

A woman with long blonde hair and a man are working in an anechoic chamber. The walls are covered in blue, pyramid-shaped acoustic foam. The woman is on the left, looking down at a piece of equipment. The man is on the right, looking up and gesturing with his hands. A large piece of black equipment is in the center, with a laptop on top. The lighting is dim, with a blue tint from the foam.

**A?**

Aalto University

The Holistic Approach

# Aalto University's Sustainability Journey

From a Merger of 3 Universities since 2010 until Today

***Meri Löyttyniemi***

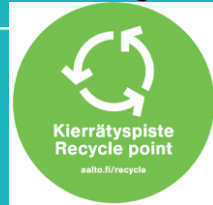
Senior advisor for sustainability, Aalto University  
Chair and founder of NSCN  
10 April, Freie Univ. Berlin, Spring Campus 2018

# Aalto University, merger of 3 leading Finnish universities



## Shifts in *sustainability* during 2010-2017

- Top mngt's **main** focus: from sustainable campus to sustainability research, **from internal to external**
- **Organisational location**: from Campus services (2010-15) to Research & Innovation Services
- **Governance and reporting**: trial and error, changes every 2-3 years
- Sustainability expert's **position** battled 2009, since 2010 permanent, allows long-term planning; but human **resources continuously scarce**
- Status in **hierarchy**: low, climbing up (except SD always reported in high-level board reports)



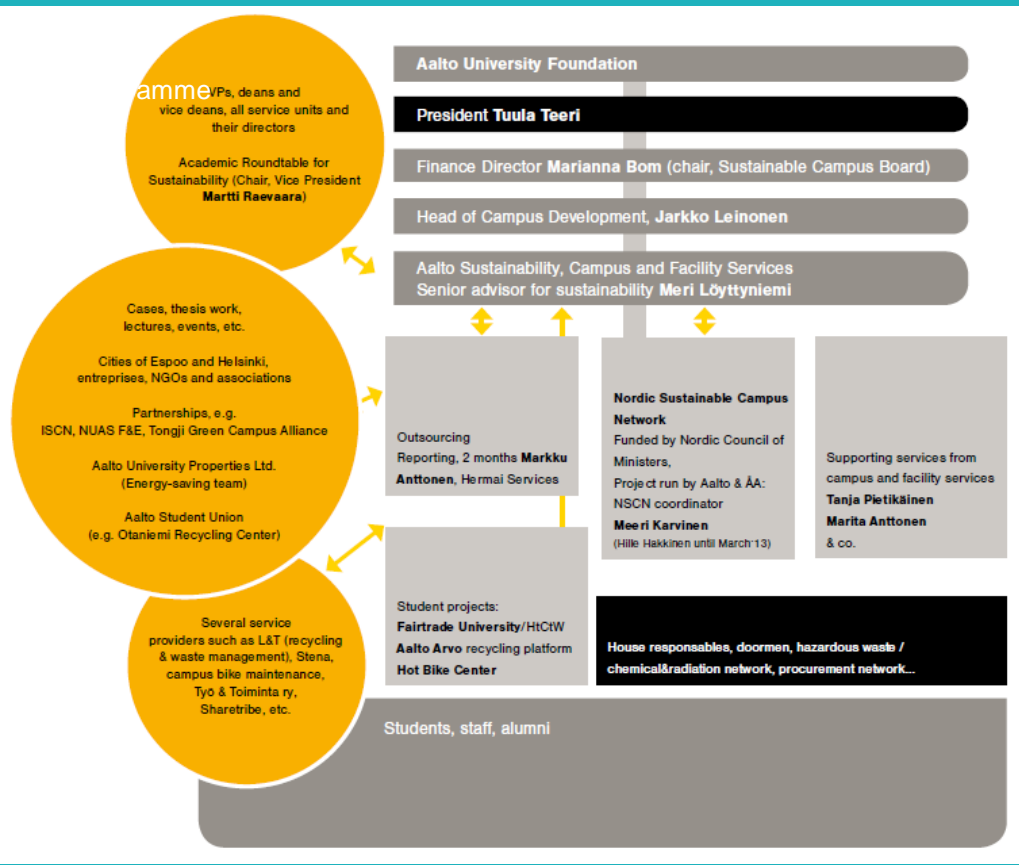
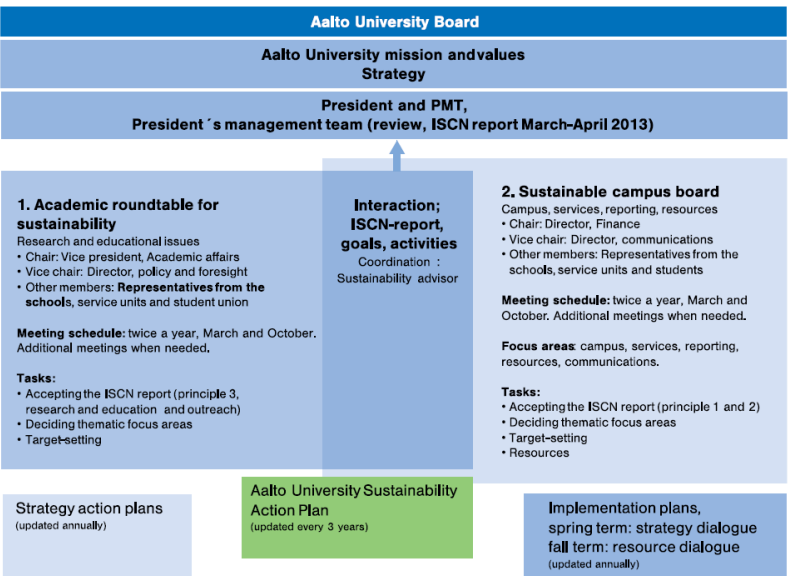
# Aalto's sustainability governance journey 2009→2018

