STRATEGIC OPERATIONAL PLAN FOR 2015–2017

The Faculty of Medicine at the University of Turku is an internationally high-level and innovative research and educational organisation for biomedicine, clinical medicine, dentistry, and health sciences. The Faculty is an active civic participant in research and education related to the promotion of health, the onset of illnesses, their diagnostic and treatment, as well as the development of services and educational systems related to the healthcare industry.

The Faculty is an active partner in various and multidisciplinary collaborations with international actors, healthcare organisations, companies, industry, educational organisations and other public entities. Our aim is to promote civic knowledge related to health, civic well-being, and values that promote health in society.

CENTRAL SECTIONS AND PROPOSALS FOR ACTION

The strategic operational plan of the Faculty is based on the central strategic policies of the University: improving the quality of education, increasing the quality and volume of research, promoting well-being at work, better utilisation of the innovation capacity, and regional influence, as well as developing transnational education. The cross-sectional themes that support these are internationality, open and effective science, responsibility, as well as co-operation and interaction.

The central strategic policies and cross-sectional themes (numbered headings) are presented in cursive text, after which we list those proposals for action that were highlighted and received support during the Faculty's strategic process. This strategic operational plan is based on materials received from workshops that were held by Faculty council, professors, middle groups, students and Faculty management, statements by departments and separate units, as well as comments given in connection with the public hearing on the Faculty's intranet pages.

The strategic operational plan will be implemented according to the resources available and a separately-made schedule. The Dean reports to the Faculty Council on the fulfilment of the operational plan. The operational plan is updated annually.

1. Education quality

Our high-quality education makes the Faculty an attractive place to study. The aim of the Faculty is to train knowledgeable health professionals according to the demands of working life. In addition to the Faculty’s strong core education and scientific doctoral education, specialisation and further education form a significant part of the Faculty’s educational offering and lifelong learning. Our aim is to also expand national and international co-operation in education.

Creating an inspiring culture of education and learning

We want to create an inspiring learning atmosphere around our high-quality education by increasing our versatile pedagogical training and study guidance as well as the interactivity of our education with new technology; by adopting and developing e-learning; by researching the possibility of recruiting professors in practise; and by launching a programme for the assessment and development of the quality of our teaching.
Developing feedback systems
We are developing the use of our feedback systems and researching their effectiveness by encouraging spontaneous and continuous feedback in addition to the systematic collection of feedback; by adopting the assessment and feedback system for doctoral training; and by regularly collecting feedback from working life.

Increasing national and international teaching
We will begin offering high-quality elective teaching outside the University. In addition, we will advance the possibility of including studies from national and international universities as part of the curriculum, and enact two-way teacher visits for course assessment.

Optimal use and distribution of teacher resources
We will survey the amount of core, supplementary and doctoral education provided by our disciplines on a teacher basis, secure the necessary resources for effective small-group teaching, and continue to develop the suitable integration of preclinical and clinical teaching.

2. Research quality and volume

High-quality education is a central goal for the Faculty, as high-quality teaching is also based on high-quality education. To secure the success of the Faculty, it is necessary to increase the quality, relevance and amount of research. A central goal in this effort is increasing the amount of external and especially international funding.

Tenure track positions
We will survey the need for tenure track positions in the Faculty. These positions will be defined by the profiling area needs of the University and the Faculty, and they will also secure the high-quality research and teaching of our subjects and clinical special subjects in the future. We will use the University's existing instructions when filling and evaluating these positions.

Rescue funding for researchers
We will reserve the possibility for short-term and flexible funding for researchers who are left without funding, for example when they are applying for new funding or when they need support for completing a single work.

Establishing the Research Faculty
We will form a Research Faculty composed of research group leaders from the Faculty whose mission will be to act as the co-operative organ for those researchers who are responsible for research.

Research evaluation workgroup
We will form a workgroup in the Faculty whose mission will be to prepare the basis for the evaluation and monitoring of research work done in the Faculty. In addition, the workgroup will also evaluate the division and distribution of the Faculty's own research resources. The goal of the workgroup will be to identify the usable methods in each case for streamlining and improving the quality of research.

Support for research plan writing and funding applications
We will form a professional evaluation and writing service for research plans and funding applications on the Faculty level, which will also include statistical evaluation. Its goal will be to improve the technical and content quality of funding applications. Every research group and researcher must have an up-to-date research plan.
Establishing the Faculty’s knowledge bank
We will establish a workgroup to survey the Faculty's research knowledge and develop its management. The long-term goal is an optimal knowledge database management system.

Recruiting students for research groups
We will focus on recruiting the Faculty's own students for research groups. We will form a research group database where the Faculty's research groups can inform students about possibilities for thesis projects and doctoral studies.

Scientific communication
We will establish the Faculty's internal "news catcher" project for the distribution of information related to our research results and events. We will also improve our internal scientific communications, to ensure that Faculty personnel have up-to-date information about the Faculty's most important achievements. The Faculty's communications and information will also be distributed in English as comprehensively as possible.

3. Well-being at work

Our goal is a healthy work community with healthy personnel. Well-being at work affects the competitiveness, financial results and reputation of an organisation. Well-planned and well-executed measures that increase well-being at work encourage creating and maintaining good work motivation and a good working atmosphere. Improvements in the environment and improved comfort affect the work and learning of both personnel and students.

