



FORUM 1:

VON DER SPEZIALISTENAUFGABE ZUM MAINSTREAM

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

Esa Hämäläinen
22.5.2017

THE UNIVERSITY IN BRIEF

1640

ESTABLISHED

750

MEUR BUDGET

300

SUBJECTS

6,100

DEGREES AWARDED
ANNUALLY

7,950

STAFF

32,500

DEGREE
STUDENTS

25,000

STUDENTS
IN OPEN AND
CONTINUING
EDUCATION

200,000

ALUMNI
THROUGHOUT
THE WORLD

UNIVERSITY OF HELSINKI

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

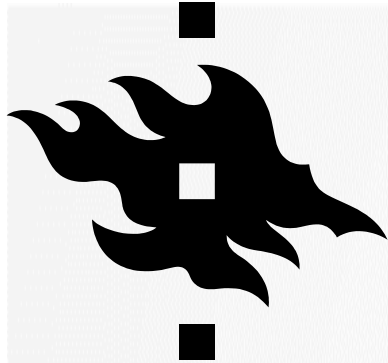
ACADEMY OF FINLAND
CENTRES
OF EXCELLENCE

20

ACADEMY
PROFESSORS



UNIVERSITY OF HELSINKI



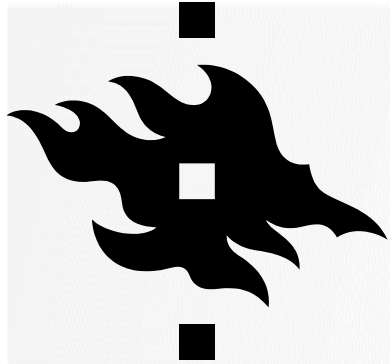
HISTORY & ESSENTIALS

- 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

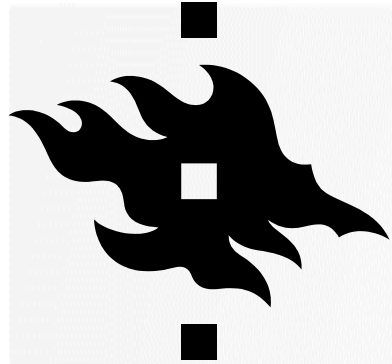
No International Strategy

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



INTERNATIONALISATION IN NUMBERS 2016 / 2011

- Shanghai Ranking 56 (74 in 2011)
- Intl co-authored publications 9.000 (6.200)
- Intl R & T staff 995 (781)
- Intl research funding 30 Me (20 Me)
- Masters's programmes in English 48% (25%)
- Incoming exchange students 1268 (851)
- Intl doctoral students 962 (737)



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



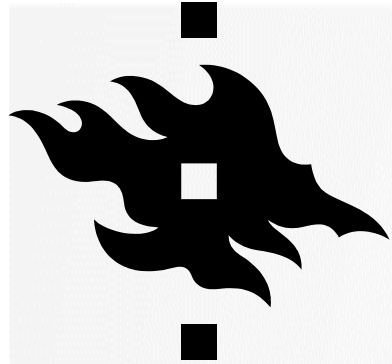
An open and innovative operational culture



Development of human resources



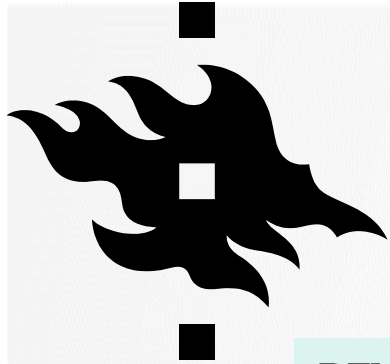
Versatile and flexible funding



STRATEGIC TARGETS FOR 2020 IN TERMS OF INTL

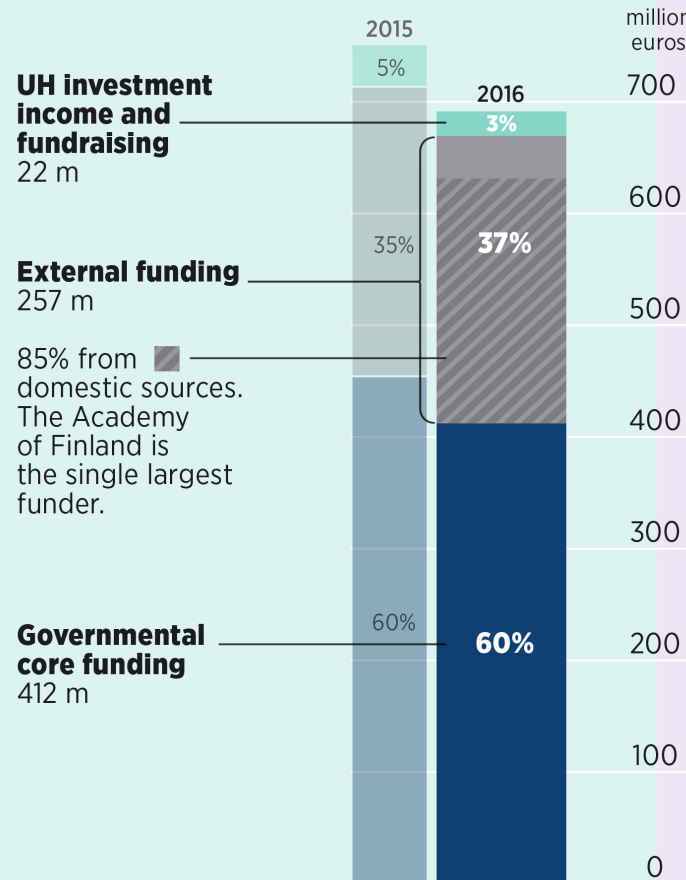
- Ratio of intl R & T staff 30% (2016: 22%)
- Ratio of intl doctoral students 35% (19%)
- Average placement in rankings 50 (77)
- High-quality intl articles growth 15% (2700)
- Ratio of intl masters degree students 20% (9%)
- Intl research funding 50 Me (30 Me)
- Intl student mobility – enhancing effectiveness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

