



TURUN
YLIOPISTO

STRATEGY

2016

POLICY PROGRAMMES
2018–2020



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POLICY PROGRAMMES

2018 - 2020

The Strategy of the University of Turku 2016–2020 is implemented with Policy Programmes under University's strategic goals. The strategic goals include effective research, responsible education, a catalyst for social well-being and the economy, and community well-being. Internationality, free, open and effective science, responsibility, co-operation and interaction are emphases that have been taken into account throughout the Strategy and the Policy Programmes.

The University Board approved the University's Strategy and the Policy Programmes for 2016–2020 at the end of 2015. This document contains the update of the Policy Programmes for the rest of the Strategy period 2018–2020. The Board handled the update of the Policy Programmes in its meeting on 11 May 2018. The Rector has approved the Policy Programmes.

There are altogether 16 Policy Programmes in the Strategy. Many of the actions are aiming towards developing collaboration both within the University and with external partners, especially Åbo Akademi University. Digitalisation is also a major part of the actions, for example, in the development of online teaching and organising services.

In the update, the Policy Programmes have been specified and complemented with new actions. In this document, the previously decided actions have been marked in **black** and the new actions in **purple**. The actions carried out in 2016–2017 have not been marked into this document.

The University's Management Group has been responsible for updating the Policy Programmes that implement the University's Strategy. During the preparation, two open discussion sessions and an open survey and comment round on the Policy Programmes were organised for the University community. In addition, the update has been discussed in the Extended Management Group four times. Faculties and other parties, such as the University's different working groups, have also given comments for the Policy Programmes of the Strategy.

The responsible and executive parties for the policies draft detailed plans for implementation, schedules, and indicators for follow-up together with the University community for the rest of the Strategy period.

1. DIVERSE AND INTERDISCIPLINARY RESEARCH

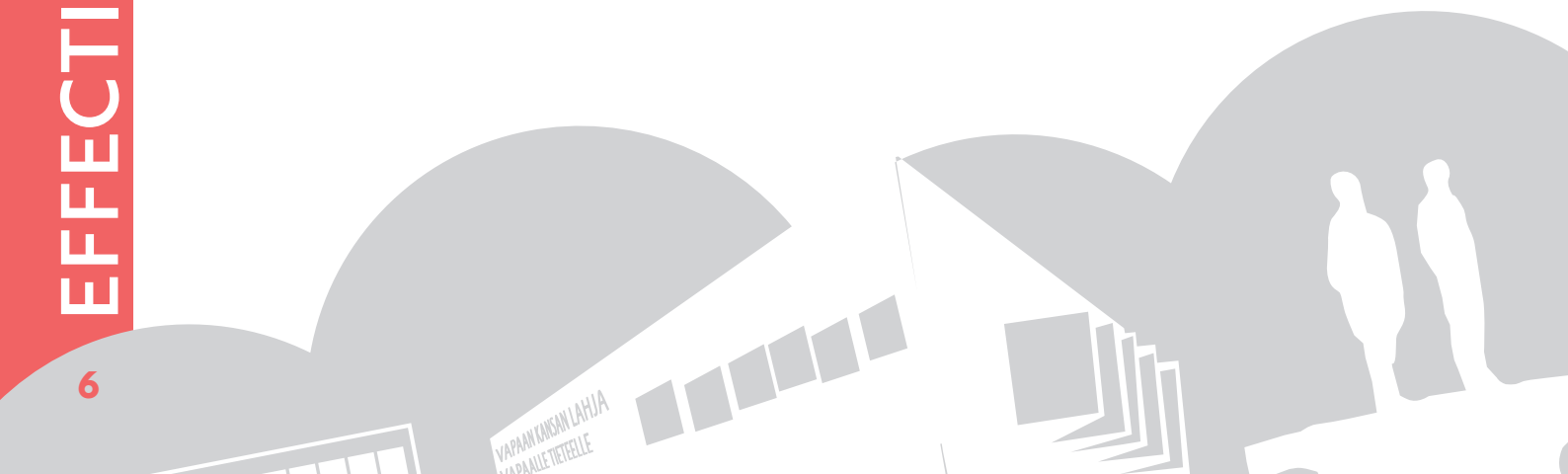
ACTION	Schedule	Responsible party
<i>Promoting multi- and interdisciplinary research and strengthening the thematic collaborations in research.</i>	2018–2020	<i>Vice Rector responsible for research, deans, directors of independent units</i>
<i>Participating actively in the preparation and implementation of the national Vision for Higher Education and Research in 2030.</i>	2018–2020	<i>Vice Rector responsible for research, Director of Development, deans, directors of independent units</i>
<i>Initiating the preparations for the next Research Assessment Exercise, especially for the bibliometric analysis.</i>	2018	<i>Vice Rector responsible for research, Director of Development</i>
<i>Developing a clearer system of strategic partnerships. Åbo Akademi University is the most significant partner for the University of Turku.</i>	2018–2020	<i>Vice Rector responsible for research, Director of Development</i>
<i>The development of the University's research, quality and international visibility is assessed by participating in national and international evaluations.</i>	2018–2020	<i>Director of Development</i>
<i>Strengthening co-operation with research institutes to strengthen the University's research profile.</i>	2018–2020	<i>Vice Rector responsible for research</i>

