



**UNIVERSITY
OF TURKU**

A photograph of a young woman with blonde hair wearing a bright red puffer jacket and a black turtleneck, and a young man with a beard and glasses wearing a brown jacket over a yellow sweater. They are standing on a cobblestone path next to a body of water, with trees in the background. The man is gesturing with his hands as they talk.

INTERNATIONAL PROGRAMME OF THE UNIVERSITY OF TURKU FOR 2021-2030

University of Turku 2021

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Preface

Scientific knowledge and global challenges know no boundaries

International collaboration is one of the key measures for increasing and improving the University's quality, productivity, and impact. Scientific knowledge and research cross the national borders and global challenges do not focus only on specific regions. We need decision-making based on knowledge and active collaboration across disciplines and political and national borders. Climate change, biodiversity crisis, pandemics, and social inequality are examples of current global challenges. In addition to creating knowledge, universities' mission is to educate professionals and experts who have the ability to use research knowledge to increase the well-being, competitiveness and sustainability of society.

Universities can provide research knowledge to the Finnish public discussion on internationalisation and immigration.¹ In the future, recruiting international experts to Finland will be an even more important way to solve the labour shortage caused by demographic ageing. However, Finland has a good possibility of becoming the best place in the world for international experts.² The goals are ambitious: the share of international students should rise to 15 percent and 75 percent of international graduates should find employment in Finland.³ Higher education institutions are in a key position in increasing the number of international experts in Finland.

The policies and guidelines of the European Union and other actors influence the international activities of the University of Turku directly and indirectly. In the development of the European Research Area (ERA), the aim is to strengthen researchers' physical and virtual mobility between different sectors and areas⁴. The European Charter for Researchers (Charter & Code)⁵ of the European Commission provides recommendations and good practices for the employment and recruitment of researchers. The University of Turku is part of the initiative that supports the use of the above-mentioned recommendations. The University also develops the prerequisites of research and education on the basis of international recommendations and policies.

Best in the world through collaboration

The policies to promote internationalisation in Finnish higher education and research in 2017–2025⁶ of the Ministry of Education and Culture highlight Finland's capability in its readiness to reform and experiment and in its efficient use of research and expertise. The Ministry of Education and Culture has established the Team Finland Knowledge (TFK) network to speed up the development and to give support for attracting experts to Finland as well as for building networks for the export of expertise and education innovations.

The international forum of higher education and research⁷ monitors the realisation of the policies.

The National Roadmap for Research, Development and Innovation (2020)⁸ of the Ministry of Education and Culture presents measures with which Finland can achieve success in the global competition. With high-level and competitive international clusters of expertise, we can build long-term collaboration and increase the mobility of researchers and experts. The follow-up indicators for the implementation of the Roadmap are e.g. the amount of the EU's Horizon 2020 funding granted to Finland, the number of residence permits granted to experts and researchers by the Finnish Immigration Service, and the number of international students and researchers.

The International Strategy for Finnish higher education 2021–2024 by the Ministry of Education and Culture supporting the policies has two central goals. The Talent Boost section aims at improving the services for and integration of students and experts arriving to Finland. The University of Turku is committed to continuing as a responsible higher education institution for SIMHE services (Supporting Immigrants in Higher Education in Finland) and offering upgrading of qualifications to dentists who have completed their degree outside the EU/EEA area.⁹ The global programme section aims at improving the national and international collaboration of Finnish higher education institutions as well as Finland's global attractiveness. Within the global programme section, the University of Turku is a partner in seven networks for 2021–2024. Of these, the University coordinates two networks (the Finland-Africa Platform for Innovation SDG9, and the Finland-China Network in Food and Health Sciences).

We proactively foster well-being and a sustainable future

The main goals of the Strategy 2021–2030 of the University of Turku are: we inspire unique learning experiences and outstanding learning outcomes; we cultivate an engaging and exceptional research environment; we are a proactive and dynamic partner; and we are an active expert community. Our vision highlights internationality: we are a high quality, internationally recognised research university that proactively fosters both well-being and a sustainable future.

A regularly updated Policy Programme has been drafted to support the Strategy. The promotion of internationality is strongly present in several actions. We develop e.g. international collaboration, networks and partnerships, and increase international mobility and recruitment, international degree education, global educational services, and alumni relations. We want to improve the integration of international personnel and students into our community and society, act responsibly in global community, and help threatened researchers. Increasing international research funding and supervision of interests in the EU are actions that strengthen internationality. We communicate actively

about the University's research to international media and in international forums.

The Strategy and its Policy Programme highlight active collaboration within the University as well with regional, national and international partners. Collaboration is built in the long term and it covers the University's basic missions: research, education and activities related to societal interaction. International collaboration is always considered strategically important, be it with Nordic, Baltic, European, Arctic or global partners.