– NB Tuition-fees for non-EU degree-seeking students introduced 2017



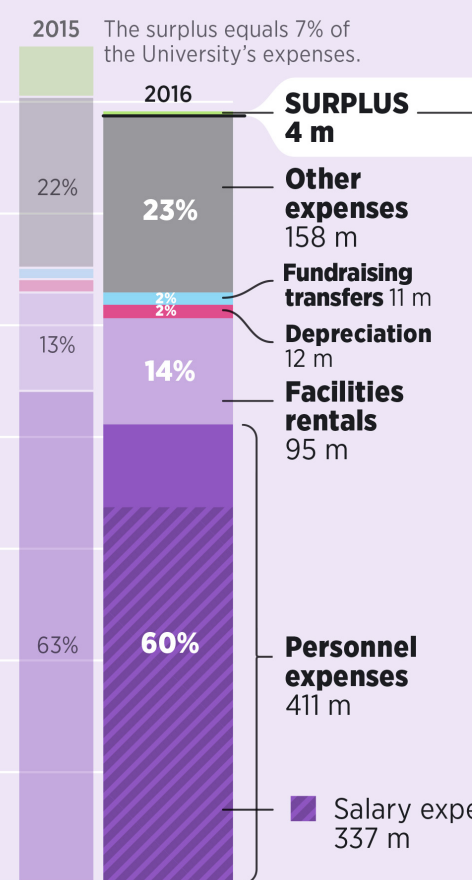
REVENUES AND EXPENSES, 2015–2016

REVENUES €692 m



85% from domestic sources. The Academy of Finland is the single largest funder.

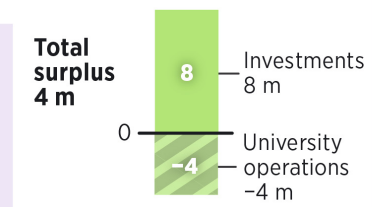
EXPENSES €687 m + SURPLUS €4 m



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

SURPLUS 4 m

Division of surplus 2016

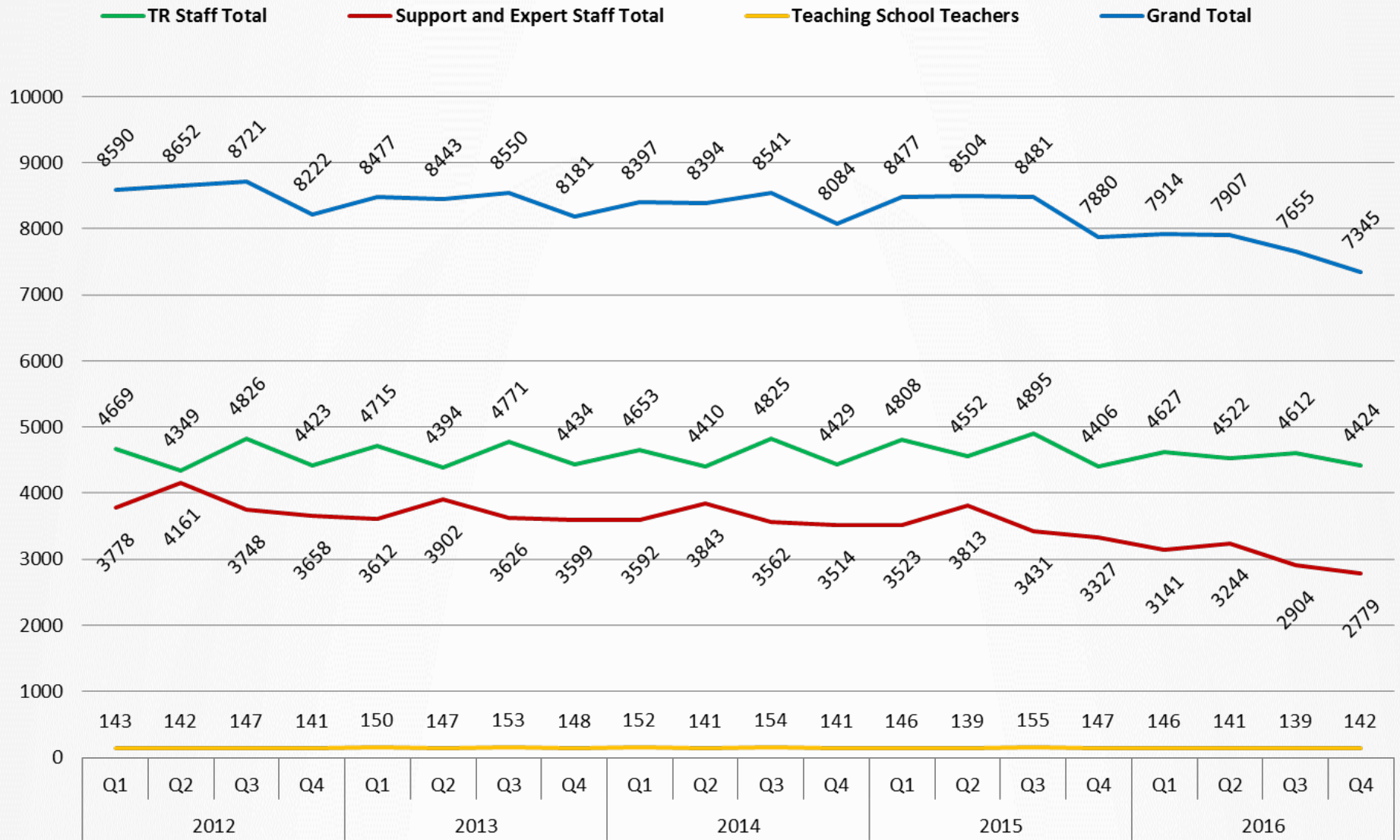


The surplus equals 1% of the University's overall expenses. The sum could be used to fund University operations for two days.