2. RESEARCHER CAREER PATH

ACTION	Schedule	Responsible party
Doctoral training phase		
<i>National co-operation is increased in doctoral training.</i>	2018–2020	<i>Vice Rector responsible for research, management of the research collegia</i>
<i>International recruitment is enhanced by increasing the visibility of calls for applications.</i>	2018–2020	<i>Director of the Graduate School, Human Resources Director, Communications Director</i>
<i>The completion of full-time doctoral candidate degrees within the target time is promoted with more precise monitoring and field-specific measures.</i>	2018–2020	<i>Director of the Graduate School</i>
<i>Developing career planning, mentoring and tutoring in the doctoral training phase.</i>	2018–2020	<i>Director of the Graduate School</i>
<i>Strengthening the training for the supervisors of doctoral training.</i>	2018–2020	<i>Director of the Graduate School</i>
Postdoctoral researcher phase		
<i>Further developing the system of postdoctoral researcher positions, especially in international recruitment.</i>	2018–2020	<i>Vice Rector responsible for research, management of the research collegia, Human Resources Director</i>
<i>Developing the support for the postdoctoral researcher phase, e.g. in networking and management training.</i>	2018–2020	<i>Vice Rector responsible for research, management of the research collegia</i>
Assistant/associate professor and university research fellow phase:		
<i>The tenure track system is developed further and its utilisation is increased.</i>	2018–2020	<i>Human Resources Director and deans</i>
<i>Research leaves are arranged and opportunities for research in teaching-oriented positions are also increased.</i>	2018–2020	<i>Deans</i>
Professor phase		
<i>Supporting new professors in the initiation of their work</i>	2018–2020	<i>Deans</i>
<i>International professors' working opportunities are improved at the University, studying Finnish is encouraged, and their integration to Finland is supported.</i>	2018–2020	<i>Deans</i>
<i>Promoting the use of research leave.</i>	2018–2020	<i>Deans</i>

3. OPEN SCIENCE

ACTION	Schedule	Responsible party
<i>The operational culture of open science is monitored with versatile indicators.</i>	2018–2020	<i>Vice Rector responsible for research, Director of Development</i>
<i>Realising actions from the University's road map for open science which covers the openness of research data, publications and methods, related training and support as well as the enterprise architecture of research.</i>	2018–2020	<i>Vice Rector responsible for research and Director of Development</i>



4. RESEARCH SUPPORT AND INFRASTRUCTURES

ACTION	Schedule	Responsible party
<i>Formulating a research infrastructure programme for the University of Turku.</i>	2018–2019	Vice Rector responsible for research
<i>Being an active influence on national and international science policy, especially in funding matters.</i>	2018–2020	Rector
<i>Incentives for applying for funding are developed.</i>	2018–2020	Vice Rector responsible for research
<i>Expanding the shared use and maintenance of infrastructures for research within the University as well as with other higher education institutions in Turku and the Hospital District.</i>	2018–2020	Director of Development
<i>Assessing research funders' requirements on e.g. open science and impact. The guidance and support services for researchers are updated and strengthened.</i>	2018–2020	Director of Development
<i>Assessing the possibility for reciprocal development of research support services together with the higher education institutions in Turku and the Hospital District.</i>	2018–2019	Director of Development
<i>Developing the role of materials as part of the research infrastructure.</i>	2018–2020	Director of Development
<i>Assessing the ethical review process and the re-organisation of the tasks of the ethical committees in collaboration with the Hospital District and other higher education institutions.</i>	2018–2019	Director of Development