From single initiatives to a holistic plan, working groups and governance structures

2009 first initiative presented, work started  
 2010 sustainability activities as part of the new university, EcoMobility  
 2011 action plan, working groups, implementation, Energy efficiency res  
 Nordic Climate Festival @Aalto, and NSCN created



## Sustainability working groups and key documents

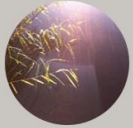


2012, 2013, 2014 sustainability more and more rooted both in academic and campus activities.

Also formal structures created as part of university's DNA

# Current model of Aalto Sustainability Hub, since autumn 2017

**Board and Academic director**  
 Members from all Aalto Schools  
 Academic Director Minna Halme as chair



**Academic**  
 Better world through research  
 Learning for sustainability  
 Annukka Jyrämä



**Campus and Institutional Networks**  
 Campus as living lab  
 Campus related learning  
 Communication Management  
 Meri Löyttyniemi



**Global societal engagement in collaboration with Aalto Global Impact**  
 Teija Lehtonen (AGI)  
 (not funded by ASH)



*Changes in governance structures are relevant and inevitable in the long run but also tedious if executed too often.*

Practically the model is more diverse:

*Society at large, Aalto alumni & stakeholders*

## Aalto Sustainability Hub

**ASH Board and Academic director**  
 Professors & deputies from each Aalto School  
 Academic Director Minna Halme as chair  
 Coordinated by A. Jyrämä

**Aalto Sustainability Hub Sustainability committee (tbc)**  
 External stakeholders, representatives of society  
 Advisory role, ~2 meetings/year  
 chair to be nominated  
 Coordinated by M. Löyttyniemi