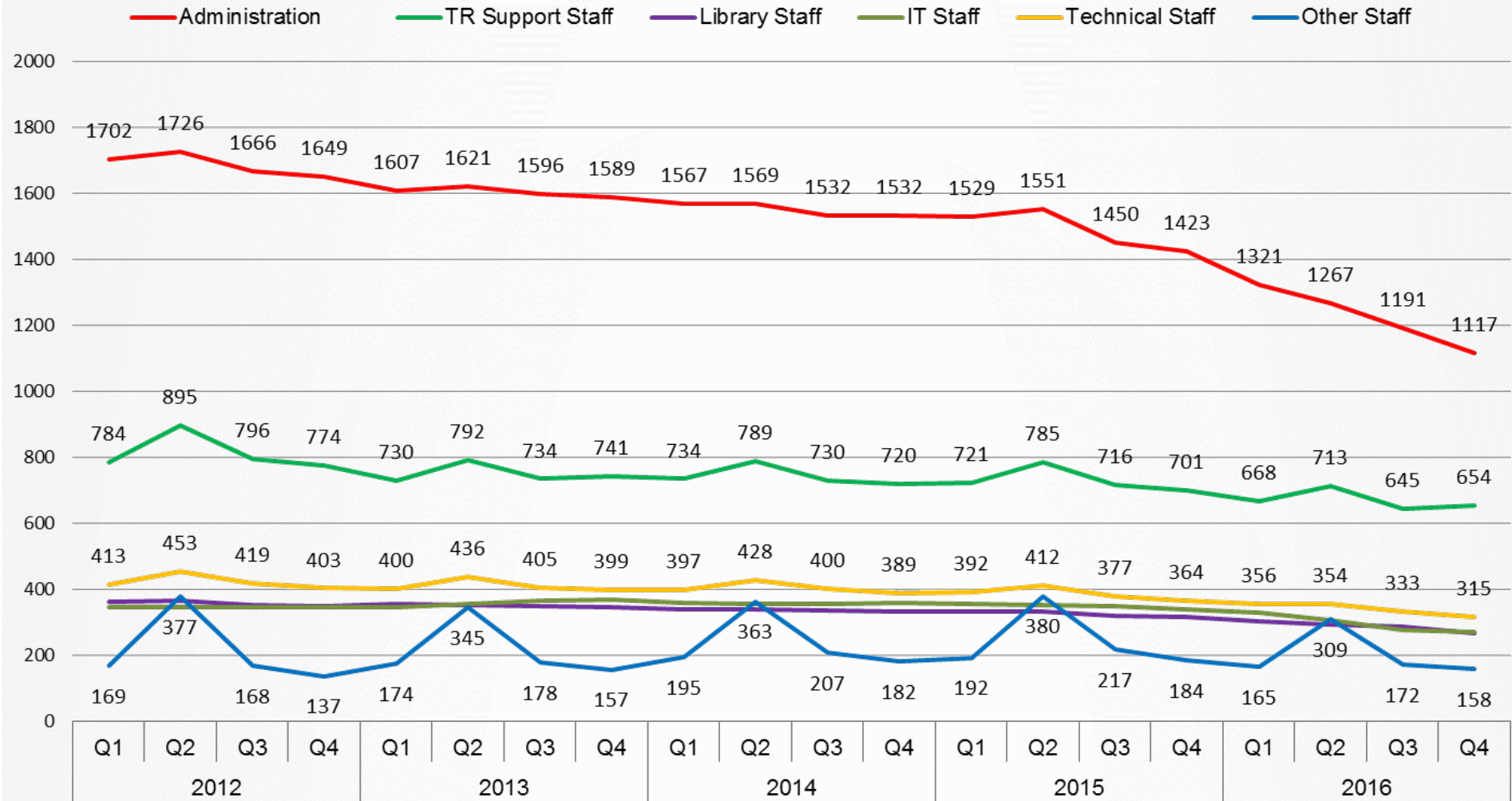
- Personnel expenses 411 m
- Salary expenses 337 m