5. HIGH-QUALITY LEARNING AND FLEXIBLE STUDY TRACKS

ACTION	Schedule	Responsible party
<i>When recruiting personnel for positions that involve teaching, pedagogic studies or a preparedness to carry them out are required.</i>	2018–2020	Deans
<i>Participating actively in the preparation and implementation of the national Vision for Higher Education and Research in 2030.</i>	2018–2020	Extended Management Group
<i>Strengthening educational collaboration between different fields of study within the University both in basic degree education and doctoral training. Looking for new ways to strengthen multidisciplinary education.</i>	2018–2020	Vice Rector responsible for education and deans
<i>Continuing and strengthening collaboration with Finnish universities, especially with Åbo Akademi University, in organising degree education and doctoral training (incl. joint online courses). Promoting cross-studying between higher education institutions in Turku. Utilising the course selection of UTU and ÅAU in Finnish/Swedish language studies.</i>	2018–2020	Vice Rector responsible for education and deans
<i>Ensuring the implementation of the 2017 Rector's decision on degree student guidance. Special attention is paid to the development of study skills during the first year of studies.</i>	2018–2020	Director of Educational Affairs
<i>Continuing to strengthen the opportunities for year-round studying and informing students about them.</i>	2018–2020	Director of Educational Affairs, deans
<i>Continuing the planning and realisation of open university education and degree education in close collaboration. Utilising the flexible methods of open university education also in degree education. Increasing the number of courses in English in the open university education.</i>	2018–2020	Director of Educational Affairs, deans
<i>Assessing the functionality of the University's feedback system and making necessary changes. Expanding the feedback system to include doctoral candidates.</i>	2018	Vice Rector responsible for education
<i>Participating in the national assessment of learning (CLA+) and using the results in developing education.</i>	2018–2020	Vice Rector responsible for education
<i>Preparing University-level instructions for co-operation with upper secondary schools.</i>	2018	Vice Rector responsible for education, Director of Educational Affairs
<i>Preparing a plan for student ambassador activities.</i>	2018–2020	Director of Educational Affairs, Communications Director

6. DIGITALISATION OF TEACHING AND LEARNING

ACTION	Schedule	Responsible party
<i>Continuing the implementation of the Strategic Policy for the Digitalisation of Teaching and Learning (2017).</i>	<i>2018–2020</i>	<i>Director of Educational Affairs, Director ICT</i>
<i>The modernisation of the learning environments continues and it is combined with pedagogic development. Experiments aiming at pedagogic development are supported.</i>	<i>2018–2020</i>	<i>Vice Rector responsible for education, Director of Educational Affairs</i>
<i>Online instruction in different subjects is developed in national and international co-operation.</i>	<i>2018–2020</i>	<i>Deans</i>
<i>The contents of the orientation for new students is developed, for example, with gamification.</i>	<i>2018–2020</i>	<i>Director of Educational Affairs</i>

7. INTERNATIONALITY IN EDUCATION

ACTION	Schedule	Responsible party
<i>Ensuring a sufficient and high-quality course selection for exchange students.</i>	<i>2018–2020</i>	<i>Deans</i>
<i>Developing strategic partnerships for international student exchange.</i>	<i>2018–2020</i>	<i>Director of Development, Director of Educational Affairs</i>
<i>Assessing the quality of the degree programmes in English as an internal audit. The results are utilised in the development of the programmes with the objective of high-quality programmes that are even stronger than before.</i>	<i>2018</i>	<i>Vice Rector responsible for education</i>
<i>Assessing the possibilities for international exchange student mobility between UTU and ÅAU.</i>	<i>2018–2020</i>	<i>Director of Educational Affairs</i>

8. EDUCATION AND WORKING LIFE

ACTION	Schedule	Responsible party
<i>Strengthening the University's alumni activities and using alumni's expertise in the mentoring programmes for degree students and doctoral candidates.</i>	2018–2020	Director of Development
<i>Ensuring the possibility to include studies developing preparedness for working life, e.g. entrepreneurial training and/or internships, in all degrees. Giving ECTS credits for participating in the University's or Student Union's organs which increases working life skills. Offering entrepreneurial training also in English.</i>	2018–2020	Vice Rector responsible for education
<i>A programme is developed together with other regional operators for facilitating the international students' access to working life.</i>	2018–2019	Director of Educational Affairs
<i>Continuing to develop and realise specialisation education. Assessing versatile possibilities for its funding.</i>	2018–2020	Vice Rector responsible for education

