



**MAAILMAN PARHAAKSI
FÖR VÄRLDENS BÄSTA
THE BEST FOR THE WORLD**

STRATEGIC PLAN FOR THE UNIVERSITY OF HELSINKI 2013–2016

THE BEST FOR THE WORLD

The University of Helsinki is helping to build a better world by involving itself more actively in the resolution of global problems. Our multidisciplinary teaching and research generate new knowledge and expertise for the benefit of society at large. Innovative thinking and creative interaction will boost us in our endeavour to rank among the 50 leading universities of the world.

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EXCELLENCE FOR SOCIETY

Strategic plan for the University of Helsinki
2013–2016

*Finnish original approved by the Board of
the University of Helsinki on 18 January 2012*

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I THE NEW STRATEGIC PLAN FOR THE UNIVERSITY OF HELSINKI

THOMAS WILHELMSSON, RECTOR

The University of Helsinki's strategic plan for the upcoming period of 2013-2016 has been drafted in close cooperation with the academic community. Members of the University contributed eagerly to the drafting process, and I wish to extend my warm thanks to all for their good ideas and encouraging comments. Each and every contribution has been valuable. Numerous inspiring discussions have now culminated in this strategic plan. The University will keep to its chosen course, continuing to pursue excellence for society, ever more intensively and ever more profoundly.

The two objectives expressed in our vision support each other. The pursuit of excellence entails appreciation for the views of the University as well as for its researchers and teachers. For the University's excellence to be meaningful, it must be made available to society and humanity. The objectives and key development areas of the new strategic plan outline our path towards excellence and our bridge to society so that we will advance in the right direction also in practice and not only on paper.

Our strategic objective is to be counted among the 50 leading universities in the world by directing resources to the development of a world-class research and teaching infrastructure, by ensuring that researchers may increasingly devote time to research, by investing appropriately in spearhead research and new initiatives, by focusing on active and professional recruitment, and by ensuring the high standard and systematic planning of teaching and learning. Thus, we can continue to attract top students and scholars both from Finland and abroad.

Our twofold vision proves that we also wish to act as a responsible social force. Our efforts to reach out to society will be boosted by active partnerships and alumni activities. We must take better care to ensure that our expertise is made available to the society at large. While earning kudos for its responsible social activities, the University must, at the same time, make its own contribution to staving off the current trend of increasing social inequality.

The University's performance depends on its personnel and students. We aim to be a thriving and inspiring community. We strive to support international activities and multilingualism and to minimise red tape. The University must remain an open international meeting place. Scholarship must transcend borders and the University should maximise its international potential.

The University's financial situation presents a challenge to the implementation of the new strategy. Increasing expenses must be balanced with pressures for retrenchment

due to the weakening economy. Without a thoroughly considered vision of how the University's finances can be kept on a sustainable footing, the implementation of this strategy will fall short of reaching its objectives. We need a clear University-level strategic and visionary ability to make choices.

I believe that despite the upcoming economic challenges we will be able to proceed with our goals. The enthusiastic participation of a large number of students and staff in drafting this strategy clearly communicates the strong commitment of the University community to together further the cause of the University.

II THE OPERATIONAL ENVIRONMENT

The University of Helsinki is one of the leading research universities in the world, the oldest and most multidisciplinary university in Finland and a flagship for bilingual university education. It actively promotes the wellbeing of humanity and a just society.

The coming years will be marked by financial uncertainty. Competition for students, personnel, resources and visibility will increase both in Finland and abroad. The University wishes to select the best students, recruit top quality personnel and invest in experts. To do this, the University will hone both its communications and its public image. We acknowledge the significance of international rankings to the University's visibility, as well as the role of international acknowledgement in ranking high on such lists. Success will also require enhancing collaboration with universities, research institutes and companies.

The Aalto University has become one of our most significant partners. By developing collaboration with the Aalto University and the future Helsinki Art University, the University of Helsinki will be able to increase the attractiveness and competitive advantage of the Greater Helsinki area in general and the City of Helsinki in particular.

The University's international operating environment is changing in rapid and partly unpredictable ways. East Asian countries have asserted their position in international politics. Major global challenges such as climate change, health promotion, sustainable use of natural resources and conflict prevention will create opportunities to strengthen the role of a multidisciplinary university in these developments.

A significant number of University staff will retire in the next few years, which entails a risk of losing expertise. However, preparing for this challenge will create opportunities for structural development and the profiling of operations.

Research and teaching have become increasingly technology driven and therefore dependent on systems and equipment. This entails a risk of costs increasing to the extent that we cannot maintain our pioneering role. The development of research infrastructures in particular must be secured.

