



# Making a Difference: Universities as Living Labs and Agents of Change

26 October 2016, 13:00-14:10

## **Introduction:**

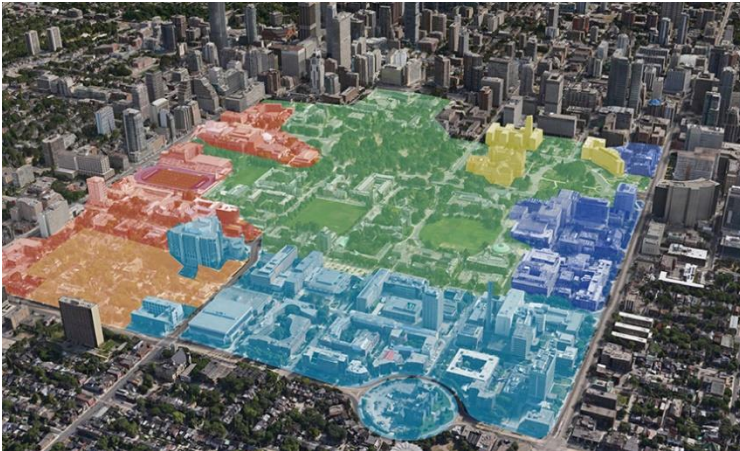
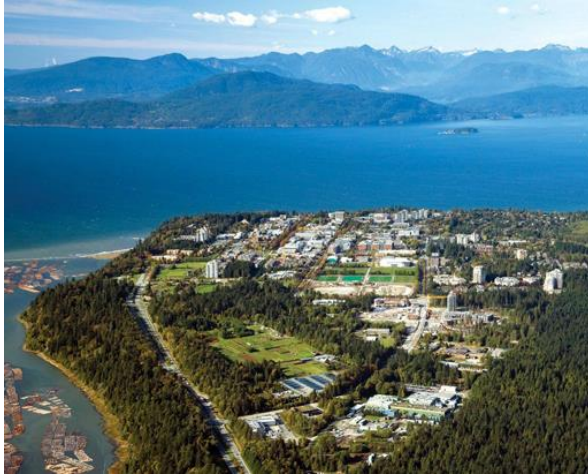
**Hassan Waheed**, Researcher, EAUC

## **Speaker:**

**John Robinson**, Professor, University of Toronto, Adjunct Professor, Copenhagen Business School

Contact Nina: [nbartlett@eauc.org.uk](mailto:nbartlett@eauc.org.uk) / 01242 714 321

# Making it Work: Universities as Living Labs and Agents of Change



John Robinson  
EAUC Webinar  
Oct 26, 2016

# Campus as Sustainability Test-Bed

Universities uniquely suited for this role:

- Single (owner-) occupiers
- Public mandate
- Teaching
- Research

Develop integrated sustainability solutions:

- Demonstration and research
- Engage and train students; develop new curricula and programs



# Responding to societal challenges

Two cross-cutting approaches:

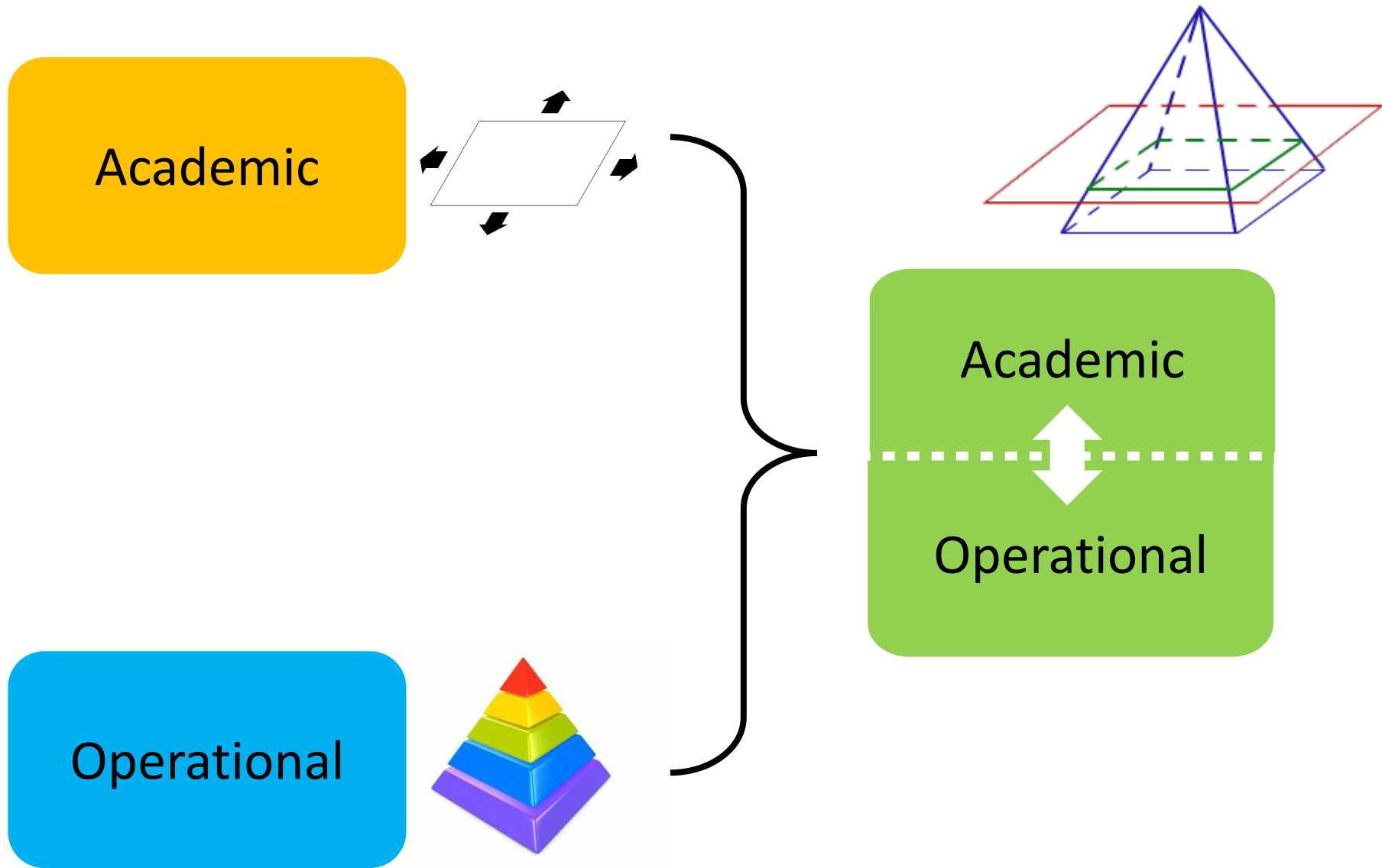
Campus as Living Lab



University as  
Agent of Change

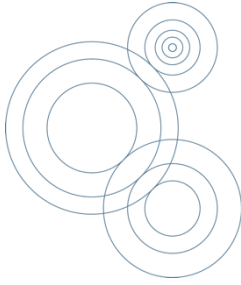


# Institutional Culture Change





# Regenerative Sustainability



- From less bad to more good
- From reducing damage to creating benefits
- From sacrifice to contribution
- From net zero to net positive

# Implementation Challenges



1. Path Dependence (*“Needle in the groove”*)



2. Coordination (*“Plate spinning”*)



3. Momentum (*“Brick laying”*)



4. Partnerships & Team-building (*“Mosaic ”*)



5. The Role of the University (*“Wall flower”*)

# Creating Engagement

- Enabling role (“We don’t do anything”)
  - Foster, support, facilitate, encourage, reinforce, help, etc.
- Faculty don’t join
  - John Homborg’s brilliant lessons
- External partnership lessons
  - No net increase
  - Mutual benefit



# Campus as living lab typology

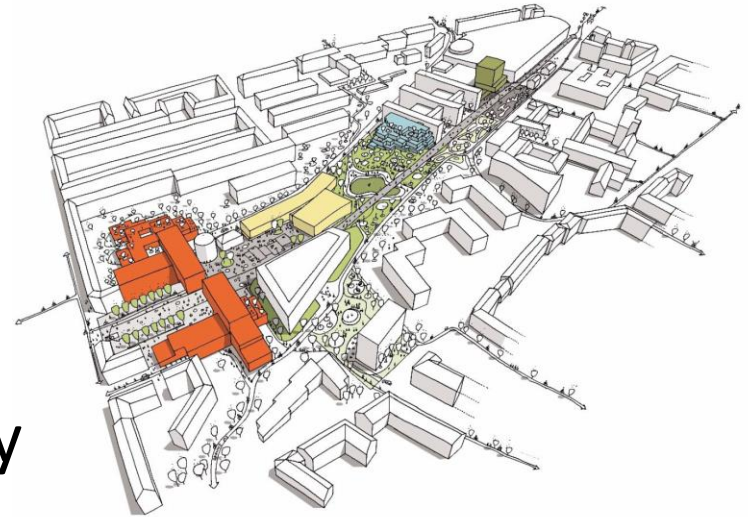
- Different models
  - Centre-led (UBC, ASU, Chalmers)
  - Distributed (U of T)
  - Hybrid (CBS)
- Most universities in latter two categories, at least at the start
- So will talk briefly about CBS and U of T