9. UNIVERSITY FOR ENTREPRENEURSHIP

ACTION	Schedule	Responsible party
<i>Developing indicators for the follow-up on entrepreneurship promotion.</i>	2019–2020	Director of Development
<i>Canvassing what kind of effects the University's promotion of entrepreneurship has within the University and on external stakeholder groups.</i>	2019–2020	Director of Development
<i>The Entrepreneurial Act of the Year competition is organised annually.</i>	2018–2020	Rector and Director of Development
<i>Offering the students opportunities for interdisciplinary entrepreneurial training.</i>	2018–2020	Deans
<i>Personnel are encouraged to develop their own readiness to provide entrepreneurial education. Entrepreneurial working methods are applied in education.</i>	2018–2020	Human Resources Director and personnel
<i>Students' opportunities to work in companies as part of their studies are increased.</i>	2018–2020	Deans
<i>Increasing the participation of active representatives of business life and alumni in education.</i>	2018–2020	Deans
<i>Strengthening the mode of operation that enables researchers to temporarily relocate to companies or work as an entrepreneur.</i>	2018–2020	Director of Development
<i>Participating in the ACEEU (Accreditation Council for Engaged and Entrepreneurial Universities) accreditation as part of the Entrepreneurial University's continuous development and international networking.</i>	2019–2020	Director of Development

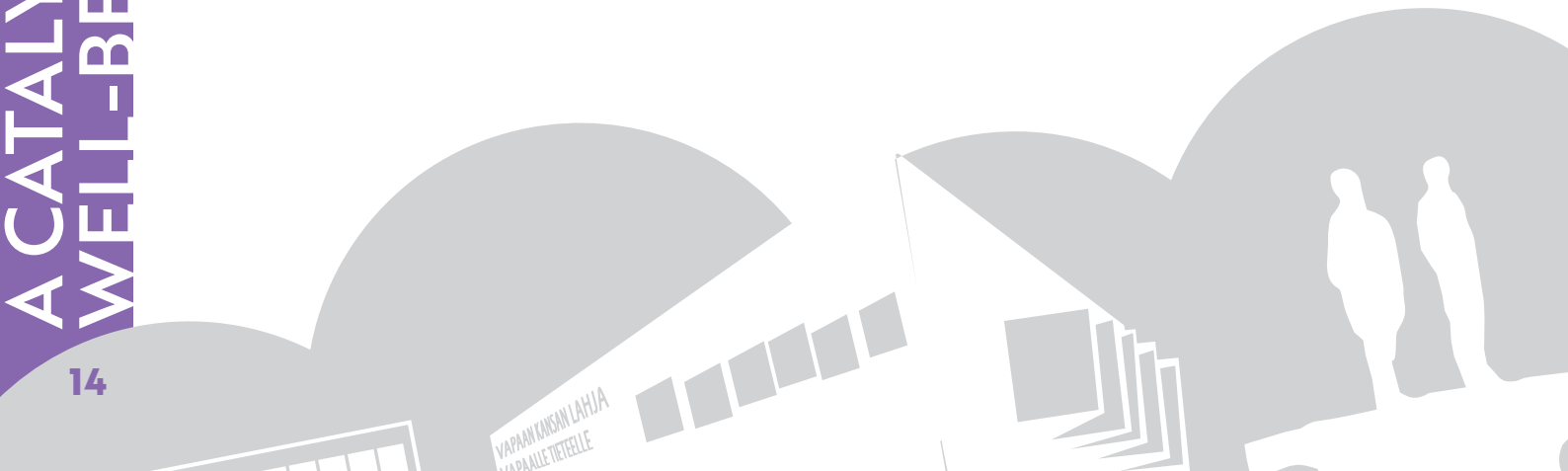


10. SOCIETAL INTERACTION

ACTION	Schedule	Responsible party
<i>The University's most important strategic partnerships are defined.</i>	2018–2019	Director of Development
<i>Assessing what kind of incentives and awards related to societal interaction could be granted.</i>	2018	Director of Development
<i>Introducing indicators for the follow-up of societal interaction.</i>	2018	Rector
<i>Drafting an operational plan for the University's fund raising.</i>	2018	Director of Development
<i>Drafting an operational plan for alumni relations.</i>	2018	Director of Development
<i>Participating actively in the preparation and implementation of the national Vision for Higher Education and Research in 2030.</i>	2019–2020	Extended Management Group

