next five years to begin building the shape of the Vision for sustainability, stressing that the University aspires to be:

A global leader in sustainability education through transforming the campus into a living laboratory for experiential learning.
SUSTAINABILITY EDUCATION

EXPECTATIONS

- Construct a sustainability curricular framework.
- Strengthen the administrative and academic connections between the operations and academic sectors of the university to help develop the physical capacity to utilize the campus and grounds as a “living laboratory” for experiential learning in sustainability.
- Strengthen the support networks available to faculty members to assist with teaching sustainability across different disciplines and curricula.

ACTIONS FOR 2015/16

Establish a Task Force to explore this issue and develop concrete recommendations and guidance for moving forward. The Task Force will be formed under the Associate Provost as secretary, represented by two or three interested faculty from each School and IPO.
By 2020, through a combination of reductions and streamlining efforts, energy and GHG emissions will be reduced by 10% and waste by 50% (using 2013-14 as the baseline).

OPERATIONS

The five year reduction targets were developed through a series of **stakeholder meetings** with faculty, students, and operations staff. The reduction goals anticipate the growth of the campus by roughly 74,000m², and are based on a wide range of reduction opportunities. The consensus from the stakeholder meetings was that the **goals are aggressive, but achievable**.
OPERATIONS

EXPECTATIONS

- This effort will leverage a new structure: an Executive Committee, which will advise the VPAB on opportunities and expectations in staying on track with reduction goals.

- This Executive Committee will review policies and procedures for each AB Unit and revising them into a set of Sustainable Unit Level Guidelines. It will also review and approve campus greening project ideas developed by the Network Green Team.

- The Energy & Waste Steering group will ensure that Plan activities impacting operations will be harmonized with operations staff, and will track projects and ensure their timely implementation. FMO will assign two staff members – one for energy and one for waste – with primary responsibility of advancing the reduction goals.

- The Sustainability Unit will coordinate efforts of all groups and be responsible for collecting and analyzing metrics and annual performance data, supervising students and groups working on campus projects, and developing annual progress reports.

ACTIONS FOR 2015/16

- UAC adoption of measurable 2020 reduction targets.

- Set up the ExCo with the first priority of reviewing and revising policies and processes to generate Sustainability Guidelines for SMOs.

- Reassign two FMO staff members to explore and implement new opportunities.

- Install measurement equipment to gain a clear understanding of waste and electricity trends, progress, and other insights.

- Identify, develop, and install the first highly visible on-campus energy demonstration project as the model for future projects that showcase creative sustainability thinking and educational capacity for using the campus as a learning lab.

- Allocate funding and administrative framework for the Campus Green Fund for the support of hands-on student, staff, and faculty projects that improve the HKUST campus and contribute to its transition to a more sustainable physical landscape.
Develop **visible on-site demonstration projects** that contribute to campus sustainability goals while showcasing the work of HKUST researchers as contributors to solving global sustainability challenges.

**DEMONSTRATION**

The vision for the university is the **physical transformation of the campus environment into a learning laboratory.**

The demonstrations will include purely **educational projects** – visible and accessible for students as learning tools and **research projects from HKUST scholars**, to explain the theories and applications of their work.
DEMONSTRATION

EXPECTATIONS

- As a research-driven institution, the Plan envisions the ability to leverage the University’s strength of research to advance the sustainability goals and demonstrate cutting edge technologies and approaches from around the world that are already proven tactics for making progress on sustainability objectives.

- This Demonstration focus area has a natural connection to the educational mission of the University. With a growing emphasis on hands-on experiential learning, operations staff are becoming more directly involved with Student projects and interests. The evolution of the campus into a “Learning Lab” will require the coordination of educational, operational, and research objectives.

ACTIONS FOR 2015/16

- Design and develop proposal for a highly visible, education-oriented Sustainability Center to “pull back the curtain” on how campus buildings operate and the kinds of innovative technologies that are driving positive change within the campus.

- Explore ways of better highlighting existing research through showcasing those efforts in visible displays.

- Identify interested University researchers to explore research areas of opportunity on campus. Develop joint applications for grants.
By 2020 the HKUST Sustainability Network will form a core social backbone to support and advance sustainability actions and policies across departments, schools & the campus.

The central feature of the Community focus area is the creation of the Sustainability Network which will comprise two groups:

1. Sustainability Management Officers (SMOs), members assigned to serve in an official capacity as their office or department’s representative
2. volunteers of students or staff forming the Network Green Team.

SMOs will execute the Sustainable Unit Level Guidelines as developed by the AB directors under the leadership of VPAB that will help the university in achieving its sustainability goals. The Network Green Team is to embrace volunteers within the campus community who want to do more and would benefit from an organized structure.
THE HKUST COMMUNITY

EXPECTATIONS

● The Network will be coordinated by the Sustainability Unit (SU), with guidance and expectations set by the President.

● The SU will set up quarterly meetings, develop the agendas, identify the SMOs and the volunteers for the Network Green Team, and assist in the facilitation of Network-identified campus greening projects.

● The SU will also facilitate an annual green awards ceremony to recognize and reward key members of the Network.

ACTIONS FOR 2015/16

● Write up expectations of SMOs and Network Green Team members, and work with divisional leaders to identify representatives (as SMOs).

● Develop detailed description of Network Green Team and recruit members.

● Organize the launch activity for the inaugural Network meeting as a half-day symposium, with a focus on identifying achievements for the first year.

● Coordinate with AB Directors to review and update University administrative and office policies, procedures, and standards, and use the finding to develop Unit Level Guidelines for use by the SMOs in their Units and Departments.

● Develop parameters for campus greening projects, along with scope and boundaries, so that Network members who identify project opportunities will know the process and budget limitations for implementing the ideas.

● Hold first Sustainability Achievement ceremony, corresponding with Earth Week activities, at the end of year to highlight accomplishments of individual Network members.