Society expects upper secondary school leavers to gain access to university education without delay and university students to graduate within the recommended time and then make a smooth transition to employment. The University will meet these expectations by continuing to implement the Bologna process, which entails emphasising the role of the Bachelor's degree as an independent degree and specifying the learning outcomes set for degrees.

The structural development of universities and universities of applied sciences will call for profiling. The University will advocate the recognition of the special status of top universities.

External funding has increased to a satisfying degree. It will retain its solid position, even though cuts at the Academy of Finland are a cause for concern. EU funding will increase and will be exploited more extensively than before. The present level of public funding is under severe pressure, and its future remains an open question. Even the University of Helsinki Funds is threatened by the international financial insecurity.

The increase in average wellbeing in Finland masks an increase in social inequality. The link between parental education and children's academic attainment hampers equality and young people's access to an education that suits their abilities. The University must be a forerunner in the promotion of equality and the creation of an atmosphere of respect for diversity.

III MISSION AND VALUES

MISSION

The University of Helsinki is the most comprehensive research institution of higher education, edification and intellectual regeneration in Finland. It is a pioneer and a builder of the future.

VALUES

The core value of the University of Helsinki is the quest for **truth**. The primary aim of research and teaching is to seek truth and new knowledge. **Knowledge** is a value in itself. Researcher-driven basic research ensures the continuous renewal of scholarship and also supports profit-oriented applied research. The basic characteristic of an academic, whether a researcher, teacher or a student is a **critical mind**. The University must continuously reassess the results of its own operations and the foundations of society.

The University aims to develop its work community into an inspiring, encouraging and rewarding working and learning environment in order to allow creativity to flourish. Critical thinking and creativity entail freedom of research and teaching, which are based on university autonomy. The University will continue to foster diversified and far-reaching education and profound learning in Finland and will take care to pass on the national and international heritage to future generations. The University’s mission for edification embraces an ethical view that is respectful of life and conscientious about the purposes and applications of academic knowledge. The University enhances economic, intellectual and social wellbeing by exploiting research results and offering education according to the principles of lifelong learning. The University’s societal responsibility requires critical and independent participation in social debate.

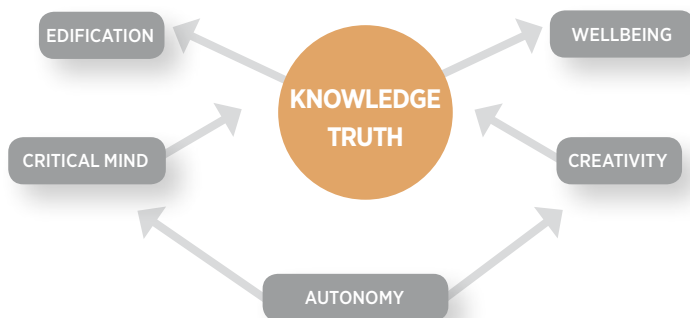


FIGURE 1: VALUES OF THE UNIVERSITY OF HELSINKI

IV VISION, PROFILE, STRATEGIC OBJECTIVES AND DEVELOPMENT AREAS

In accordance with its vision, *Excellence for Society*, the University of Helsinki will consolidate its position among the leading multidisciplinary research-intensive universities in the world. The University actively promotes the wellbeing of humanity and a just society.

The University will profile itself as a multidisciplinary world-class research-intensive university that recognises its responsibility to society. In line with its strategic plan, the University’s focus areas will draw on high-quality research and societal impact. The focus areas, defined in the University’s target programme, are based on proven excellence, social significance and emerging fields of importance. Its duties and operational guidelines will