International Programme promotes strategic goals

The University of Turku recognises that international collaboration and internationalisation are key actions in achieving strategic goals both in the short term and in the long run. The purpose of the International Programme is to support the University's strategic goals and prioritise actions in the Policy Programme to increase the University's impact. The Programme strengthens the University's role in advancing diversity in society and recognising the merits of internationality.

The International Programme 2021–2030 of the University of Turku takes into consideration the policies and programmes of the Ministry of Education and Culture, other ministries, and the Universities Finland UNIFI. We follow development in Europe and utilise international recommendations in our Programme. The goals and implementation of the International Programme are supported by the University's other programmes and policies on, for example, accessibility, non-discrimination and equality, languages and language education, continuous learning, digitalisation, sustainable development, and personnel.

The University is active in international networks. Our partnerships on different levels of the University are long-term and goal-oriented. We are an active member e.g. in the Coimbra Group network of European universities¹⁰ and the EC2U (European Campus of City Universities) Alliance¹¹ as well as in other key international organisations, such as EUA (European University Association)¹².

Encouraging and ambitious International Programme

Our International Programme highlights openness, non-discrimination, and multiculturalism. Our students come from different backgrounds. High-quality support services are developed when necessary to facilitate integration as a two-way process. We require closer interaction between students and personnel. Our aim is to strengthen the assimilation of international students, doctoral candidates, and researchers into the Finnish culture and society e.g. with Finnish

language and culture studies and practices that increase the international experts' motivation of committing to Finland.

Our international degrees are based on scientific knowledge and our particular interdisciplinary expertise. Our high-quality international education supports global development of expertise and sustainable development e.g. by increasing the number of people with a higher education degree and the accessibility of education. With our alumni network, we can strengthen the University's recognition and impact. Through education, we can also increase labour immigration and integration into the Finnish society.

The goal of the University of Turku in this strategy period is to double the number of international Master's degree students from 2020 by developing our recruitment process and study and career guidance in particular. Our goal is that every international student and doctoral candidate graduating from the University of Turku is employed into a position that corresponds to their degree and advance in their research

career. Our international alumni are well employed also in Finland.

Our International Programme aims at significant increase in international research funding. To increase the diversity of research personnel, we will develop our international recruitment. Our goal is that our entire personnel engages in active internationalisation in their career. In addition to researchers, teaching and administrative personnel are encouraged to work abroad. This goal is supported by the career model for research and teaching personnel that is currently under development.

The impact of our international collaboration and activities is created also in the future by high-quality and multidisciplinary research and education based on scientific knowledge.

¹Universities Finland UNIFI <https://www.unifi.fi/in-english/>

²Talent Boost programme https://minedu.fi/-/1410877/talent-boost-toimenpideohjelma-hyvaksyttiin-ministerityoryhmissa?languageld=en_US; <https://tem.fi/en/talent-boost-en>; https://tem.fi/documents/1410877/7552084/TB_toimenpideohjelma_syksy2020.pdf/904edd41-eab3-d34a-e921-f00aa6945592/TB_toimenpideohjelma_syksy2020.pdf?t=1599484600281

³Education policy report 2021
<https://minedu.fi/en/education-policy-report-2030>

⁴European Research Area ERA <https://www.2021portugal.eu/en/news/building-a-stronger-european-research-area-eu2021pt/>

⁵Euraxes <https://euraxess.ec.europa.eu/>

⁶Policies to promote internalisation in Finnish higher education and research 2017–2025 <https://minedu.fi/en/international-strategy-for-higher-education-and-research>

⁷Ministry of Education and Culture, international forum for higher education and research, blog (in Finnish)
<https://kvinjaukset.wordpress.com/>

⁸The National Roadmap for Research, Development and Innovation (2020) of the Ministry of Education and Culture
<https://minedu.fi/en/rdi-roadmap>

⁹Performance agreement 2021–2024 between the Ministry of Education and Culture and the University of Turku, APPENDIX 2 (TalentBoost and Global pilots) <https://minedu.fi/yliopistot-sopimukset> (in Finnish); Supporting Immigrants in Higher Education in Finland <https://www.oph.fi/en/simhe-services-higher-education-institutions>

¹⁰Coimbra Group Universities <https://www.coimbra-group.eu/>

¹¹EC2U – European Campus of City-Universities <https://ec2u.eu/>

¹²The European University Association EUA <https://eua.eu/>

Policies

1. Ensuring internationally high-quality research and education

We strengthen our support services for external research and education funding. Our international degree education is of a high-quality and well planned. We are active in strengthening the European research and education area. The International Talent Programme and corporate partnership programme for student projects support the networking of international students and doctoral candidates with regional business life.