# Living Lab and Agent of Change at CBS

Unique opportunity:

- Many campuses focus strongly on engineering and natural science activities
- Opportunity for CBS to take a different approach, building on its strengths:

“the role of business  
in the sustainability transition”



# A Proposal for Sustainability at CBS: Two Inter-related Components

1. Campus as Living Lab (CLL): Solbjerg  
Campus Development



2. Agent of Change (AOC): CBS and the  
Community



Both offer very strong opportunities for integration of  
research, teaching and partnerships



- Large-scale redevelopment of CBS Solbjerg campus
- Entrepreneurship and innovation theme, with sustainability, innovative pedagogy and urban integration as “pillars”
- Opportunity to create an ongoing living lab of sustainability, with agent of change dimensions
- Sustainability pillar was articulated in “Sustainability Vision and Strategy for the CBS Solbjerg Campus Development (SCD) project” in Dec 2015

# Campus as Living Lab (CLL) Research and Teaching



1. Implement, test, research and teach sustainability at a campus scale
  - behavioural and human dimensions (sustainable behaviours and social practices; human wellbeing)
  - business dimensions of the sustainability innovations (business plans, revenue models, commercialization, partnerships)
2. New course (Feb 2017): “The CBS Campus as a Living Lab of Sustainability: Fostering Partnerships with the Private Sector”
  - Focus is on business implications and opportunities connected to campus operational sustainability projects
  - I teach similar course at U of T





# Agent of Change: CBS and the Community

- Increasing recognition that business has crucial role to play in sustainability transition
  - Scandinavian business relatively progressive on global sustainability scale
- Can CBS help to articulate private sector role
  - Shared value/value creation approach?
  - Sharing economy/collaborative consumption? (links to campus scale work)
- New course (Feb 2017): Consulting for Sustainability – Harnessing Business Models and Innovation
  - student group projects for ‘client’ organizations – parallel to on-campus living lab course



# Student Innovation House



- Old Police Station bought by CBS
- Students have raised 52,5 million DKK
- Both AOC and CLL



CBS Student & Innovation House

[About](#)

[Funds](#)

[The People Behind](#)

[Press](#)

[Contact](#)

“ . . . we wish to make a house that creates and fosters students who are creative, engaging and collaborative in spirit and international, reflexive and socially responsible in mind, and which contributes directly to achieving key societal challenges.”

*Vision for a new Student and Innovation House, Aug, 2016*

START NOW





# UNIVERSITY OF TORONTO





# U of T Groundswell

- One Spadina
- St George Retrofit Study
- Trinity College
- Sussex Residence
- Sidney Smith Retrofit
- King's College Circle
- Student Engagement
- Pathways concept
- Sustainability Fellows

## Principles

- Living Lab
- Agent of Change
- Strong Partnerships
- Regenerative Sustainability
- Participatory community engagement