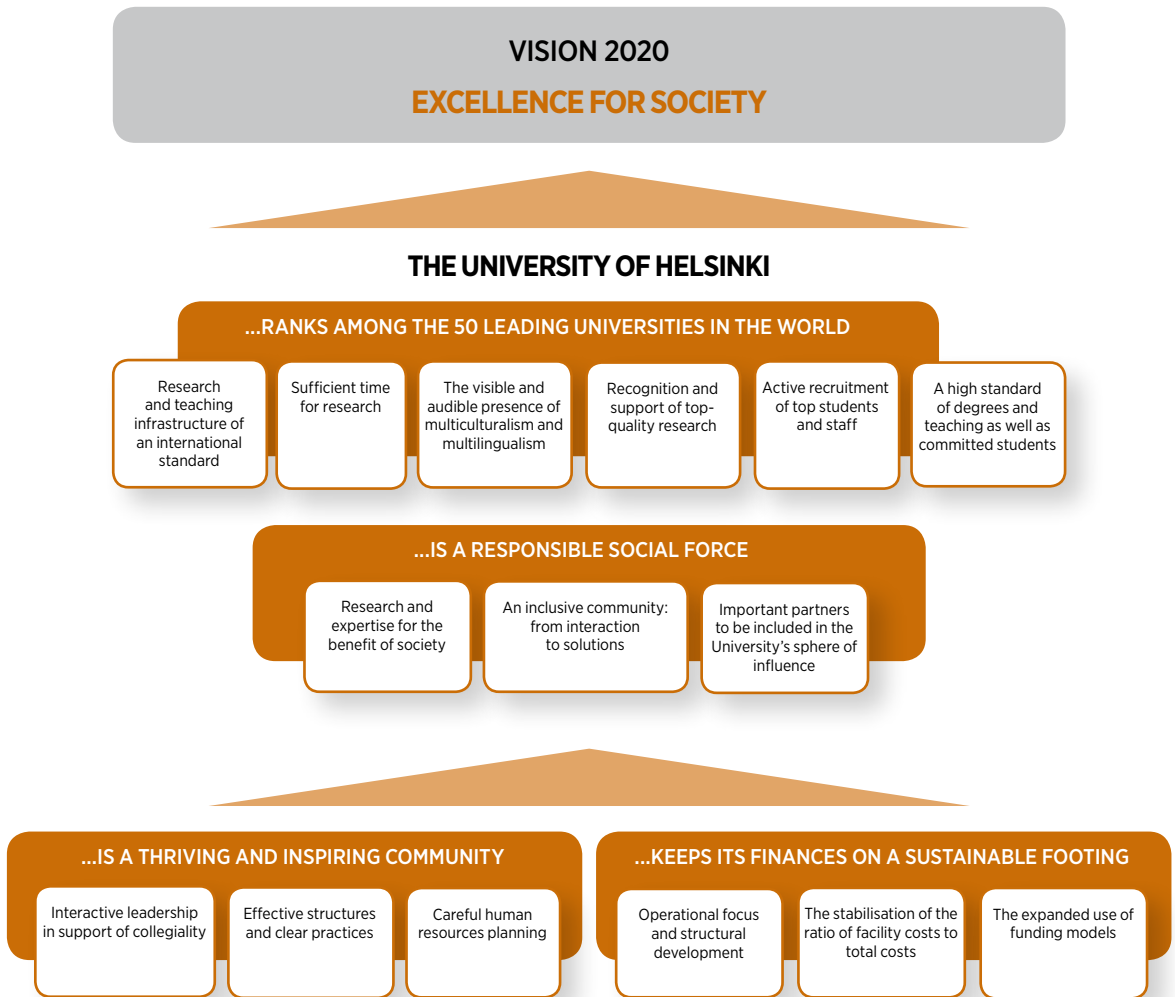


FIGURE 2: STRATEGY MAP OF THE UNIVERSITY OF HELSINKI FOR 2013–2016

be prioritised according to the strategic goals set for 2020, which will be implemented in line with the development areas set for 2016. The strategic plan will be implemented using the measures described in the implementation section.

The quality assurance processes of the University of Helsinki support it in achieving its vision. Every member of the academic community will contribute to the common goal of achieving the University's objectives and will be responsible for his or her performance and outcomes. The purpose of the University's quality assurance system is to aid the academic community and its members in developing a framework for quality management.

1 THE UNIVERSITY RANKS AMONG THE 50 LEADING UNIVERSITIES IN THE WORLD

Our objective is to rank among the 50 leading universities in the world by 2020. We wish to pursue our core duties – teaching, research and community relations – more effectively. By referring to the 50 leading universities in the world, we are indicating the group to which we can and want to belong; this conveys a message to our interest groups about the kind of university we strive to be. This goal requires that we remain at the cutting edge of research in as many fields as possible and that we enhance our reputation as a high-quality learning environment with the ability to resolve global issues.

Development areas

Researchers can produce high-quality research only if they devote enough time for research. This is to be achieved through long-term operational planning in the units, which will also promote research-based high-quality teaching. Student guidance will facilitate study progress. The University expects its students to be committed to their studies and strives to ensure this by providing inspiring, interactive learning environments and building bridges between top researchers and students who are commencing their studies.

We will continue to profile our research and increase cross-faculty networks related to our focus areas. The international evaluation of research and doctoral education (2011) provided opportunities to recognise top-level research and beneficial environments for doctoral education. Research resources should be allocated to both spearhead projects and new initiatives. By establishing an appropriate research education system, the University can direct its resources to support high-quality doctoral education. The research infrastructure of the University of Helsinki is currently not entirely up to standard. Developing it to meet the needs of one of the world's leading universities requires both internal investments and cooperation with national and international partners.