Rewards and commitment
The Faculty aims to influence the creation of reward systems on the University level and to commit its personnel by offering possibilities for versatile work tasks, career advancement, job rotations and research leaves.

Management
We will support the managerial training of those who are interested in management, and encourage supervisors to apply for training. We aim to influence the regular evaluation of supervisors on the University level.

Open communication
We will host open question & answer sessions and briefings on projects that are ongoing in the Faculty twice per term. We will regularly host a Faculty Cafe where personnel can freely exchange opinions and tell the Faculty management about things that are on their mind. The Faculty's website will contain up-to-date basic information about the Faculty and its activities. In addition, our communications will be supplemented with other communication methods.

Improved comfort of Faculty facilities
We will recruit a volunteer evaluation panel to assess the Faculty's facilities on a regular basis. The task of the panel will be to make suggestions for improving the work and study environments of the Faculty.

4. Better innovation capacity utilisation and regional influence

In the spring of 2014, three ministries announced their joint strategy for growth: the Health Sector Growth Strategy for Research and Innovation Activities. According to the strategy, at the centre of competitiveness is the development of university hospitals and know-how clusters from the perspective of research,
education and commercial activity partnerships. The Faculty aims to do its part in strengthening business and commerce as well as participating in the realisation of entrepreneurial training.

Surveying innovations
The Faculty will begin the systematic mapping of potential innovations by meeting with researchers. The mission of our researchers is to ponder the innovation possibilities in their research topics and ideas, and to take note of the development needs of companies and the healthcare sector.

Co-operation with businesses
We will accelerate the co-operation between actors in the Faculty and campus area for creating and maintaining contacts with companies. We will assess possibilities for mutual researcher exchanges with companies, and we will aim to increase the amount of internship possibilities with companies in the region.

Establishing entrepreneurship education
The Faculty will participate in the piloting of the University's entrepreneurship strategy. The aim is to increase knowledge related to entrepreneurship, as well as to promote entrepreneurial attitudes, mindsets and methods in both students and personnel.

5. Internationality and transnational education development

Internationality is an essential part of education and research. The Faculty will increase international activities on every level. For transnational education, it is necessary to define the Faculty's potential targets and aims for transnational education, and to create practical methods.

National and international co-operation between universities
We will further contacts with other medical faculties and universities with the aim of long-term joint projects in both education and research. In addition to international co-operation with both Nordic countries and the EU, we will also pay closer attention to co-operation with China, India, Japan as well as South American countries. We will encourage applying for funding to invite foreign visiting professors. The Faculty will actively collect information about completed international projects.

Transnational education
We will survey the Faculty's transnational education possibilities from individual high-level courses to educational modules. We will evaluate the projects that are to be done in collaboration with transnational education companies.

International communication
The quality of the Faculty's website will be updated to a representative level from the perspective of international co-operation and the marketing of transnational education. We will highlight the Faculty's research results and successful researchers for international communications.

6. Co-operation and interaction

The aim of the Faculty is to promote diverse co-operation both inside the Faculty and with other faculties and universities. In connection with the social welfare and health care reform, the central aim of the Faculty is to secure its regional and decentralised education as well as the position of its research. We will strengthen our interaction with co-operation partners that are important to the Faculty, as well as the Faculty's alumni.
Deepening west coast co-operation
In addition to the Hospital District of Southwest Finland, the Faculty will increasingly act in the Hospital Districts of Satakunta and Vaasa. These west coast actors will be deeply integrated into the Faculty’s activities. We will ensure the fulfilment of the Faculty’s aims and needs in connection with the social welfare and health care reforms.

The Academic Medical Center project
We will begin discussions with the Hospital District of Southwest Finland on deepening our co-operation with the aim of forming a joint Academic Medical Center between the Faculty and the University Hospital, with the long-term goal of conducting research and education in a common organisation.

Opportunities for communality in facility planning
Our facility planning will take into account solutions that enable meetings. With the construction of the new building, we will take into account the possibility for solutions that improve communality. We will improve the distribution of information related to events and lectures with an up-to-date lecture/event calendar.

Increasing co-operation within the Faculty
We will discuss the possibility of changing the organisational structure of the Faculty. Changing the structure is not an end in itself, but it is necessary to ponder from time to time whether the division into disciplines, independent units and departments is the best way to ensure our success.

7. Finances
The public funding that the University receives will be divided between the faculties based on their education and research performance indicators. This development requires careful planning from the Faculty for its activities and finances. The internal division of funding must guide the Faculty’s activities according not only to the previously mentioned performance indicators but also according to the goals of the strategic operational programme.

Finance and performance monitoring systems
We will adopt new finance and performance monitoring systems as widely as possible. The registration of publications that affect funding must be made as automatic as possible. Researchers are expected to actively seek funding, and this will be monitored on the faculty level in real time.

Internal division of funding
The internal division of funding in the Faculty will be developed during the operational period. We will evaluate the effects of the proposed performance factors that are to be implemented on the internal division of funding.

Improving the efficient use of our facilities
We will regularly update the facilities that are in the Faculty’s use and promote their efficient use. We will not hold on to any unnecessary facilities.