**EIT Climate KIC**  
 Aalto coordination by Petri Allekotte

**Nordic Sustainable Campus Network**  
 chaired by M. Löyttyniemi

**Climate Leadership Coalition**  
 Aalto coordination by M. Löyttyniemi

**Aalto Global Impact, AGI**  
 Teija Lehtonen

**Academic Research & education, collaborative platforms**  
 Annukka Jyrämä

**Campus + outreach**  
 Living lab, networks, communications  
 Meri Löyttyniemi

**Campus Sustainability team of Aalto Campus and Real Estate**  
 Coordinated by Satu Kankaala

**Smart & Clean Foundation**  
 Aalto coordination by A. Jyrämä

**Aalto Sustainable services working group**  
 Representatives of Aalto service units  
 Coordinated by M. Löyttyniemi

**International Sustainable Campus Network**  
 Aalto coordination by M. Löyttyniemi

*Aalto community, staff & students*



# Aalto reporting, sustainability contents

<b>Reports with SD content, produced by Aalto</b>									<b>Number of reports 8→4</b>
	2010	2011	2012	2013	2014	2015	2016	2017	2018 (plan)
Financial report of Aalto, incl. 1 paragraph on SD									yes
Human resources report				no separate reports anymore					no
ISCN, separate sustainability report									yes
SD Integrated to Aalto annual report						no annual report anymore			no
Strategy implementation to Finnish Ministry of education (1-2 prarag. on SD)									yes
Aalto University Properties Ltd., annual report (followed Finnish government's ownership steering)							not publicly available anymore		
PRME, Principles for Responsible Mngt Education (School of Business)									yes (biannual)
Dipoli congress hall, WWF Green office light env.system						renovated to Aalto HQ		not applicable anymore	
<b>Delivering data on sustainability performance in collaborative networks</b>									
"Petra" waste amounts Helsinki authority HSY									yes
Helsinki Climate Partners network									yes
RCE Espoo (regional ESD network, UN Univ.)									yes
GreenMetric Ranking, Univ. of Indonesia									yes

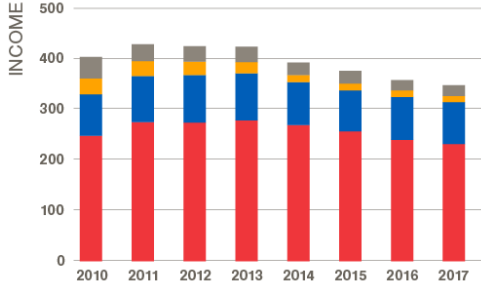
# Key factors - SD is about people and focus

**Successes:** academic performance and support, continuity in SD work, steady progress

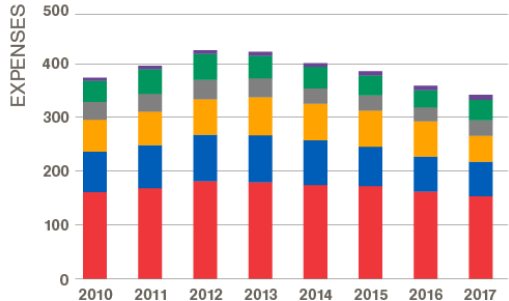
**Challenges:** only high-level commitment, changes too often in governance, resources (teaching, SD), sustainable campus implementation

Income and expenses 2010–2017

€ million



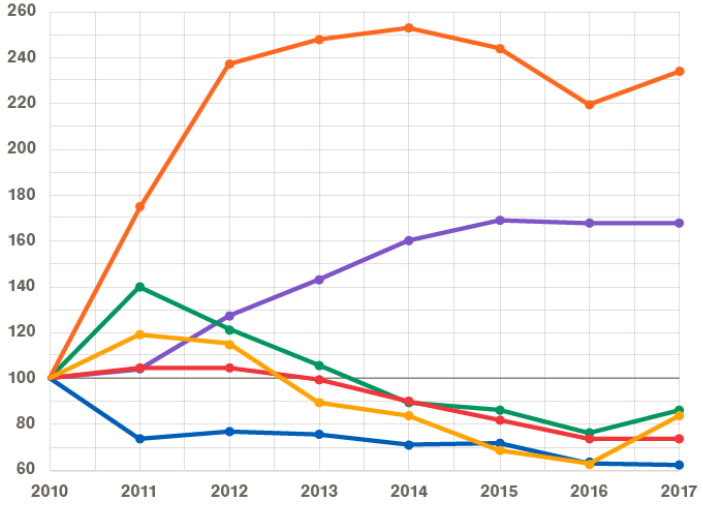
- Government funding
- Other public funding\*
- Corporate funding
- Other funding



- Academic personnel
- Service personnel
- Facilities
- Service purchases
- Other expenses\*\*
- Depreciations

\*\* Consists of e.g. travel expenses, materials and supplies.