Capable students and skilled staff are the key to a university's success. The University must capitalise on the flexibility introduced by the reform of Finnish universities and focus on systematic and active recruitment. The opportunities provided by the two-tier degree structure must be employed more effectively in admissions. The University will actively recruit international staff and students and improve the practices that facilitate their integration into the academic community. The University will also promote and use its bilingualism on the path to successful multilingualism.

One of the key objectives is to expedite the completion of degrees. This is to be achieved by enhancing student progress and developing guidance procedures.

2 THE UNIVERSITY IS A RESPONSIBLE SOCIAL FORCE

We want the high-quality teaching and research conducted at the University to be highly and extensively visible in society, both in Finland and abroad. As a multidisciplinary university, we have the resources and expertise to face wide-ranging and significant challenges. Our goal is for the University to be known for utilising its research results and learning environment as it recognises and fulfils its role in promoting wellbeing and justice. The University advocates sustainable development in its research and other activities both in Finland and across the world.

Development areas

The University aims to utilise its research results and competence for the good of society. Special attention will be paid to innovation management in order to better launch research-based innovations. Social innovations will be a key element in forming the future, and the University has many opportunities to develop and exploit them. The University will invest in new lifelong learning models and increase international education export. The University will actively promote discussion and communicate its expertise in resolving global challenges.

Increasing use can be made of the University's multidisciplinary nature. Multidisciplinary forums will increase dialogue within the University and interaction between the University community and its interest groups as well as between the University community and the general public.

The University has an extensive partnership network in both the public and private sectors. Collaboration with the Hospital District of Helsinki and Uusimaa and government research institutes will be enhanced. Important partners will be attracted by further developing targeted services and organising events that bring together various interest groups. One of our key partners is the City of Helsinki: together we can improve its brand as an attractive student destination as well as draw attention to the competitive advantages of the Greater Helsinki area. Our active and extensive alumni network will support us in many ways, ranging from helping students with employer contacts and improving career skills to successful fundraising.

3 THE UNIVERSITY IS A THRIVING AND INSPIRING COMMUNITY

Communality advances the achievement of world-class research results, as well as a smooth study experience and high-quality learning. The wellbeing and coping of both staff and students are crucial to obtain first-rate results. The work of every member of the

university community is valuable. It is particularly important for people to understand how their work and studies contribute to the University's overall operations, as well as to rejoice in the achievements of others. This is the only way for us to establish our status among the world's leading universities.

Development areas

Leaders and managers play a key role in the community's wellbeing. Academic leaders integrate academic freedom with the strategic objectives of units and the entire University. They create an inspiring research environment that encourages high-quality teaching. Shared goals are clarified on interactive forums set up within units. Leaders and supervisors are actively provided with opportunities to enhance their leadership and supervisory skills. Good practices related to the wellbeing of the work and study community are introduced as widely as possible throughout the University.

Careful human resources planning ensures appropriate resource allocation and the efficient performance of duties. The exceptionally high number of staff retiring in the strategy period requires that we ensure the transfer of competence and tacit knowledge, but also offers opportunities to reallocate resources as needed.

Practices and procedures in administrative and support services will be streamlined, and the services will be reorganised to better serve users in order to optimise working hours and free up resources for research and teaching. This calls for the University's numerous information systems to work together seamlessly.

4 THE UNIVERSITY KEEPS ITS FINANCES ON A SUSTAINABLE FOOTING

Implementing the University's vision requires sustainable finances. The University's core funding is not likely to increase in the near future. Rather, there will be cutbacks in competitive research funding, such as the grants offered by the Academy of Finland.

Development areas

The University must be able to create strategic leeway for itself and prepare for cutbacks that might ensue from the economic situation. Savings will be achieved by reconsidering the operational and economic efficiency of structures, by honing operational management and financial administration as well as by improving the staff's budgeting skills. The University will cut back expenses in all other operations except for its core duties.

The University will ensure that its units operate in a competitive environment and in premises that ensure efficient and innovative processes. At the same time, the University will ensure that the premises cater for the changing needs of its operations and operational

environment. The use of facilities will be rationalised and where appropriate, the number of facilities will be reduced.

Funding models as a whole will be reconsidered from all angles. The University aims to actively address the principles for allocating public funding to research and education and pays special attention to factors that may increase its share of the available funding. The successful fundraising activities will be continued.

V IMPLEMENTATION

The University's staff and students will implement the Strategic Plan. A key prerequisite for success is that the staff and essential interest groups identify with the plan and commit to taking the necessary measures. The description of the strategic implementation process will outline the measures, responsibilities and resources required to achieve the strategic objectives. The timetable for the measures to be taken will be defined in detail in the target programmes and action plans of faculties and independent institutes.