Increasing international research and education funding

- We establish a group of experts who will make suggestions for actions that aim at increasing international external funding.
- We systematically strengthen the support services for international funding calls.
- We establish a so-called Global South desk service for collaboration in Africa and for increasing project funding related to other regions in the global south.
- We actively utilise the partnerships in the Horizon Europe programme: applying for funding, forming consortiums, setting agendas for partnerships.
- We invest in promoting our interests in the EU at Brussels together with the City of Turku.
- We strengthen the strategic planning of research funding as part of unit management by offering training and support.

Promoting systematic and economically responsible education

- We follow international education development and influence education policy by actively participating in the work of the ministries and the Universities Finland UNIFI on the national level, and on the international level in the work of e.g. the EUA network and in strengthening the European research and education area (ERA, EHEA).
- When necessary, we develop our international education as well as its structure and practices to respond to global challenges and opportunities.
- We regularly assess the quality and purposefulness of international degrees.

- We clarify the career prospects of our international degree programmes and make them apparent to the students.
- Before establishing international degree programmes, we conduct a risk management plan and draft plans for funding, personnel, student recruitment, and communications and marketing.
- The University has a proactive council for the development of international education which guarantees that good practices are spread between different disciplines and programmes.

Promoting careers of international students and doctoral candidates

- We ensure that international degree students can complete an internship as part of their studies mainly in Finland.
- We establish an International Talent Programme to support the employment of our international students, doctoral candidates and researchers. The activity is part of the regional Talent Turku collaboration.
- As part of the International Talent Programme, we initiate professional life mentoring programme for international Master's degree students and also collaborate with our international alumni through the programme.
- We initiate a corporate partnership programme for student projects with companies in Southwest Finland and Satakunta and expand it nationally and internationally.
- We increase collaboration with governmental and other public organisations and actors as part of the International Talent Programme.
- Studies on professional life skills and the possibility to complete Finnish language studies as part of the degree are included in the curricula of the international degree programme.
- We offer entrepreneurship studies in English as part of the International Talent Programme. These studies are also utilised in the international collaboration that supports the development of innovation competence.

2. Ensuring University's attraction

We use our versatile expertise to increase our international activities and visibility. Our mobility programmes support the University's profile and strategic goals. Our students expand their international competence as part of their degree at the University of Turku. We develop virtual learning to support our collaboration in education and mobility as well as our international partnerships. Our recruitment practices and personnel's mobility strengthen the global circulation of expertise. We promote collaboration related to international research infrastructure. We create tighter connections between global educational services and the University's research, education, and international aspects of societal interaction.

Strategic support for University's internationalisation

- We will establish an International Advisory Board for the University.
- We encourage faculties to invite international experts to their Advisory Boards when appropriate.
- We encourage faculties to include international students in decision-making.

Increasing the international attraction and competitiveness of education

- In each semester, we offer multidisciplinary thematic modules of 25–30 credits, which are also suitable for international exchange students, to realise reciprocal student mobility on Bachelor's and Master's level.
- We offer virtual or distance learning in a foreign language irrespective of the time and place to support multimodal degree education, open (university) education, mobility, and partnerships.
- We offer Open University services in English.
- We develop and enable diverse international student exchange and internships in all fields and degree levels.
- We ensure that the studies completed during the mobility period can be integrated in and transferred to the degree.
- We define goals for international competence in each degree programme, which are supported by practices, such as mobility window and internationalisation at home, and included in the discussions on personal study plans with students. Experts at Educational Affairs support the faculties in defining international competence.
- We develop strategic international student exchange partnerships with the goal of creating genuinely reciprocal partnerships.
- We support the recognition of prior learning and credit transfer and participate in the European and national development of digital badges and micro-credentials.

Strengthening the attractiveness of research

- We develop the research career model to increase international mobility and recruitment.
- We develop our international recruitment communications.
- We utilise the existing opportunities and develop new avenues for researcher mobility.
- To support international recruitment, we clarify what kind of operational possibilities, duties, and financial impact would be involved in locally hiring employees and working abroad.
- We establish a Visiting Fellowships programme that supports short-term and/or virtual mobility to develop education, research and expertise.
- We regularly assess and develop our welcome services with feedback from international experts and their families, and utilise the EURAXESS network and local collaboration.
- We add an evaluation of internationality and attractiveness to the procurement criteria of research infrastructures and information resources.
- We create contacts to international research infrastructures and services in open science, and support their active use.

Strengthening interaction in education and research

- We create and launch a scholarship programme that supports and strengthens sustainable development and responsibility.
- We encourage personnel in the performance reviews to utilise international mobility to increase their versatile competence, e.g. through teacher, researcher or personnel exchange.