# Towards a New St. George Campus Secondary Plan (Urban Strategies, Feb 24, 2016)

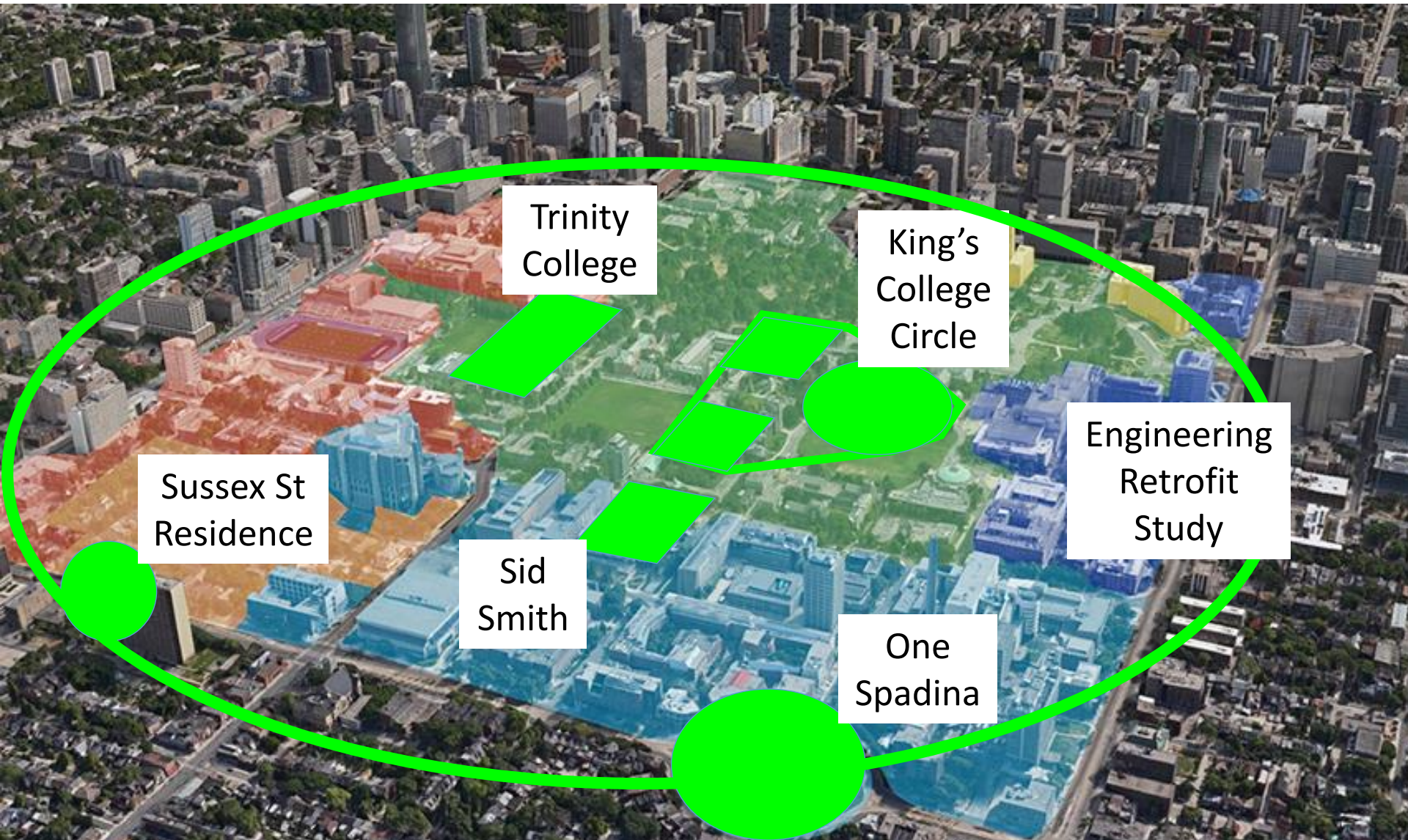


Need to incorporate:

- Broad sustainability framing
- Deeply participatory community engagement processes
- Campus as living lab approach



# Broad Coverage of Living Lab Opportunities



Trinity  
College

King's  
College  
Circle

Sussex St  
Residence

Sid  
Smith

One  
Spadina

Engineering  
Retrofit  
Study



# U of T Groundswell

- One Spadina
- St George Retrofit Study
- Trinity College
- Sussex Residence
- Sidney Smith Retrofit
- King's College Circle
- Student Engagement
- Pathways concept
- Sustainability Fellows

## Principles

- Living Lab
- Agent of Change
- Strong Partnerships
- Regenerative Sustainability
- Participatory community engagement



# Student Engagement – the concept

- Thousands of students working with partners on sustainability projects
  - 5000 off campus/1000 on campus
  - Grad/undergrad
  - For credit/not for credit
  - Unpaid/paid

# Student Engagement – the models

## 1. For payment

- Graduate Student Internships

## 2. For credit

- Undergraduate Community Service Learning
- On Campus Sustainability Projects

# For Credit Model: Two courses

GLA 2000Y – Capstone Seminar:

*Transformation Toronto 2050 Module:  
Learning from Global Best Practice*

- Working with the City of Toronto

ENV 481/2002H - Special Topics Course:

*The U of T campus as a living lab of  
sustainability*

- Working with U of T Operational staff



# U of T Groundswell

- One Spadina
- St George Retrofit Study
- Trinity College
- Sussex Residence
- Sidney Smith Retrofit
- King's College Circle
- Student Engagement
- Pathways concept
- Sustainability Fellows