Graphic: Jonatan Hildén / Koponen+Hildén

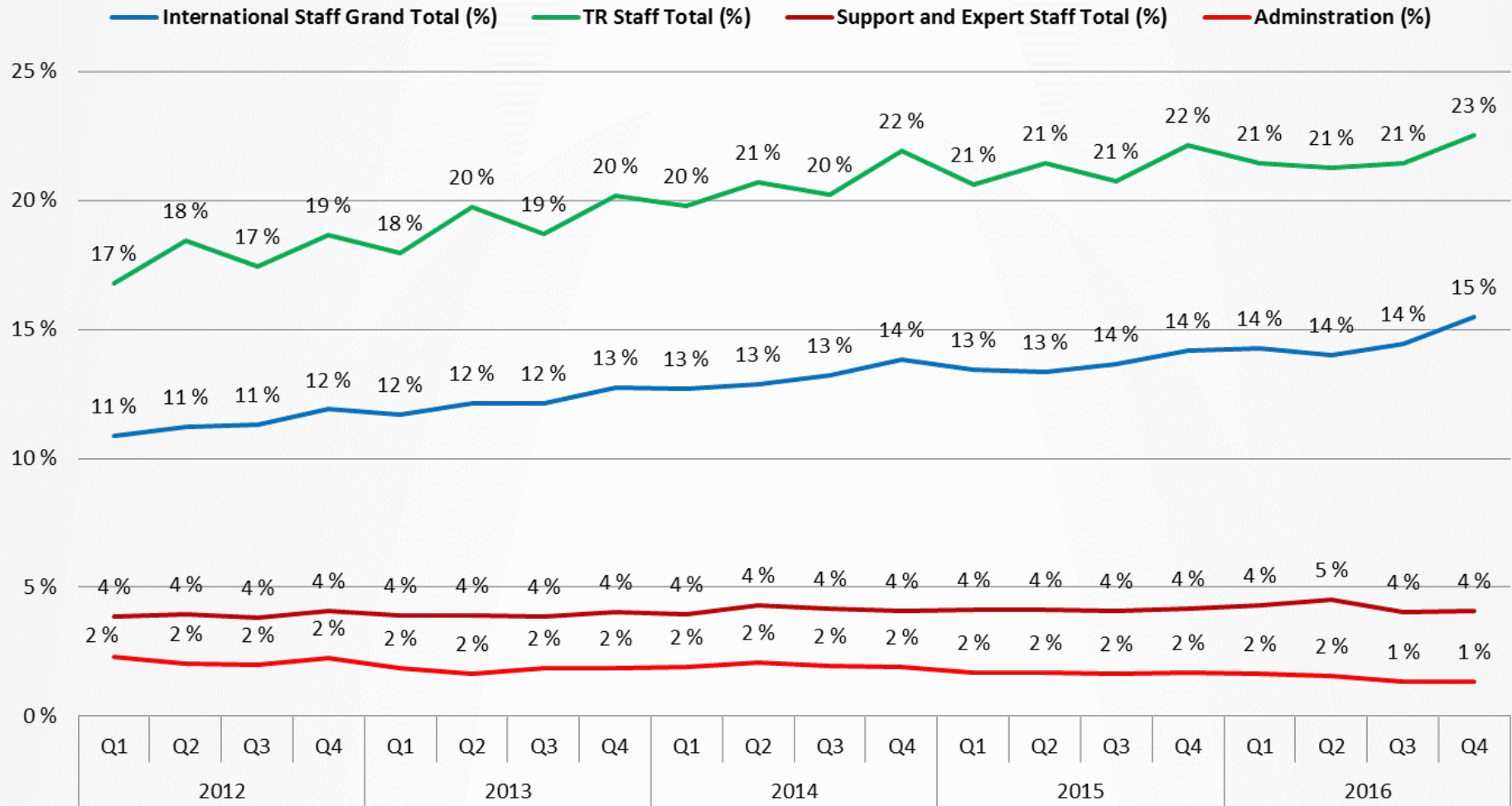
Headcount by Staff Group



Support and Expert Staff



International Staff Ratio



UNIVERSITY SERVICES IN A NUTSHELL

What:

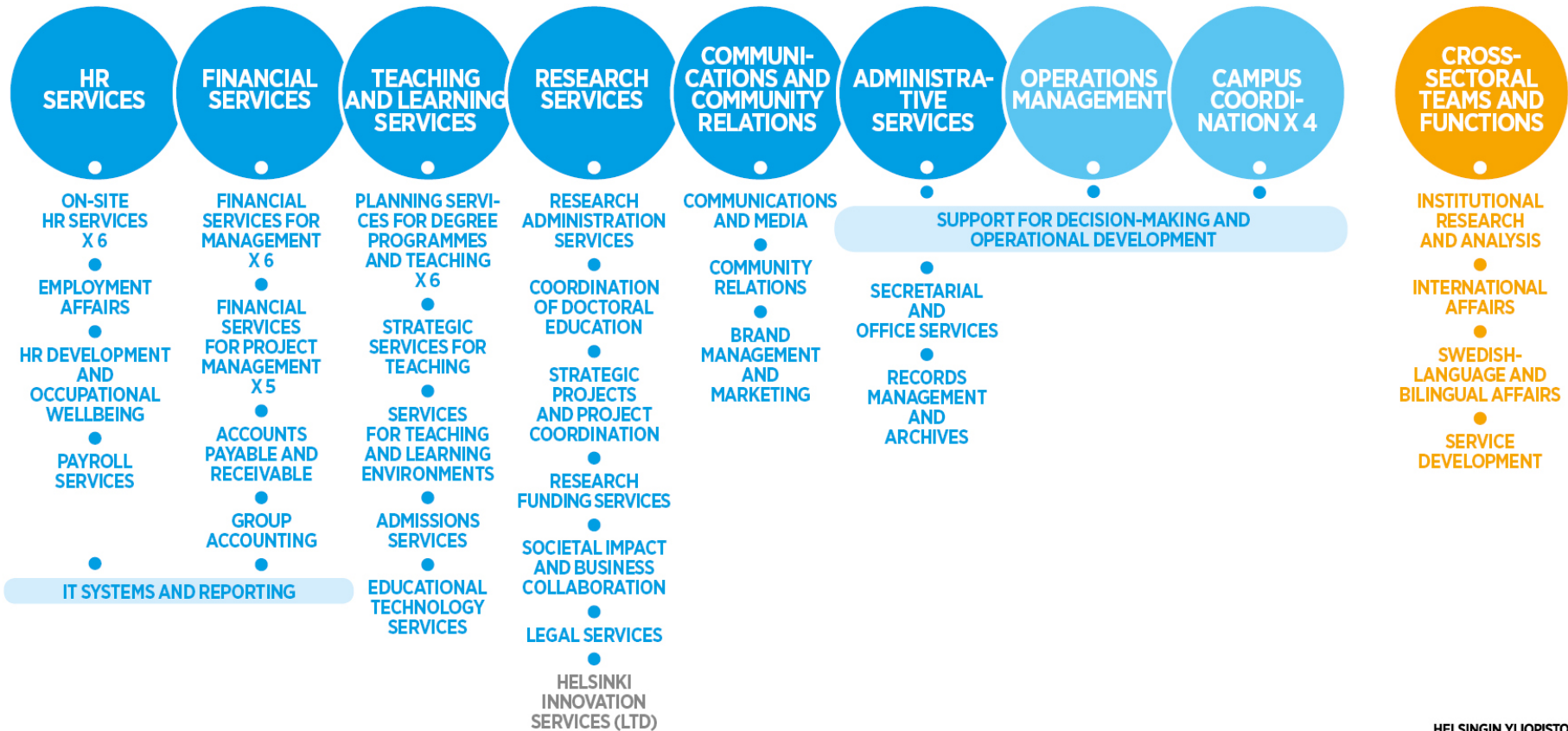
- From 55 Offices integrated to 1 with on-site service units
- From three-level office to sectorial line management with matrix
- From multiprofessional employees to multiprofessional teams
- From 1100 down to 800 employees