Developing global educational services

- We define goals, key policies, and operational models for global educational services.
- We create tighter connections between global educational services and the University's research, education and international aspects of societal interaction as well as their support services.
- We develop the contents, collaboration models, and products of global educational services in close collaboration with our partners, ensuring their applicability and longevity.
- We offer training related to our particular specialisation and expertise as part of our international network collaboration and partnerships to strengthen the global interest in our educational services.
- We use the services of Education Finland and regularly utilise the Team Finland Knowledge network in the marketing and implementation of global educational services.

3. Strengthening partnerships that promote responsibility and sustainability

We increase our impact through education and science diplomacy. The competence and networks of our experts are valued and they strengthen the University's international activities. Our strategic partnerships benefit all parties. The contact management system supports our international communications. Our University actively carries global responsibility and promotes sustainable development.

Supporting international partnerships and networks

- We use education and science diplomacy as we aim to become a significant actor in the international community.
- We systematically use the competence and expertise of different kinds of international expert networks to strengthen our operational preconditions and position, and have a corresponding impact on the networks.
- We define the characteristics of our partnerships, e.g. additional value created by collaboration, needs for resources, and possible risks.
- We establish strategic partnerships systematically and with careful deliberation with a few key partners.
- We utilise a CRM system as part of developing communications to our stakeholders.
- We draft a communications and marketing plan to support internationality and visibility.
- We use peer learning to support internationalisation and networking.
- We offer personnel training in sustainable development and responsibility.
- We include participation in international collaboration and global educational services in personnel's work plans.

University's role in carrying global responsibility and promoting sustainable development

- We engage in active and versatile national collaboration e.g. with the Finnish University Partnership for International Development (UNiPID) network and especially with partners and companies in the global south in research, education, and societal interaction.
- We draft policies for collaboration with Africa, which will extensively cover multidisciplinary and interdisciplinary research, education, and innovation collaboration as well as long-term and mutual development of expertise.
- We increase awareness of global responsibility and freedom of science and researchers e.g. by participating in the Scholars at Risk network and through personnel training.

4. Strengthening communality and multiculturalism

We support communality and multiculturalism at the University. This way, we can strengthen integration as a two-way process and improve international experts' opportunities in participating in all the activities at the University. Our University is active in international alumni collaboration which supports the employment and networking of talents. As a SIMHE university, we support immigrants' employment. We offer different paths to university studies and increase opportunities to supplement previously acquired competence.

Strengthening integration as a two-way process

- In student counselling, we take into consideration the needs of students coming from different cultural backgrounds.
- We develop competence in internationality and multiculturalism as part of personnel training directed at the entire personnel.
- We ensure that our services supporting well-being are easily accessible and take into consideration the needs of people coming from a different cultural background.

Building alumni relations that benefit all parties

- In addition to our students and graduates, we identify international researchers, teachers, and other experts who have been employed by the University as our alumni.
- We support our students as future alumni from the beginning of their studies.
- Units and degree programmes contact their international alumni regularly and in the long term.
- We develop alumni relations in collaboration with international UTU ambassadors and other alumni.
- We strengthen collaboration with regional companies to increase the employment of our international alumni.
- We develop international alumni relations to strengthen global opportunities for business collaboration.
- We develop international alumni relations as part of the University's alumni activities.

Responsible higher education institution services for SIMHE (Supporting Immigrants in Higher Education)

- We support and encourage immigrants to apply to the University.
- We offer highly educated immigrants possibilities for continuous learning, to upgrade their qualifications and for language studies to promote employment.
- In addition to the basics, we offer studies in the Finnish language as contact or remote teaching starting from level B1.
- We communicate clearly about our studies in Finnish and English to different target groups.

Promoting the University's Language Policy

- We develop communication and services in English for international personnel and students.
- We expand the language studies selection for students and personnel.
- In the work community, we encourage multilingual communications and using easy Finnish.



Visibility, resources, and follow-up of International Programme

A communication plan is drafted for the Programme, which describes the contents, goals, target groups, and channels for communications. As part of the implementation of the strategic actions in University's annual planning, the International Programme is prioritised and resourced, including possible new actions. The International Programme is followed up as part of the annual reporting. Indicators are defined for follow-up. The International Programme is assessed in 2025.

International Programme of the University of Turku for 2021-2030 was approved by the University Board on March 19, 2021.

The schedule and the list of responsible parties for the actions and the Rector's Appointment Letter of the International Programme Preparation Group, 12 November 2020, are available in the University of Turku intranet (<https://intranet.utu.fi/en/sites/international-programme>).