The Strategic Plan will be implemented through target programmes and action plans. Faculties, independent institutes and Central Administration will draw up a draft target programme for 2013 and the 2013–2016 period ahead of the target negotiations in autumn 2012. Departments and Central Administration sectors will draw up an equivalent policy plan. The Board will approve the University's target programme. The Rector will confirm the other target programmes. The deans will approve the policy plans, except those for Central Administration, which will be approved by the director of administration.

1 THE UNIVERSITY RANKS AMONG THE 50 LEADING UNIVERSITIES IN THE WORLD

1.1 World-class research and teaching infrastructure

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
1 Cooperation in the development of research infrastructures <ul style="list-style-type: none"> Operational objectives will be set and investment and maintenance programmes drawn up for the development of infrastructures. The ratio of depreciations in the University budget will be increased from 2.7% in 2010 to 4% by 2015. 	Central Administration, faculties, independent institutes	Core funding ¹⁾ and strategic funding ²⁾
<ul style="list-style-type: none"> The University will participate in research infrastructure projects. It will assume a responsible role in selected ESFRI projects and increase incentives for the shared use of infrastructures. 	Faculties, independent institutes, Central Administration	Strategic funding
2 Development of teaching infrastructure <ul style="list-style-type: none"> The services provided by learning centres will be used more in teaching and studying. The services offered in the Kaisa library building will be consolidated. 	Helsinki University Library, faculties, independent institutes	Core funding

¹⁾ Core funding = framework funding for faculties, independent institutes and Central Administration

²⁾ Strategic funding = funding separately allocated by the Rector

1.2 Sufficient time for research

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
3 System of research periods <ul style="list-style-type: none"> Each permanent member of teaching and research staff will be provided with the opportunity to take a six-month break from teaching and administrative work at least once every five years. This will be ensured by integrating curriculum design and the drafting of work plans into a single process in each unit. The equitable distribution of teaching and administrative duties will also be ensured in this context. The staff members whose turn it is to take research leave will be scheduled time for such leave. Taking research leave will require the inclusion of a research plan in the work plan. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding
4 Professional research administration <ul style="list-style-type: none"> The administrative workload of researchers will be reduced. Researchers will be offered training in project management skills. 	Central Administration	Core funding

1.3 The visible and audible presence of multiculturalism and multilingualism

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>5 International staff and students taking a more visible role in the academic community</p> <ul style="list-style-type: none"> The academic community will be encouraged to improve its practices so as to support the integration of international staff and students. The needs of people speaking different languages will be taken into account by paying particular attention to multilingual communication. Student tutoring will be further developed, and “friend/family” activities related to the orientation of new international staff will be increased. International research and teaching staff will be actively recruited so as to increase their ratio to 15% by 2017. English-language education will be increased so that international students account for 15% of Master’s and 25% of new doctoral students. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding and strategic funding</p>
<p>6 Promotion of bilingualism on the path to successful multilingualism</p> <ul style="list-style-type: none"> The University’s Language Policy will be assessed and reviewed. The number of bilingual (Finnish/Swedish) degrees will be increased so as to create a clear degree concept that provides multilingual expertise. Cooperation with Nordic universities will be intensified. Parallel language usage will be promoted. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p>
<p>7 Promotion of international exchange programmes</p> <ul style="list-style-type: none"> International educational cooperation will be utilised to develop systematic exchange activities. This will also enable the University to establish joint degree components with partner universities. Exchange agreements will be concluded with universities that have an operating culture and profile which support the University’s strategic objectives. Incoming exchange students will be offered teaching in English sufficient for completing at least 20 credits per term at the University of Helsinki. The University of Helsinki will ensure that credits earned during an exchange programme are recognised as part of a degree at the University of Helsinki. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p>

1.4 The recognition and support of top-quality research

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>8 The profiling of research</p> <ul style="list-style-type: none"> The results of the international assessment of research and doctoral education will be taken into account in the University's operational and financial planning. The University will establish transparent quality criteria for allocating research resources to relevant areas. Networks related to research focus areas will be increased across faculty boundaries. Departmental and faculty-level profiling will be used to increase investment in top-quality research. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding
<p>9 Focus areas and new initiatives</p> <ul style="list-style-type: none"> Resources will be systematically directed to both focus areas and new initiatives. The funding forms and international cooperation opportunities for spearhead projects will be developed to promote the establishment of new research programmes. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding

1.5 Active recruitment of top students and staff

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>10 Recruitment of top students</p> <ul style="list-style-type: none"> Admissions will be further developed, and the two-tier Bologna system will be used as a recruitment channel. The University's internal, national and international recruitment and admission practices of two-year Master's programmes will be clarified. The international admission procedure will be expedited. 	Faculties, independent institutes, Central Administration	Core funding
<p>11 Active recruitment of top talent</p> <ul style="list-style-type: none"> The active recruitment of top researchers and teachers as well as other competent staff will be emphasised as a component of leadership and management. The success of recruitment processes will be monitored at the University and faculty levels. Recruitment processes will be carried out professionally and flexibly. The use and application of the tenure track system will be expanded. The opportunities provided by the tenure track will be used in professorial appointment processes. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding

1.6 A high standard of degrees and teaching as well as committed students

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>12 The Teachers' Academy</p> <ul style="list-style-type: none"> The Teachers' Academy will promote the development of academic teaching. 	Central Administration	Strategic funding
<p>13 Curriculum design and work plans</p> <ul style="list-style-type: none"> Teachers' work plans will be discussed jointly during the annual syllabus design process. Student supervision will be included in work plans as part of teaching duties. Student feedback will be developed in a student-oriented manner to support studying and learning. In addition, research based on feedback will be used in curriculum design. A shared curriculum design tool will be introduced in all faculties and in the independent institutes that provide teaching. Researchers hired with external funding will be entitled and required to devote at least 5% of their working hours to tasks included in syllabi. 	<p>Faculties, independent institutes, Central Administration</p> <p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p> <p>Core funding and strategic funding</p>
<p>14 Study progress and learning outcomes</p> <ul style="list-style-type: none"> The University will overhaul Bachelor's and Master's degrees by taking into account related social needs and creating multidisciplinary Bachelor's degree programmes of a broad scope. Degree programmes will be based on flexible study paths. The learning outcomes determined for degrees will be recorded in the curricula of each faculty. Congruence will be ensured between learning outcomes and the methods for assessing learning. Career skills will be included in learning outcomes. The development of a high-standard environment for doctoral education will continue, and an appropriate system of doctoral programmes will be established at the University. 	Faculties, independent institutes, Central Administration	Core funding
<p>15 Interactive learning environments and encounters</p> <ul style="list-style-type: none"> Interactive, varied learning environments will be developed. Various forms of social media will be introduced in teaching. Venues for social encounters on the campuses will be created together with students Students will be supported in study planning and the development of study skills to ensure that they graduate according to the target schedule. Special attention will be paid to the orientation of first-year students and to international students. Top researchers and teachers will also teach students who are commencing their studies. The alumni will increasingly contribute to teaching at various stages of study. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding

2 THE UNIVERSITY IS A RESPONSIBLE SOCIAL FORCE

2.1 Research and expertise for the benefit of society

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>16 Improvement of the use of results</p> <ul style="list-style-type: none"> The conditions for creating research-based innovations and the management of innovation activities will be improved. The use of social innovations will be promoted, particularly in the Greater Helsinki area. 	<p>Faculties independent institutes, Central Administration</p>	<p>Core funding and strategic funding</p>
<p>17 New operational models for skills transfer</p> <ul style="list-style-type: none"> Lifelong learning services will be diversified, and the marketing of various forms of learning will be clarified. Education export will be promoted by productising the education offerings according to international demand. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding, strategic funding Income from services/ activities</p>
<p>18 The establishment of a visible international identity for the University of Helsinki</p> <ul style="list-style-type: none"> The University's expertise in global conflict resolution will be publicised, and its international reputation will be strengthened, especially through strong spearhead research projects. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p>

2.2 An inclusive community: from interaction to solutions

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>19 Promotion of multidisciplinary encounters</p> <ul style="list-style-type: none"> Multidisciplinary encounters between members of the academic community will be increased through inter-faculty teacher and research visits and intra-University research seminars. New ways to publicise science and other scientific interfaces will be promoted to enable encounters between the universities in the Greater Helsinki area, their interest groups and the general public. The academic community will be involved in actively raising and resolving major scientific and social issues. Participation in the Green Office environmental programme will be extended to reduce the ecological footprint of the University. 	Faculties, independent institutes, Central Administration	Core funding
<p>20 Preparation of students for employment</p> <ul style="list-style-type: none"> The University's students will be provided with opportunities to learn about entrepreneurship, leadership and management. They will also be supported in innovation activities. 	Faculties, independent institutes, Central Administration	Core funding
<p>21 The University as a regional developer</p> <ul style="list-style-type: none"> The University will promote the development of an attractive student community and improve the competitive conditions of the Greater Helsinki area. Cooperation with the City of Helsinki will be developed to establish a visible identity. 	Faculties, independent institutes, Central Administration	Core funding

