STRATEGIC INTERNATIONALISATION AT THE UNIVERSITY OF HELSINKI

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DEVELOPMENT OF INTERNATIONALISATION: INDICATORS AND STRATEGIC DIRECTION

Vice-Rector Anna Mauranen, HRK 8.6.2016
UH STRATEGIC OUTLOOK ON INTERNATIONALISATION

Guiding principle:

• *Global Impact in Interaction*, a creative, international environment for learning and top-level research
UH in select international rankings

- Shanghai
- QS
- Times Higher
- Taiwan
- Average
RESEARCH AND STRATEGY 2017-2020

• Increase the number of high-quality international scientific publications by 15%
• Aim to double the amount of international research funding (25 → 50M€)
• Aim to increase open-access publications by 40%
• Improve the average international rankings to 50
STRATEGIC INTERNATIONAL PARTNERSHIPS

• Focus on collaboration in research and researcher training
• Purpose to stimulate selected focus areas with seed funding
• Current partnerships (2015-2017)
  • Peking
    – Four target areas selected
      – Air Quality, Comparative Law, Teaching and Learning, Medical Sciences
  • Stockholm
    – Three target areas selected
      – Languages and linguistics, Teacher training, Baltic Sea research
• Strategic aim:
  • Establish a University-wide selection procedure for international strategic partnerships
### Percentage of International Academic Staff by Category

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<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<td>Other teaching</td>
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<td>Teaching and</td>
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<td>Research Staff</td>
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<tr>
<td>Combined</td>
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**Legend:**
- 2013
- 2014
- 2015
- 2016
INTERNATIONAL STAFF AND STRATEGY 2017-2020

• Aim to raise the percentage of international academic staff to 30%
  • Currently somewhat uneven distribution across faculties and faculty categories
• Recruitment of top talent with attractive start-up packages
• Use of search committees
• Services: accommodation and integration key areas of development
UH International Degree-seeking Students (% of all students)

- Bachelor's: 2012 - 2015
- Master's: 2012 - 2015
- Doctoral: 2012 - 2015
INTERNATIONAL STUDENTS AND STRATEGY 2017-2020

• Raise the number of international Doctoral students to 35%
  • Recent reform of doctoral education
    – 4 Doctoral schools, 32 Doctoral programmes
    – All available in English
• Raise the number of international Master’s students to 20%
  • Curriculum reform: fewer and broader programmes starting in 2017
    – 34 of 59 Master’s available in English
  • Introduction of tuition fees for non-EU students in 2017
    – More emphasis and resources to international marketing and recruitment
    – Scholarships to attract top achieving students
STUDENT MOBILITY AND STRATEGY 2017-2020

- Aim to reach the target number of exchanges
- Concern that outgoing mobility is in decline
- Impact of exchanges increasingly important
- To be measured by credits completed during the exchange
CURRENT ISSUES IN UNIVERSITY OF HELSINKI ADMINISTRATION

Director of Administration Esa Hämäläinen, HRK 8.6.2016
CHANGE PROGRAMME: MANAGEMENT OF EXPENDITURES

1) Significant reduction of facility expenses (60-80.000 sqm)
2) Centralisation and reduction of purchases
3) **Reorganisation of administrative services**
4) Shared use of infrastructures and shared support staff
5) Reduction of IT expenses BUT investments in support of changes
6) Restructuring operations / faculty structure, independent institutes
7) Corporate services – further education, facilities, IT?
8) The University’s profile and division of duties with other Finnish universities
9) **Reduction of staff**
CHANGE PROGRAMME:
NEW SOURCES OF INCOME

1) Doubling of international research funding
2) Doubling of fundraising targets (incl. international sources)
3) Doubling of private (industry) cooperation
4) Key Government projects
5) Improving performance according to the MinEdu funding model
6) Tuition fees for students from outside the EU/EEA countries

• NB most of the new sources are for new activities

(approx. 2-7.1 M€/year)
UNIVERSITY SERVICES IN A NUTSHELL

• What:
  • From 55 Offices integrated to 1 with on-site service units
  • From three-level office management to sectorial line-management and matrix-line
  • From multiprofessional employees to multiprofessional teams
  • From 1100 to 800 employees

• Why:
  • to ensure sufficient on-site services for the units.
  • more comprehensive use of staff competence
  • more flexible use of resources
  • cooperative development of processes and services
  • collegiality of administrative staff and common service culture
  • efficiency and reduced administrative costs
  • user-oriented services
University Services: matrix leadership
ON-SITE SERVICES

• The organisation of services on the campuses will follow the principle of on-site teams.
• The staff representing the various University sectors will work in on-site teams that will provide services and support duties for a given unit or units. The whole team will work for the same user group or groups (a unit, operation, etc.), who are well aware of who is providing the service. The on-site teams will be described clearly so that all users will know who to contact.
• The services and their volume in each on-site team will depend on the users – every team will not necessarily offer the same services. When building the on-site teams, consideration will be given to the special needs of the customer units or operations.
• Some services will function as campus services.
• For all of the above, online services (instructions, self-service) will continue to be an important interface.
IMPLEMENTATION

• The positions (approx. 800) in University Services were filled through an internal expression-of-interest procedure open to current administrative staff with permanent contracts.

• The positions were opened to the expression-of-interest procedure in two stages: in January first expressions of interest for managerial and leadership and then in February for other positions. Redundancies and appointments in April.

• The new service organisation since 1 May 2016.
FEATURES OF COMPREHENSIVE INTERNATIONALISATION AT UH

- No international strategy
  - Yes strategy with strong internationalisation emphasis
- No committee for internationalisation
  - Yes, internationalisation on the agenda of all university-level committees
- No international office
  - Yes, dedicated internationalisation specialists
  - Yes, increasing commitment to internationalisation throughout the administration
  - Yes, co-ordination mechanisms in place for internationalisation
  - Yes, shared tools (eg. IT systems) in place supporting internationalisation
  - Yes, university-wide language policy
WHAT DOES THIS MEAN FOR INTERNATIONAL SERVICES?

1. Three high-level experts providing strategic support for the UH leadership and coordinating international activities.

2. Coordination of various activities – through ? a platform?

3. Promotion of strategic goals through projected task groups – e.g. strategic partnerships, tuition fees for non-EU students

4. Embedded internationalisation is spreading as the on-site services are being redefined. Some faculty-based activities will be governed centrally or the provided centrally.