

Aalto University 3.0

Towards a living strategy

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Aalto-yliopisto
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Aalto University

[Video on Aalto University today](#)

How does the upcoming decade look like in research, artistic work, education, societal impact ?

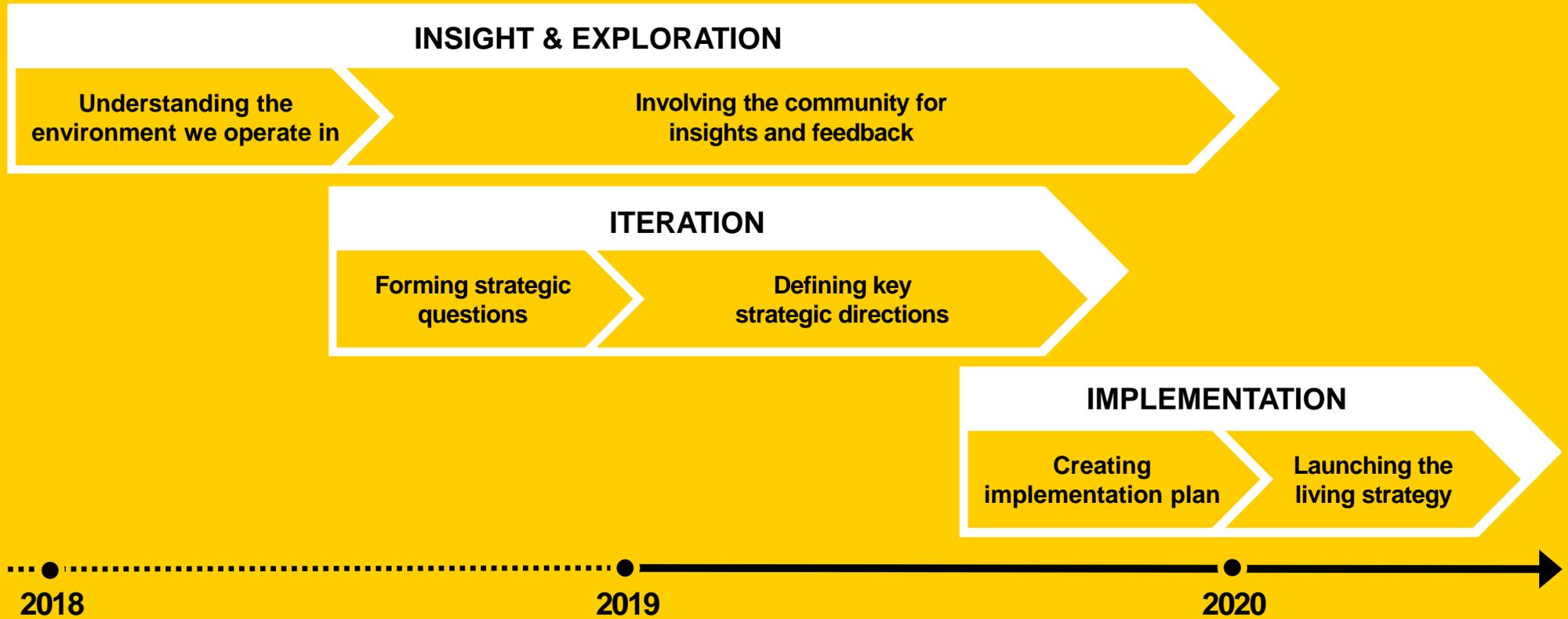
What choices should Aalto University make to prosper?

Aalto University's current strategy will continue until 2020. Now, it is time to shape Aalto University's future together.

Strategy work is based on our university's own expertise and research in strategy. The living and agile strategy utilises open discussions and continuous scenario building, largely dissolving the distinction between strategy process and the strategy.



Preparing the strategy together 2018-2020



Internal Strengths – established profile

Empowering university culture

- Spearheading entrepreneurial activities but low university-wide participation rate
- Talented students and empowered student organizations that contribute to Aalto mission
- Engaged Alumni with further collaboration possibilities

Agility combined with long-term horizon

- Endowment allows a long-term financial horizon
- Ability to conduct pioneering research without pressure for immediate return of investment
- Leading research-based digital competences and community with an approving mindset towards digitalization

Excellence and multidisciplinary

- Significant development during the last 10 year period
- Acknowledged excellence in specific areas of research, art and education
- Distinct combination of disciplines with further collaboration possibilities

Internationally prominent ecosystem

- Good attractiveness to international junior top talent (faculty)
- All disciplines in the same renewed campus with ecosystem engagement
- Potential for multidisciplinary innovation through regional and international alliances
- Close research group level collaboration with and access to Finnish companies and other actors
- Good impact with further potential

Areas to improve

Attractiveness

- Modest resources in international comparison
- Modest attractiveness to international senior top talent (faculty, staff)
- Modest attractiveness of study programmes internationally and Finnish student brain drain

Organizational structure, community, and leadership

- Some organizational structure and organizational culture legacy that complicates co-operation
- Relatively low cultural and gender diversity
- Students feel stressed by their workload, strict timetables and insufficient supervision
- Perceived need for more systematic and transparent channels for the whole community to participate in decision making processes.
- Low ability to prioritize activities, too many actions on-going simultaneously at all levels

Global Threats and Opportunities

Global competition for access to top networks

- Societal need and interest for solving grand challenges (e.g. SDGs)
- Globalization of education and continuous learning with new competition
- Attractiveness of Nordicness

Disruptions

- Changes in global situation, including the rise of block politics, polarization of values
- Technological and societal disruptions

Data security and openness

- Increased importance of open science/data/access
- Utilizing open data to counter lack of trust and false news
- Increasingly complex cybersecurity environment

National Threats and Opportunities

Changes in talent base and new demands for education

- Aging population in Finland requiring immigration: need for continuous learning and customized study modules
- Erosion of basic education combined with increasing social segregation
- Reducing interest in mathematics among children, especially girls

National operating environment

- National legislation and other institutional restrictions
- New sources of private finance (tuition fees, donations) required; the need to diversify the funding base threatens to overemphasise the role of fund-raising in academic work.
- Unique data available in Finland and at Aalto

KEY QUESTIONS RECOGNIZED

Differentiation – what makes Aalto unique

1. Competitive edge:
How do we develop a unique profile locally and internationally?

2. Multidisciplinary:
How do we inspire and organise multidisciplinary?

3. Positioning:
How and with whom do we position ourselves internationally?

4. Sustainable development:
How do we contribute to solving UN Sustainable Development Goals?

Core activities – what should we focus on

5. Education:
How do we offer competitive degree education and continuous learning?

6. Research and art:
How do we focus our research and artistic activities?

7. Synergies:
How do we advance synergies between education, research and art?

Ecosystem – how do we embrace society

8. Impact & innovation:
How do we fuel innovations and interact with business and society?

9. Campus, community, and culture:
How do we develop campus and community?

Foundations – how to support excellence

10. People:
How do we identify, attract and develop talent?

11. Leadership:
How do we develop organization structure and leadership at all levels?

12. Funding:
How do we secure sustainable funding base?

13. Services & tools:
How do we support core functions with services and cutting-edge tools?

14. Infrastructure:
How do we develop our research infrastructure?

We appreciate your valuable input in creating our strategy!

What are from your perspective the main phenomena affecting universities in the near future?

What are Aalto University's unique opportunities regarding this development?

Please, share your views at [our website](https://aalto.fi/3.0) and follow our strategy work at aalto.fi/3.0.

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Thank you!



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