2010 = 100



- Post-doc researchers
- Professors
- Other teaching and research personnel
- Service personnel
- Doctoral students
- Students (research and teaching assistants)



# From 3 to 1 campus

## Otaniemi in Espoo (by 2019)

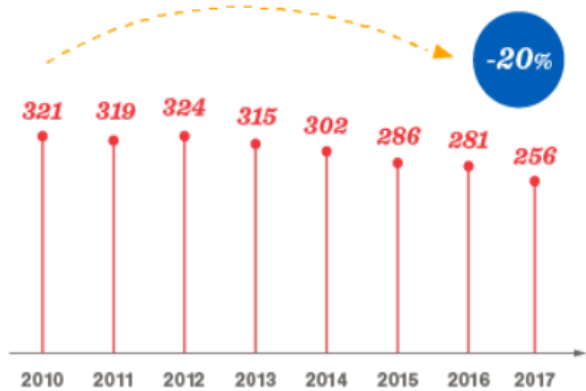
### Governance matters

- From state-owned premises to 100% own ownership
- From openness to more closed reporting, 29 separate individual housing companies within ACRE; arrangements complicating to grasp the full picture
- Heavy investing (major renovations, 45 000m2 to be opened), spatial efficiency improved, pressure to show positive figures? Also to improve academic indicators?
- Sustainability in the forefront, but could be implemented even more ambitiously

> Aalto University is developing its main campus into a unique centre of cooperation that attracts partners from all around the world.

A horizontal timeline showing five years of development. Each year is represented by a red circle with the year inside, positioned below a small photograph of the corresponding building or renovation. Below each year is a text description of the event.

Year	Event
2016	Learning Centre renovated
2017	Main building Dipoli renovated
2018	School of Arts, Design and Architecture and A Grid opened
2019	School of Business opened
2020	Aalto Works including Aalto Studios opened, Student Centre etc. built



Facility usage (1 000 sqm)

Facility costs (€ million)



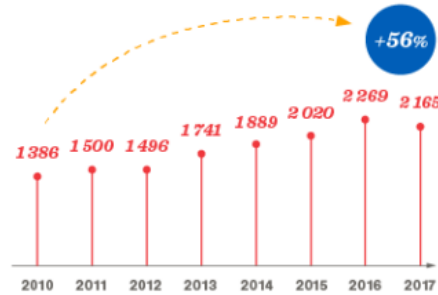
# Academic performance

- Aalto University has seven key research areas, which relate to promoting competitiveness and welfare.
- Recipients of European Research Council (ERC) funding up from 6 in 2010 to 26 in 2017.

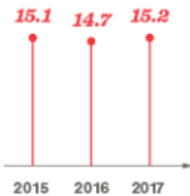


**Competitive research funding (€ million)**

The number includes external competitive funding from the Academy of Finland, Tekes FIDIPro and EU research funding programmes.