11. TRANSNATIONAL EDUCATION

ACTION	Schedule	Responsible party
<i>A strategy is drafted for the University's transnational education and indicators are created for its follow-up.</i>	2018–2020	Director of Development
<i>Diversifying transnational education products and increasing the volume of transnational education.</i>	2018–2020	Director of Development and deans
<i>Identifying new target areas for transnational education through Finland University on the basis of the customers' needs.</i>	2018–2020	Director of Development and deans
<i>The processes and principles of transnational education are comprehensively implemented in the faculties.</i>	2018–2020	Director of Development and deans
<i>Internal training in product development is provided.</i>	2018–2020	Director of Development



12. DYNAMIC INNOVATION ACTIVITIES

ACTION	Schedule	Responsible party
<i>Innovations are identified at an early stage (e.g. education, innovation competitions, i-scouting).</i>	<i>2018–2020</i>	<i>Director of Development</i>
<i>The rules on copyrights, IPR policy, and capital contribution models are standardised.</i>	<i>2018</i>	<i>Director of Development</i>
<i>Networks are formed with regional, national and international operators. The University participates in national and regional collaboration for improving international visibility.</i>	<i>2018–2020</i>	<i>Director of Development and deans</i>
<i>Strengthening personnel’s innovation knowledge with personnel training and training researchers.</i>	<i>2018–2020</i>	<i>Director of Development and deans</i>
<i>Promoting the transfer of innovations from the University to business life, e.g. by participating in the calls for Business Finland funding and increasing collaboration with business life.</i>	<i>2018–2020</i>	<i>Director of Development and deans</i>

13. DEVELOPMENT OF THE ADMINISTRATION AND THE SUPPORT SERVICES

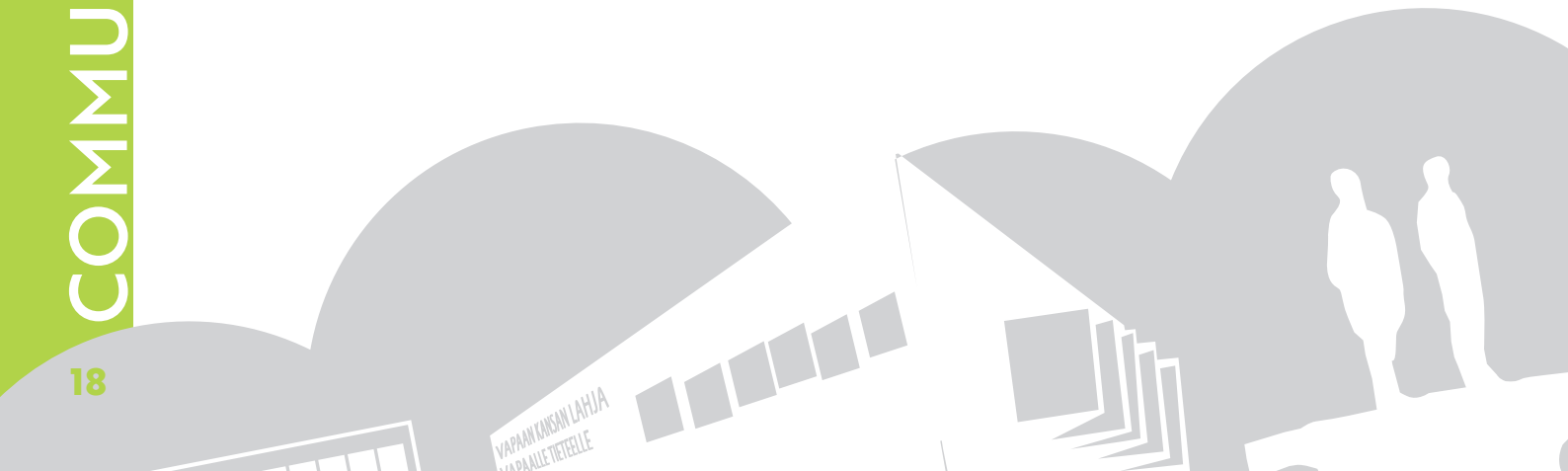
ACTION	Schedule	Responsible party
<p><i>Drafting a digital strategy for the University Central Services in order to streamline administrative processes. Increasing the amount of electronic services in the University Central Services and ensuring the functionality and compatibility of processes.</i></p>	2018–2020	Chief Operating Officer
<p><i>Evaluating the reform of University Central Services and developing the feedback system for the Services.</i></p>	2018	Chief Operating Officer
<p><i>Using work environment conceptualisation in order to improve the efficiency of space use and to make the work culture more communal.</i></p>	2018–2020	Chief Operating Officer
<p><i>Improving the utilisation rate of teaching facilities. The new, renovated teaching facilities are modifiable. Increasing the number of meeting places with e.g. furnishings.</i></p>	2018–2020	Chief Operating Officer
<p><i>Assessing the possibilities for collaboration in the development of administrative and support services between the higher education institutions in Turku.</i></p>	2018–2020	Management Group of the University Central Services