## Principles

- Living Lab
- Agent of Change
- Strong Partnerships
- Regenerative Sustainability
- Participatory community engagement

# Teaching & Learning Vision: Integration across the University

*Each student, regardless of their degree program, should have access to an education in sustainability via a “sustainability learning pathway” (UBC Sustainability Academic Strategy, 2009)*

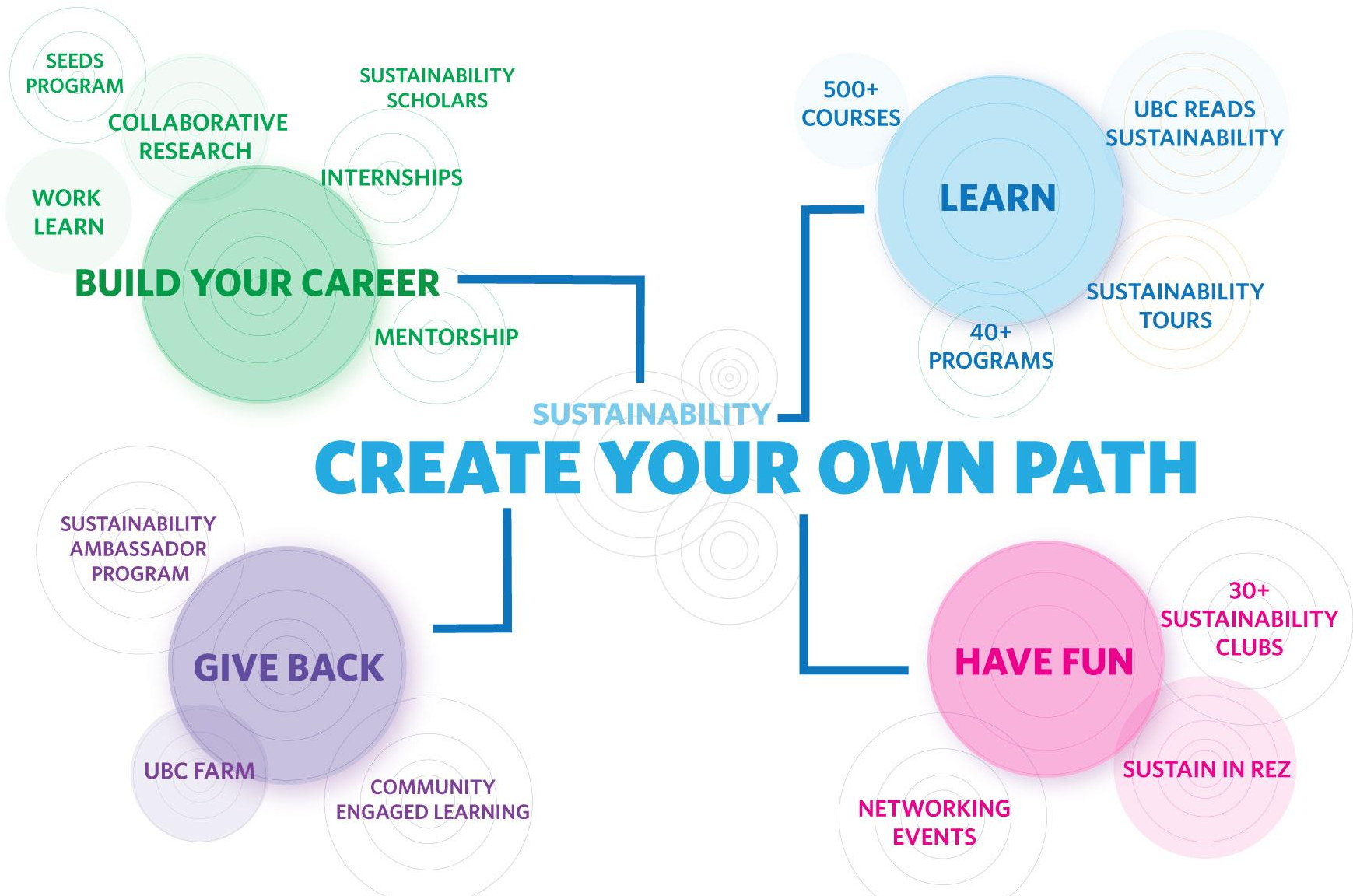


Sustainability Pathways

# Sustainability Learning Pathway

<p><b>Yr 4</b></p>	<p>Capstone/Leadership Course</p>		<p>Sustainability Learning Community</p>
<p><b>Yr 3/4</b></p>	<p>Sustainability Electives (courses vetted for sustainability attributes)</p>	<p>Real World Experience (e.g. SEEDS, CLL, Co-op, etc.)</p>	
<p><b>Yr 1/2</b></p>	<p>Introductory Course (e.g. SCI 220)</p>		
<p><b>Yr 1</b></p>	<p>First Year Courses with Sustainability Embedded</p>		



