FORUM 1:
VON DER SPEZIALISTENAUFGABE ZUM MAINSTREAM

Wie kann man Internationalisierung in allen Strukturen und Prozessen der Hochschule verankern?

Esa Hämäläinen
22.5.2017
RESEARCH IN FIGURES

- Founding member of the European League of Research Universities
- 186 million euros research budget
- 28 research groups that have received funding from the European Research Council (ERC)
- 7,000 scientific articles per year
- 21 Academy of Finland Centres of Excellence
- 20 Academy Professors

University of Helsinki
HISTORY & ESSENTIALS

- International Office disappears 2003
  - By-product of an admin reform
  - Classic IRO essentials disseminated
- Hiring of key internationalisation experts 2005-2007
- International Staff Services established 2007
- Mobility management IT system 2007
- Trilingual Admissions Services 2008

No International Office
No International Strategy
No International Committee
BENEFITS OF EMBEDDING INTERNATIONALISATION

• Internationalisation coupled with the actual substance
  • Benefits for both
• Ability to increase manpower towards internationalisation without needing to hire new staff
• Internationalisation becomes less of an end and more a means
• Coupling of internationalisation with the institutional mission
<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shanghai Ranking</td>
<td>56</td>
<td>74</td>
</tr>
<tr>
<td>Intl co-authored publications</td>
<td>9,000</td>
<td>6,200</td>
</tr>
<tr>
<td>Intl R &amp; T staff</td>
<td>995</td>
<td>781</td>
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<tr>
<td>Intl research funding</td>
<td>30 Me</td>
<td>20 Me</td>
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<tr>
<td>Masters’s programmes in English</td>
<td>48%</td>
<td>25%</td>
</tr>
<tr>
<td>Incoming exchange students</td>
<td>1,268</td>
<td>851</td>
</tr>
<tr>
<td>Intl doctoral students</td>
<td>962</td>
<td>737</td>
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</tbody>
</table>
A CREATIVE, INTERNATIONAL ENVIRONMENT FOR LEARNING AND TOP-LEVEL RESEARCH

TARGETS OF DEVELOPMENT
- Profiling and recruitment
- A high level and high-impact research
- Open research
- High-quality research infrastructure
- International partnerships

FOCUS ON THE STUDENT

TARGETS OF DEVELOPMENT
- Competitive degrees
- Interaction and learning in the scientific community
- Digitisation of learning environments

RESOURCES FOR REFORM

TARGETS OF DEVELOPMENT
- An open and innovative operational culture
- Development of human resources
- Versatile and flexible funding
STRATEGIC TARGETS FOR 2020 IN TERMS OF INTL

- Ratio of intl R & T staff 30% (2016: 22%)
- Ratio of intl doctoral students 35% (19%)
- Average placement in rankings 50 (77)
- High-quality intl articles growth 15% (2700)
- Ratio of intl masters degree students 20% (9%)
- Intl research funding 50 Me (30 Me)
- Intl student mobility – enhancing effectiveness with growing numbers

   – NB Tuition-fees for non-EU degree-seeking students introduced 2017
REVENUES AND EXPENSES, 2015–2016

REVENUES €692 m

- UH investment income and fundraising: 22 m (5%)
- External funding: 257 m (37%)
  - 85% from domestic sources. The Academy of Finland is the single largest funder.
- Governmental core funding: 412 m (60%)

EXPENSES €687 m + SURPLUS €4 m

- Personnel expenses: 411 m (60%)
- Surplus: 4 m (23%)
  - Other expenses: 158 m (63%)
  - Fundraising transfers: 11 m (14%)
  - Depreciation: 12 m (3%)
  - Facilities rentals: 95 m

The surplus equals 7% of the University’s expenses.

Division of surplus 2016

- Total surplus: 4 m
- Investments: 8 m
- University operations: ~4 m

The surplus equals 1% of the University’s overall expenses. The sum could be used to fund University operations for two days.
UNIVERSITY SERVICES IN A NUTSHELL

What:
• From 55 Offices integrated to 1 with on-site service units
• From three-level office to sectorial line management with matrix
• From multiprofessional employees to multiprofessional teams
• From 1100 down 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
The matrix organisation of University Services
**BIG WHEEL EDUCATION REFORM**

**WHY**

- Best students for the programmes - best degrees
- The degree programmes offered by the University of Helsinki must be attractive and internationally competitive
- The learning environment must support studies and learning
  - Expertise for future careers
  - Employability
  - Digitalisation
- New programmes designed according to the three-tier degree structure of the Bologna model
WHAT

• Planning comprehensive Bachelor’s degree programmes that transcend boundaries between disciplines, units and faculties – the number of programmes is reduced.
• Designing international Master’s degree programmes that transcend boundaries between disciplines, units and faculties.
• Programme content informed by competences and employability.
A GENUINE THREE-TIER STRUCTURE

Bachelor's programme 1
Bachelor's programme 2
Bachelor's programme 3

Master's programme 1
Master's programme 2
Master's programme 3
Master's programme 4
Master's programme 5
Master's programme 6

Doctoral programme 1
Doctoral programme 2
Doctoral programme 3

Admissions procedure
Admissions/selection procedure for some programmes*

*By law students are granted the right to pursue studies until master’s degree in most programmes
A GENUINE THREE-TIER STRUCTURE

DOCTORAL PROGRAMMES (32)

Admissions procedure

MASTER’S PROGRAMMES (60)

Admissions procedure for some programmes

BACHELOR’S PROGRAMME (32)

HELSINGIN YLIOPISTO UNIVERSITY OF HELSINKI

OTHER HIGHER EDUCATION INSTITUTIONS

Doctoral programmes in other universities in Finland and abroad

Master’s programmes in other universities in Finland and abroad

Bachelor’s programmes in other higher education institutions in Finland and abroad
WHAT WILL CHANGE

Prospective students apply for multi-disciplinary Bachelor’s programmes
- Applicants need not commit themselves to a single field at the application stage

Possible to change fields within a Bachelor’s programme
- No need to reapply, as is the case in old system

Student competences and employability
- Graduates will have competences that will provide them with long-term professional advantage

Master’s programmes offer opportunities to specialise
- Education providing professional qualifications is included in the programmes (e.g. teacher education, programmes leading to a Licentiate degree in medicine, dentistry and veterinary medicine)

See Big Wheel on Flamma: decisions and guidelines: https://flamma.helsinki.fi/en/HY342105
CURRENT ISSUES

• Integrated strategy – focus still needed on international aspects
  • Big wheel & tuition-fees for non-EU students – into international market
  • Strategic partnerships – focused start w SU & PKU, next?
  • Intl research funding and fundraising
  • Language policy and practices – shifting…
• Administration – needs update with intl / global view
  • Service development and benchmarking – experiences from intl view
  • Benefits from current networks (LERU, HUMANE, NUAS, EAIE, EUNIS)
  • Expanding ISEW – intl staff exchange week – focus on
  • Intl admin staff – a special programme initiated