14. GOOD MANAGEMENT AND THE WELL-BEING OF THE WORK COMMUNITY

ACTION	Schedule	Responsible party
<i>Sharing good practices and encouraging a culture of experimentation.</i>	2018–2020	Entire personnel
<i>Monitoring well-being at the work community with workplace well-being surveys and data collected by the Occupational Health Services. Recognising unit-specific targets for development on the basis of the 2017 workplace well-being survey and drafting an operational plan.</i>	2018–2020	Director of Study and Work Well-being Services
<i>Supervisors are required to participate in leadership training.</i>	2018–2020	Human Resources Director
<i>The Academic Leadership in the University of the Future training concentrates on organising further training to those who have already participated in the programme.</i>	2018–2020	Rector
<i>The established leadership training is continued but, at the same time, its contents are developed e.g. by emphasising leadership in work ability and well-being. Supervisors are offered, for example, counselling, leadership training and mentoring that support their work.</i>	2018–2020	Human Resources Director
<i>Participating actively in the preparation and implementation of the national Vision for Higher Education and Research in 2030.</i>	2018–2020	Extended Management Group
<i>Promoting a safety culture by encouraging personnel to participate in safety training and work.</i>	2018–2020	Chief Operating Officer
<i>Supporting the fluency of international personnel's everyday routine in the University community. Offering Finnish language education to international staff.</i>	2018–2020	Management Group of the University Central Services, deans, Centre for Language and Communication Studies
<i>Drafting an accessibility policy for the University.</i>	2018–2020	Director of Study and Work Well-being Services
<i>Continuing to develop the University's quality assurance system utilising the recommendations of the 2017 audit.</i>	2018–2020	Vice Rector responsible for education, Director of Development

15. THE ABILITY TO STUDY AND THE WELL-BEING OF THE STUDENTS

ACTION	Schedule	Responsible party
<i>The Early Support model for students will be implemented in each faculty. The culture of broaching difficult topics is especially strengthened in the University.</i>	2018–	<i>Director of Study and Work Well-being Services, Director of Educational Affairs</i>
<i>Drafting a well-being programme for the students and promoting the development measures defined in the programme.</i>	2018–2019	<i>Director of Study and Work Well-being Services, Vice Rector responsible for education</i>
<i>Assessing and sharing good practices in the reception of new students.</i>	2018–	<i>Director of Educational Affairs, deans</i>
<i>The well-being of the students is taken into account in the annual student counselling discussions.</i>	2018–2020	<i>Director of Educational Affairs</i>



16. ACTIVE HUMAN RESOURCES PLANNING AND RECRUITMENT

ACTION	Schedule	Responsible party
<i>Using primarily international recruitment to fill teaching and research personnel positions.</i>	2018–2020	<i>Deans and Human Resources Director</i>
<i>Orientation practices are developed and expanded.</i>	2018–2020	<i>Human Resources Director</i>
<i>Improving the University's employer image by developing recruitment communications.</i>	2018–2020	<i>Human Resources Director, Communications Director</i>
<i>Introducing new recruitment tools.</i>	2018–2020	<i>Human Resources Director</i>
<i>Strengthening the personnel's digital competence in changing working life with internal training.</i>	2018–2020	<i>Human Resources Director, Director ICT</i>
<i>Realising the Personnel Policy approved 2018 in the human resources policy and management in the work community.</i>	2018	<i>Human Resources Director and deans</i>