2.3 Important partners to be included in the University's sphere of influence

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>22 Successful partnerships</p> <ul style="list-style-type: none"> The University's most important partnerships will be identified in both the public and private sectors, and partners will be brought together through interesting services and events. A comprehensive customer relationship management programme will be developed for the entire University. 	Faculties, independent institutes, Central Administration	Core funding and strategic funding
<p>23 Active alumni</p> <ul style="list-style-type: none"> The number of registered alumni will be increased during the strategy period to 40,000 and their services will be improved. The alumni will be encouraged to participate more actively in various activities, such as helping students with employer contacts and improving career skills to successful fundraising. 	Faculties, independent institutes, Central Administration	Core funding

3 THE UNIVERSITY IS A THRIVING AND INSPIRING COMMUNITY

3.1 Interactive leadership in support of collegiality

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>24 Supportive leadership and interaction practices</p> <ul style="list-style-type: none"> Interactive leadership will continue to be developed in the units. Leaders will set up interactive forums and other operating models in their units to promote strategic objectives and ensure good internal communications. The work of steering groups will be enhanced throughout the University. The quality of leadership and management will be assessed based on results and the community's wellbeing. High-quality leadership and management will be rewarded. Leaders will be encouraged to develop professionally. Leadership and supervisory training will be organised and offered to all new leaders. New professors will be invited to orientation training and encouraged to participate in leadership training. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p>
<p>25 Wellbeing of the work and study community</p> <ul style="list-style-type: none"> Best practices related to staff wellbeing will be implemented, and practices and procedures will be clarified. Further attention will be given to the wellbeing of students. Common policies for teaching and studying will be drawn up. General guidelines for human resources will be compiled to further strengthen the University's good HR policies. Equality and the prevention of discrimination and exclusion will be taken into account in all activities. 	<p>Faculties, independent institutes, Central Administration</p>	<p>Core funding</p>

3.2 Effective structures and clear practices

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>26 Streamlined practices</p> <ul style="list-style-type: none"> The work flows in administrative and support services will be streamlined by reducing overlapping control and clarifying the distribution of duties to optimise working hours and free up resources for core operations. Good practices applied by units to enhance administrative work will be introduced more generally. 	Faculties, independent institutes, Central Administration	Core funding
<p>27 Services to support core operations</p> <ul style="list-style-type: none"> Services will be restructured to better serve users. Services will be provided efficiently and in a service-minded manner, taking into account international associates. 	Central Administration, independent institutes providing services	Core funding
<p>28 Information systems to support operations</p> <ul style="list-style-type: none"> A shared administrative information system will be devised to support the University's operations, help streamline practices and enable cooperation between universities. Special attention will be given to the compatibility and usability of information systems. The smooth adoption of new systems will be ensured. 	Centre for Information Technology, Central Administration	Strategic funding

3.3 Careful human resources planning

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>29 Competence development to support operations</p> <ul style="list-style-type: none"> Measures will be taken to ensure that every level of operations has the competence required for the strategy and the related duties. Competence will be enhanced especially in the following fields: international activities; communication; networks; leadership, management and finances; as well as interaction in the work community. 	Faculties, independent institutes, Central Administration	Core funding
<p>30 Careful and systematic human resources planning</p> <ul style="list-style-type: none"> As a part of their target programmes and action plans, units will draw up concrete human resources plans in which they prepare for staff retirement and the allocation of freed-up resources according to strategic needs. 	Faculties, independent institutes, Central Administration	Core funding

4 THE UNIVERSITY KEEPS ITS FINANCES ON A SUSTAINABLE FOOTING

4.1 Operational focus and structural development

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>31 Strategy-driven management and informed budgeting</p> <ul style="list-style-type: none"> At least 4% of each unit's core funding will be directed to the University's strategic funding, which will be reallocated to the units. The reallocations will be based on profiling at the University. Operational management and financial administration will be honed by simplifying and standardising financial reporting and further streamlining the operations management process, particularly in the area of budgeting. 	<p>Faculties, independent institutes, Central Administration</p> <p>Central Administration</p>	<p>Core funding</p>
<p>32 Planned use of surpluses</p> <ul style="list-style-type: none"> Guidelines will be agreed for the planned use of unit surpluses. 	<p>Central Administration</p>	<p>Core funding</p>
<p>33 Inter-university cooperation and establishment of centralised support services</p> <ul style="list-style-type: none"> Procurement services will be developed. Workstation services, the use of IT facilities and system acquisitions will be arranged according to the University's enterprise architecture. Universities will increase cooperation in the provision of support services. 	<p>Centre for Facilities and Properties, Centre for Information Technology, Central Administration</p>	<p>Core funding</p>
<p>34 Further development of the structure of faculties and independent institutes</p> <ul style="list-style-type: none"> The structural development of the University will continue. Decisions on the structural development of independent institutes will be made in 2012. 	<p>Central Administration</p>	<p>Core funding</p>