Why:

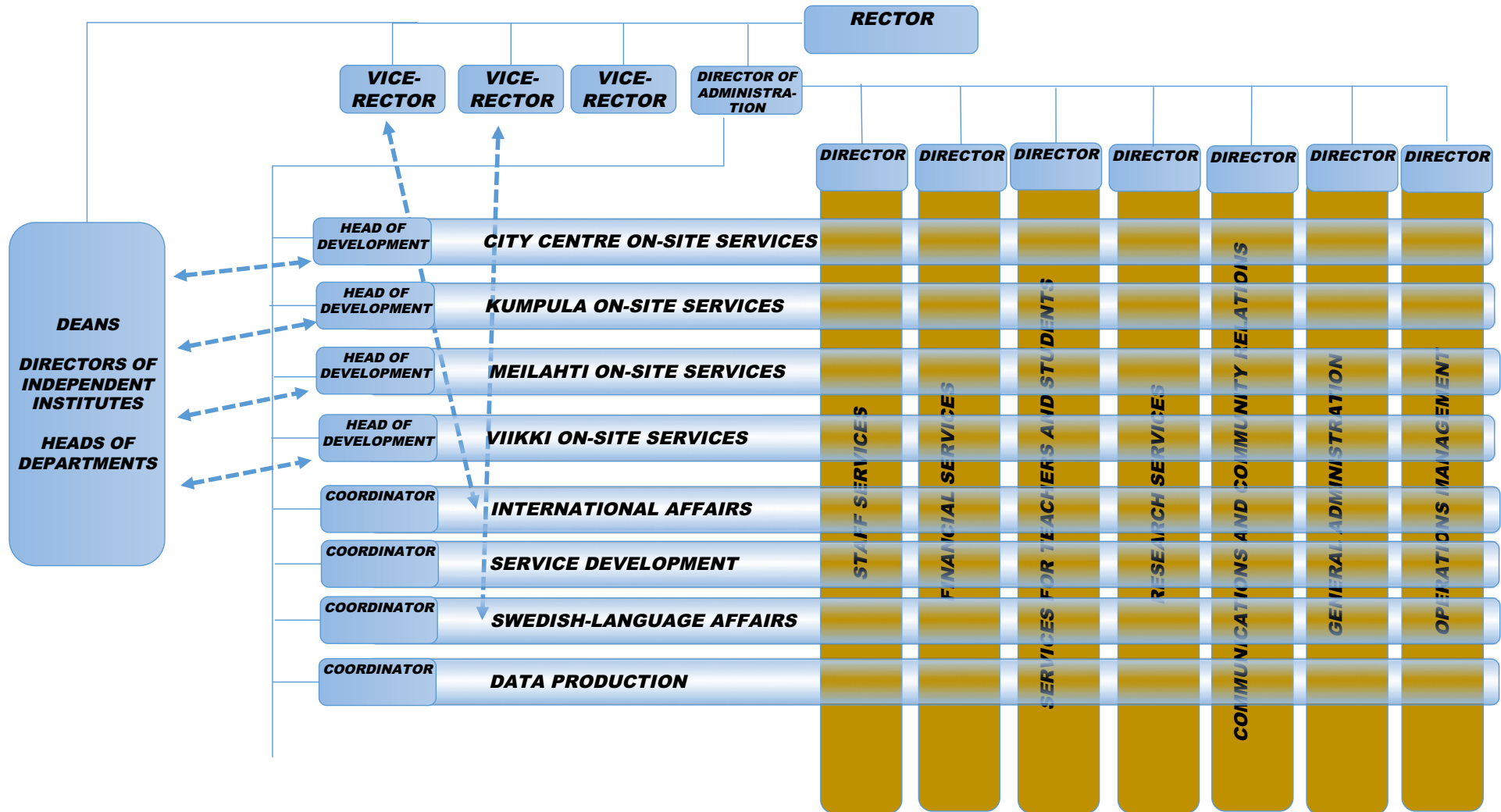
- to ensure sufficient on-site services for the units.
- more comprehensive use of staff competence
- more flexible use of resources
- cooperative development of processes and services
- collegiality of administrative staff and common service culture
- efficiency and reduced administrative costs
- user-oriented services