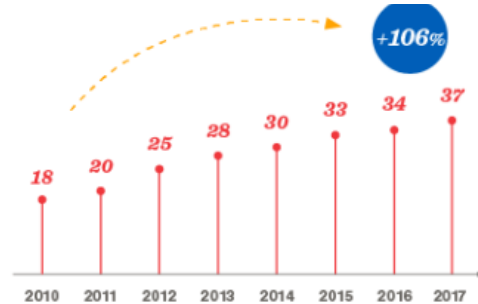


**International peer-reviewed articles in scientific journals**



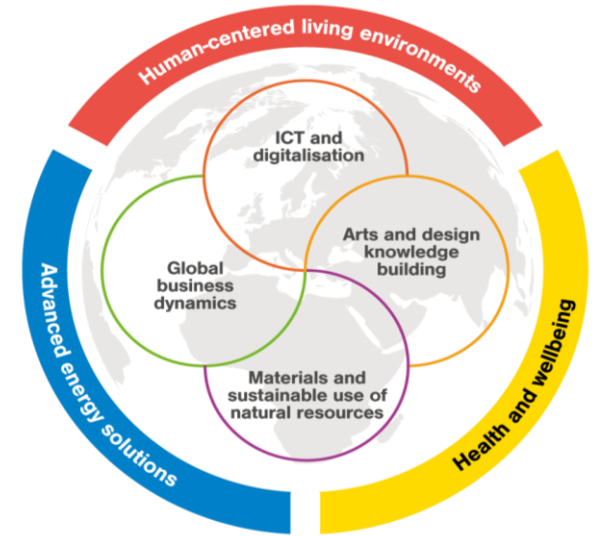
**Quality of publications**

Share of Aalto University publications that belong to the top 10% most highly cited publications in the world in the same subject area. This indicator has been used since 2015.



**International faculty (%)**

# Current research focus



## Working on new strategy 2020-35

Aalto University signed SDG Accord Feb 2018



### The SDG Accord

The University and College Sector's Collective Response to the Sustainable Development Goals





# *Towards a better world.*

## Aalto Sustainability Hub

*aalto.fi/sustainability*

Follow us: [fb.com/aaltouniversitysustainabilityhub/](https://fb.com/aaltouniversitysustainabilityhub/)

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Chair of NSCN, aalto.fi/nscn*

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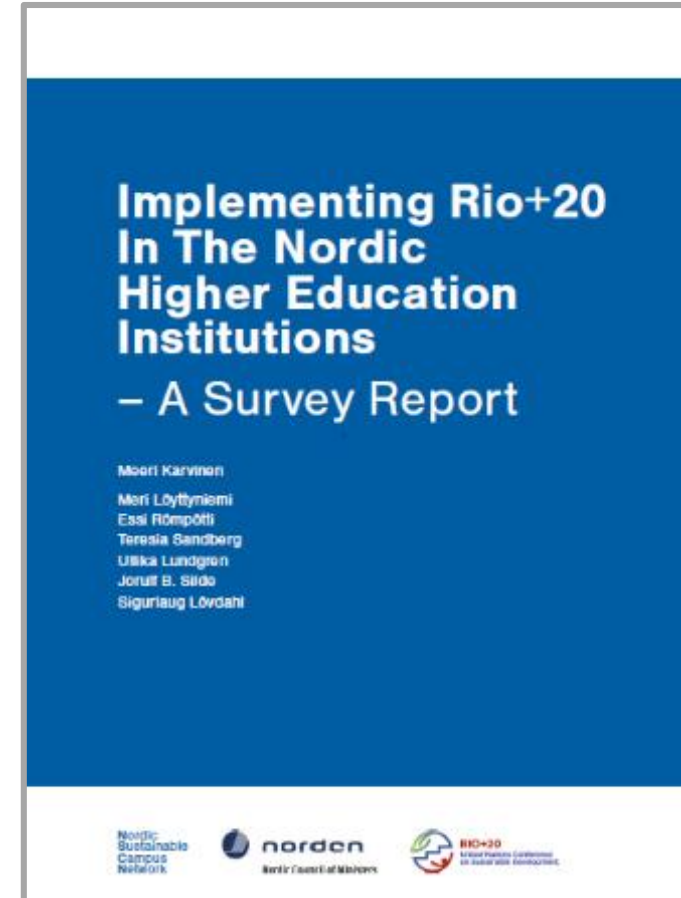
*Aalto University*

*Research and Innovation Services*



# Some findings of Nordic universities

- Sustainability (SD) is quite well included in **strategies**
- **Implementation stronger** in campus operations, **less systematic** in research & education
- **Campus greening**: moderately or well integrated
- **In teaching**, sustainability is **missing** in learning outcome definitions
- **Swedish universities** on average stand out, using most actively environmental management systems, with a well-balanced approach



Survey report available: [nordicsustainablecampusnetwork.wordpress.com/rio20-project/](http://nordicsustainablecampusnetwork.wordpress.com/rio20-project/)

# Insights into preliminary research outcomes

multidimensional strategies