4.2 The stabilisation of the ratio of facility costs to total costs

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>35 Rationalisation of the use of facilities</p> <ul style="list-style-type: none"> Units will decrease the number of their facilities by using them more efficiently. The funds thus saved will be used for developing teaching and research. The University will develop and introduce space-saving work and learning environments that support new methods of studying and working The University will commit to using only necessary core facilities, which may be supplemented with buffer facilities, when needed. As the use of facilities becomes more efficient, buffer facilities can be abandoned. 	Centre for Facilities and Properties, faculties, independent institutes, Central Administration	<p>Core funding</p> <p>Strategic funding</p> <p>Core funding</p>
<p>36 Reduction of energy consumption in buildings</p> <ul style="list-style-type: none"> When renewing the technical systems of buildings and improving methods of operation, increasingly energy-efficient solutions will be introduced. 	Centre for Facilities and Properties, faculties, independent institutes, Central Administration	Core funding
<p>37 Extension of the scope of receivables</p> <ul style="list-style-type: none"> Facilities expenses incurred by paid services will be allocated in full to the services in question. As the use of facilities is rationalised, the space that becomes available in the University's core facilities will be rented to partners and service providers. 		

4.3 The expanded use of funding models

MEASURES TO BE TAKEN	RESPONSIBILITY	RESOURCES
<p>38 Systematic fundraising</p> <p>Fundraising campaigning will be continued with current donors, alumni and new target groups. The themes of fundraising campaigns will be linked to the selection and resourcing of the University's focus areas and new initiatives. International fundraising campaigns will be launched.</p>	Central Administration	Strategic funding
<p>39 Securement of funding</p> <p>Funding for socially necessary research and statutory education will be ensured by lobbying funders regarding their funding policies. Quality indicators will be strongly emphasised in the allocation of funding, and the societal impact of the teaching and research at the University will be highlighted.</p>	Central Administration	Core funding

VI MONITORING AND EVALUATION

The Board of the University of Helsinki decides on the Strategic Plan and monitors its implementation. The monitoring will be based on various indicators and quality reports submitted by the University units. The Rector is responsible for the implementation, monitoring and assessment of the Strategic Plan. The implementation will be assessed in an annual follow-up of the Central Administration, the faculties and the independent institutes. The Rector will report on the implementation to the Board. Besides the Strategic Plan, guidelines for the operations of the University and its units are laid down in various policy documents.⁴

As the quality assurance system of the University of Helsinki will be audited in 2014, the University's operations manuals will be revised by July 2013.

Monitoring of the implementation of the Strategic Plan

The implementation of the Strategic Plan is monitored annually according to the following indicators:

...Ranks among the 50 leading universities in the world

- Position in internationally recognised rankings
- Peer-reviewed articles and monographs published internationally
- The ratio of international competitive research funding, particularly of ERC funding, to the University's total funding
- The ratio of national competitive research funding to the University's total funding
- The number of co-authored and multidisciplinary international publications
- The number of international degree students and staff
- The ratio of first-year students who complete 55 credits to all first-year students

... Is a responsible social force

- The ratio of gainfully employed graduates to the entire work force
- The number of registered alumni and the outcome of fundraising campaigns

... Is an inspiring and thriving community

- Feedback received on leadership, know-how and the work community in a survey on the workplace atmosphere
- Internationally distinguished scholars

... Keeps its finances on a sustainable footing

- The ratio of facility costs to total costs
- The share of the University of Helsinki in the core funding allocated by the Ministry of Education and Culture to universities

The operations of the University are laid down in the following policy documents:

- Central principles for facilities development (the Finnish document Toimitilojen kehittämisen keskeiset periaatteet approved by the Board on 15 June 2011)
- Owner policies of the University of Helsinki Group (the Finnish document Helsingin yliopistokonsernin omistajapolitiikka approved by the Board on 15 June 2011)
- General guidelines for student admission (Rector's decision of 29 April 2011)
- Implementation of the tenure track system for teaching and research personnel (the Finnish document Opetus- ja tutkimushenkilöstön vakinaistamispolku (tenure track) -järjestelmän käyttöönotto approved by the Board on 22 April 2011)
- Principles for investment activities (the Finnish document Sijoitustoiminnan periaatteet approved by the Rector on 1 November 2010)
- University of Helsinki Equality Plan 2010-2012 (Rector's decision of 13 October 2010)
- University of Helsinki Language Policy (Finnish original approved by the University Senate on 14 March 2007)
- General guidelines for postgraduate degrees (Finnish original approved by the University Senate on 8 June 2006)
- Principles for equipment acquisitions (the Finnish document Laitehankintojen periaatteet approved by the University Senate on 16 February 2005)



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