UNIVERSITY SERVICES | 1.5.2016

RECTOR
DIRECTOR OF ADMINISTRATION



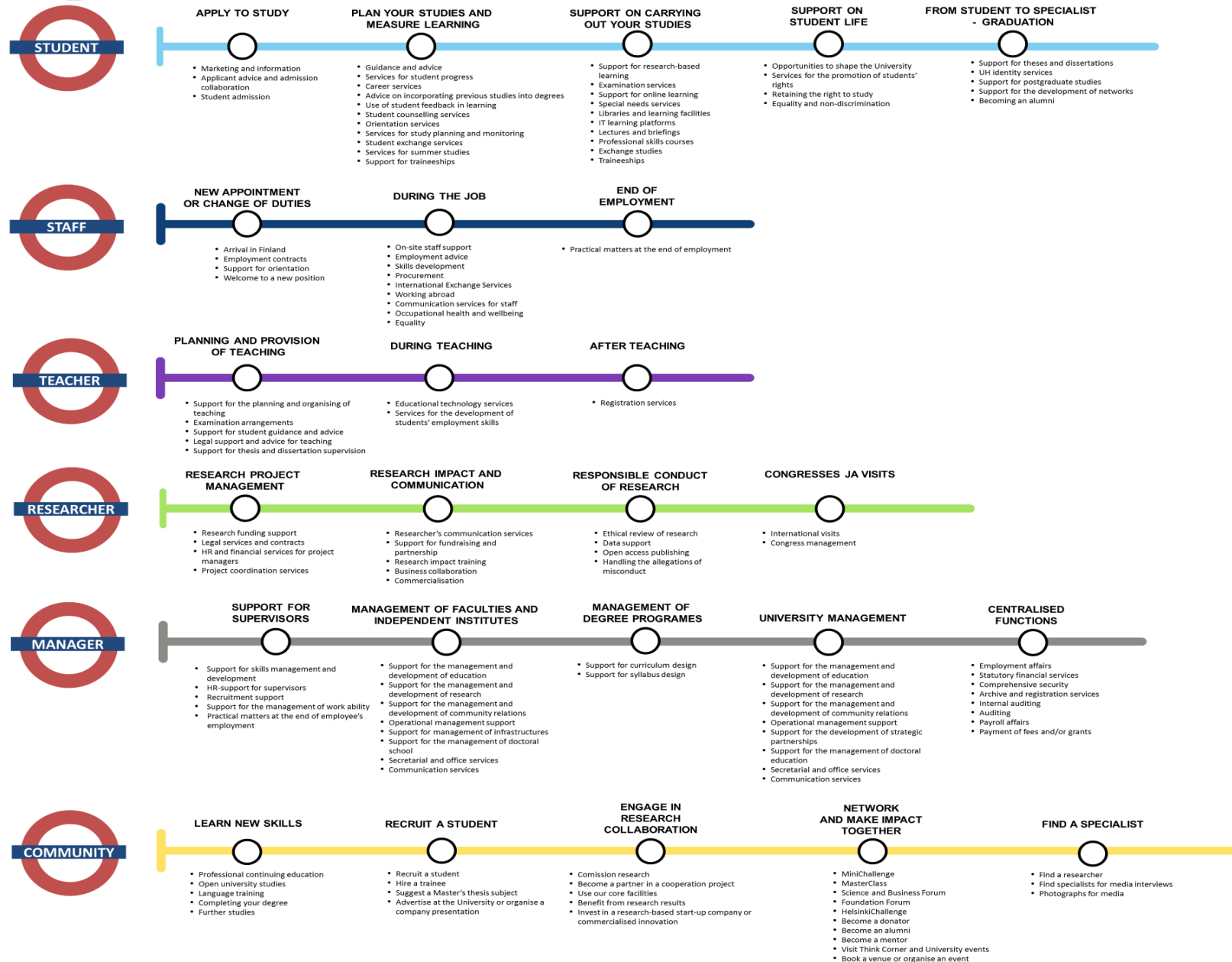
The matrix organisation of University Services