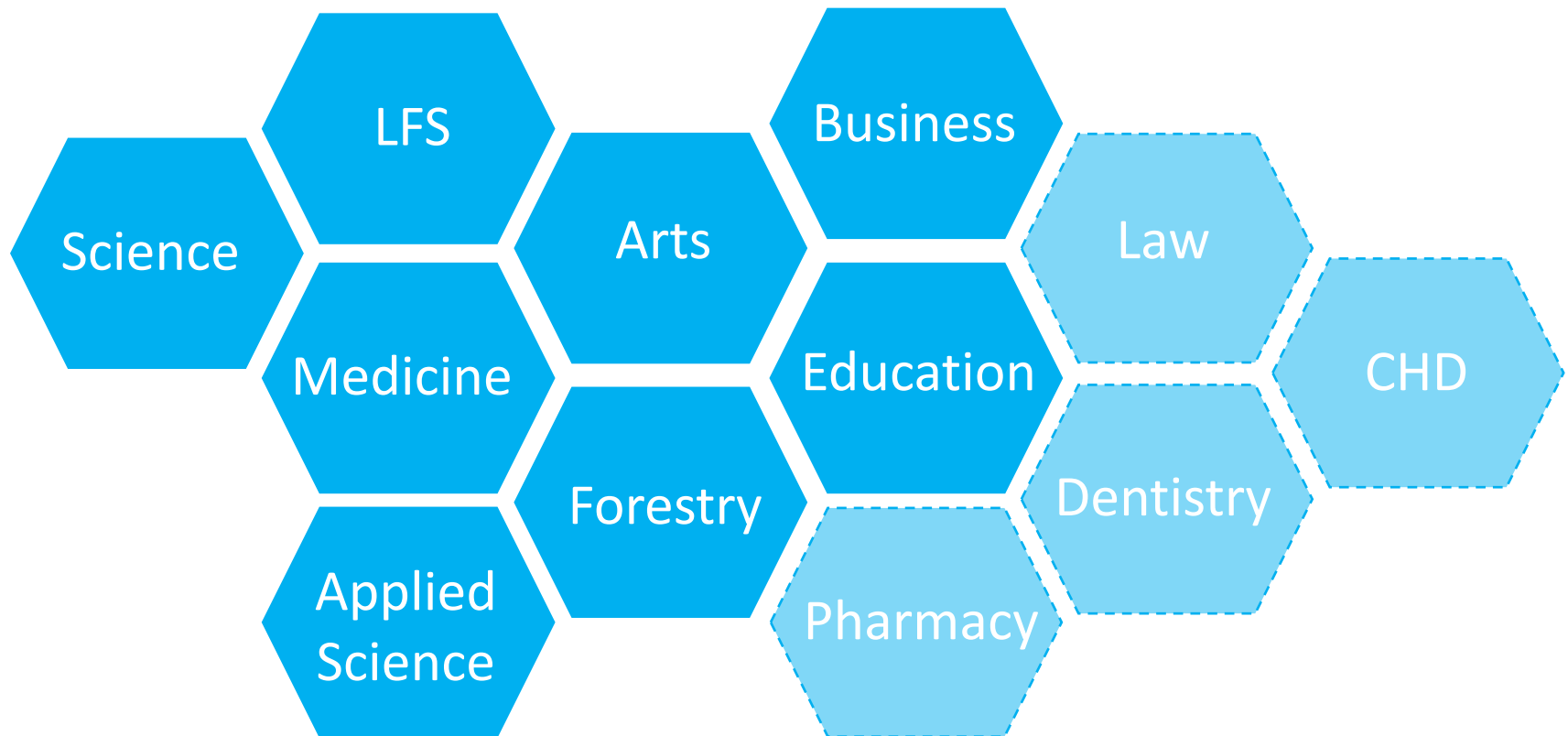


[sustain.ubc.ca/MyPath/](https://sustain.ubc.ca/MyPath/)



# Sustainability Fellowship Program

- 6 faculty T&L Fellows per year, on 1-2 year terms
- develop & help implement an undergraduate sustainability education framework



# Let's make it work!