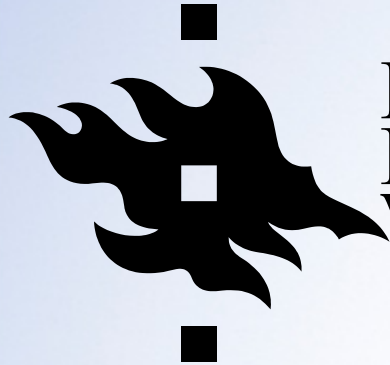




Service Map of University Services

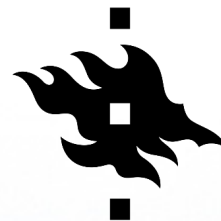
Draft 29.3.2017



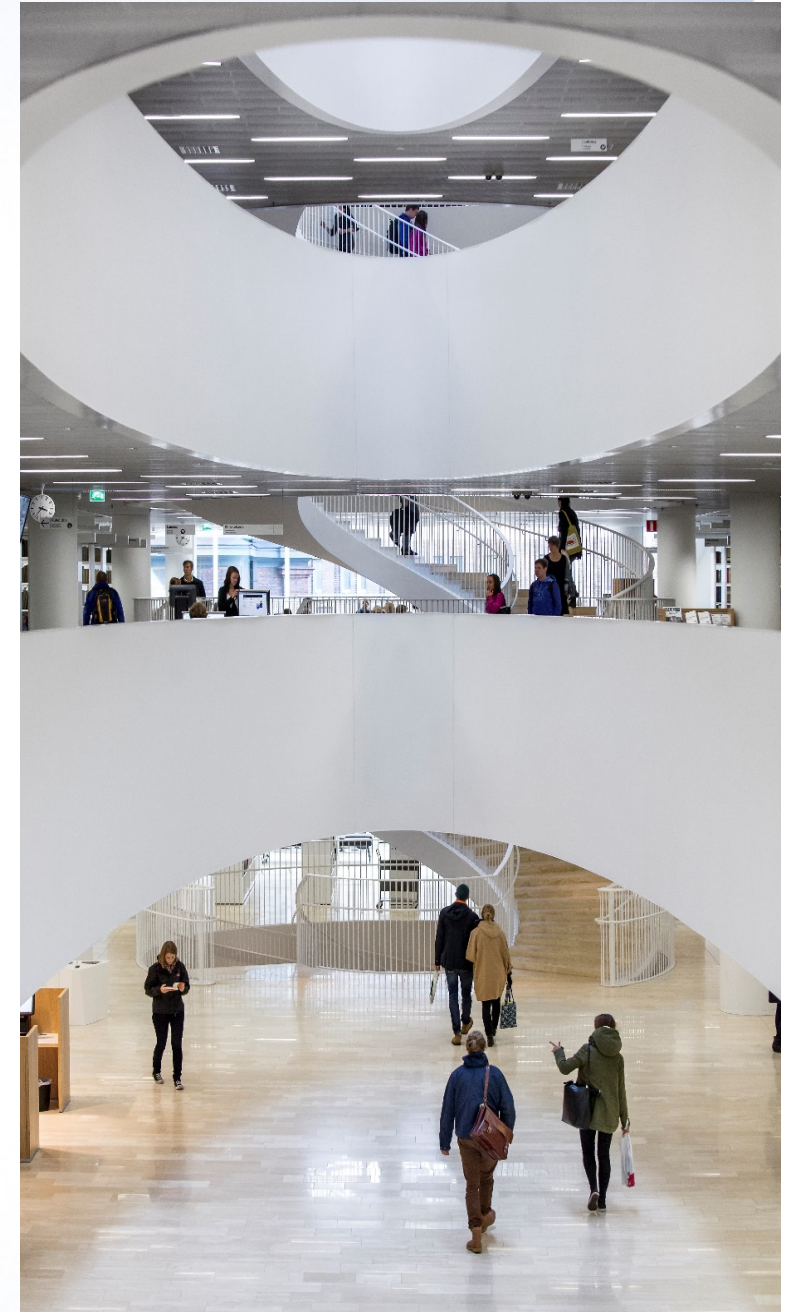


BIG WHEEL EDUCATION REFORM WHY

- 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



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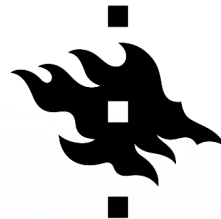


The Big Wheel Education Reform



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.

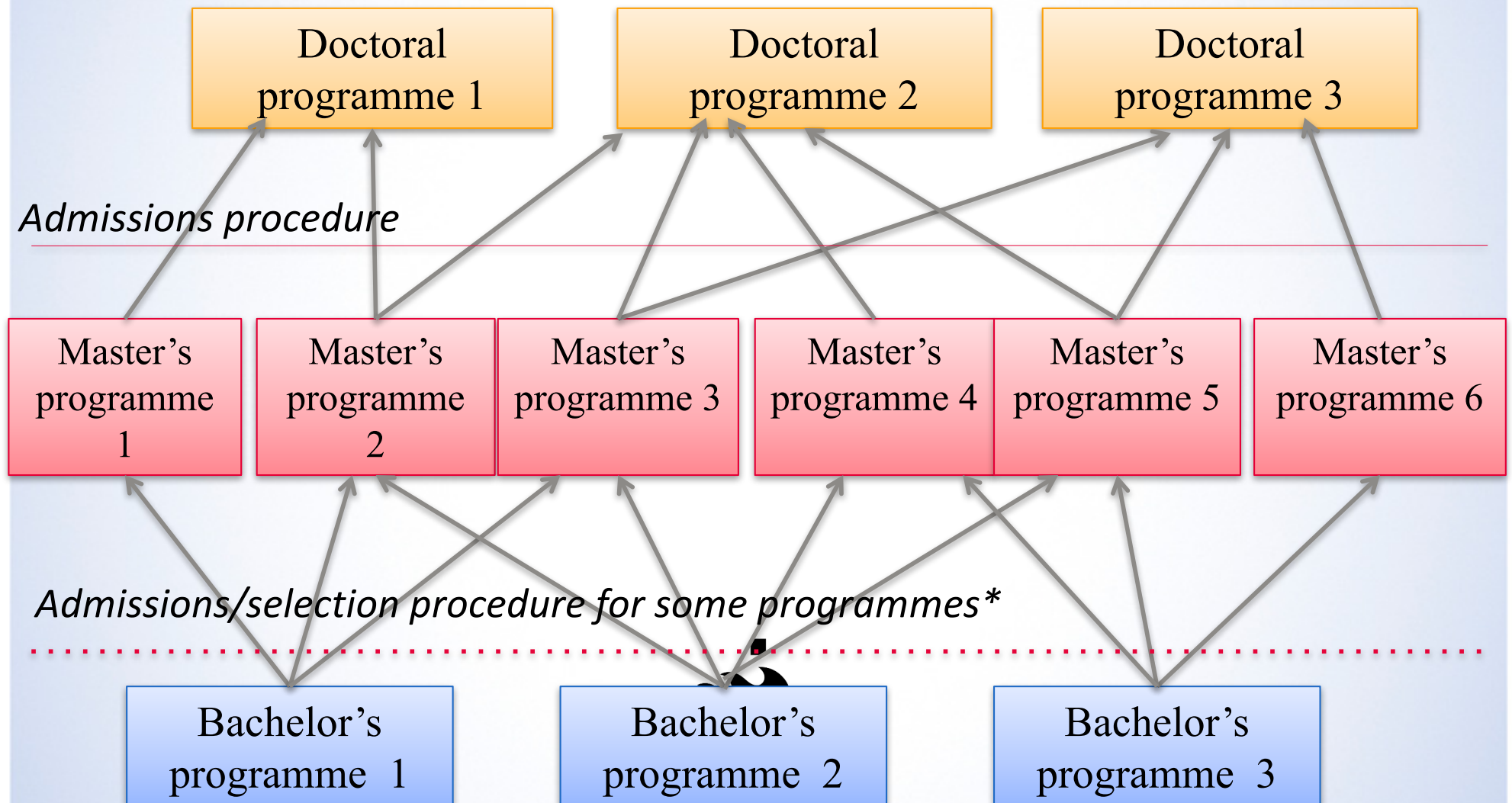


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The Big Wheel Education Reform



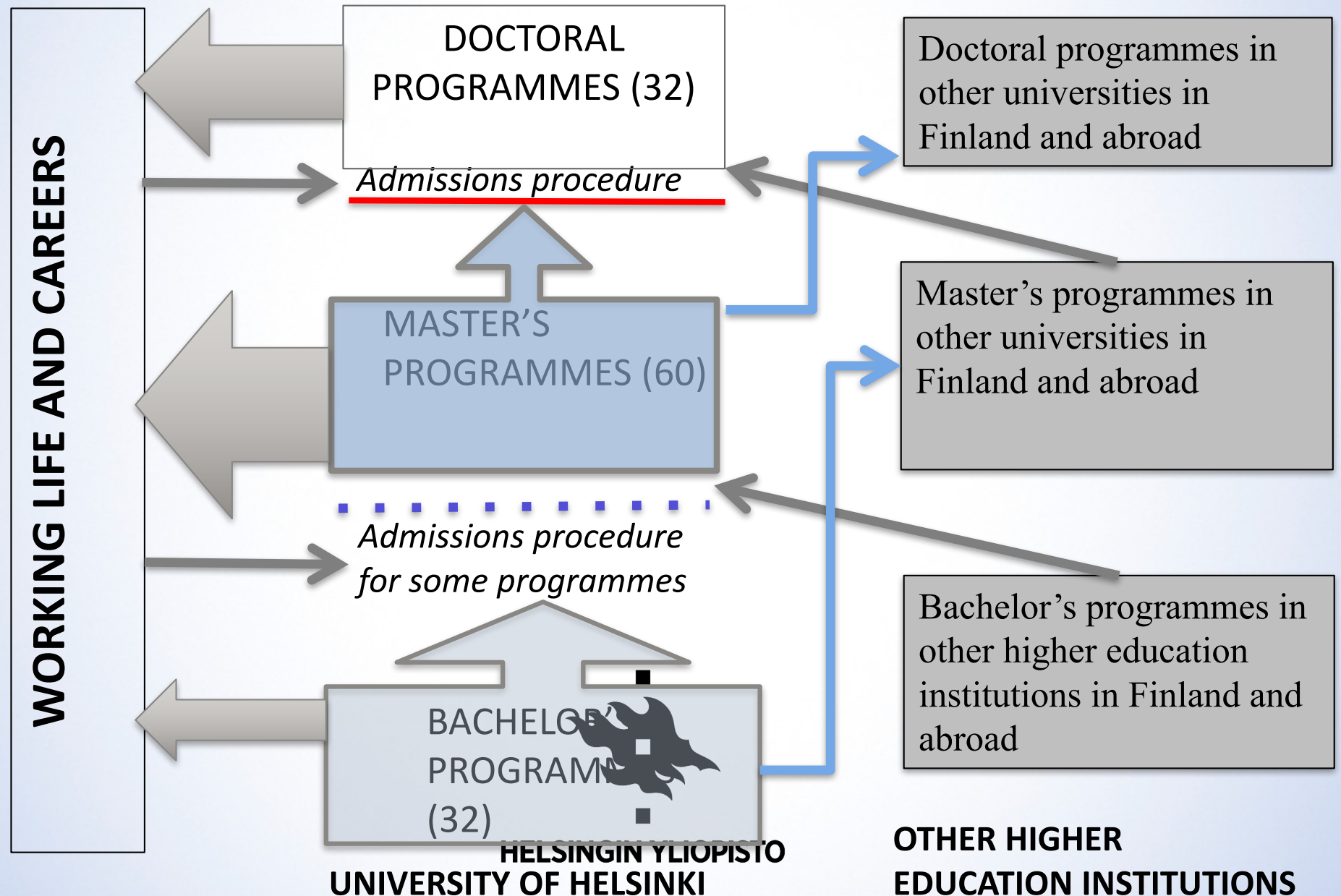
A GENUINE THREE-TIER STRUCTURE



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*By law students are granted the right to pursue studies until master's degree in most programmes

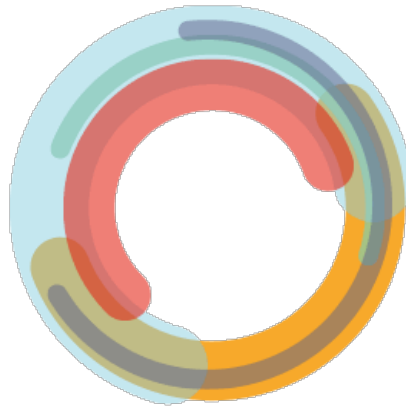
A GENUINE THREE-TIER STRUCTURE



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

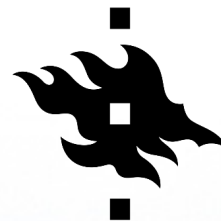
- No need to reapply, as is the case in old system

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)



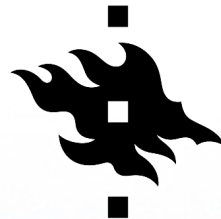
See Big Wheel on Flamma decisions and guidelines:

<https://flamma.helsinki.fi/en/HY342105>

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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



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