



UNIVERSITY
OF TAMPERE

LET'S SHAPE THE FUTURE!

Change in the University of Tampere 2010–2015

Let's shape the future!

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Strategy of the University of Tampere approved by the University Board on
15 February 2010.

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Strategy of the University of Tampere

The University of Tampere is shaping its own future. In its strategy, the university positions itself in Finnish society and on the map of Finnish Higher education. This new strategy is called Let's shape the future. Change in the University of Tampere 2010–2015.

The university will implement this change by streamlining its administrative structure and by providing the staff with improved opportunities for research and internationalization. This is not an easy task but it is now the ideal time for change. The future promises us the chance to unlock opportunities and discard the notion that change is threatening.

The profile of the University of Tampere accentuates the university's multifaceted research and education on society and health. The interface between the public and private sector activities forms a unique and distinct characteristic of the university's profile. In its research activities, the university plans to focus on important, current societal issues. According to this strategy, the University of Tampere aims at "educating visionaries who understand the world and change it", and it thereby emphasizes the close relationship of the university with the state, the municipalities, enterprises and non-governmental organizations.

The university intends to make a greater impact on society and to increase its visibility by having a clearer focus in its activities and by cooperating closely in particular with the Tampere University of Technology. The most noticeable change in everyday activities will be merging the current 40 result units into approximately ten discipline-based schools. These schools will take over all the present tasks of the faculties and departments. This lighter administrative structure will allow teachers and researchers to spend more time on research and teaching. A major change is also the establishment of the university's own doctoral school.

The implementation of the strategy will begin immediately. In 2012 at the latest, the university will have changed its old format and have turned a new leaf in its history.

Kaija Holli
Rector

A shared vision – a new university

The University of Tampere has a unique opportunity to renew itself. The key to achieving the common objectives is a working culture based on openness, interactivity, trust and courage. The university will renew itself through joint efforts and initiatives backed by independent decisions and supportive leadership.

Through this strategy, the university positions itself in Finnish society and in the changing world of international science* and education. To the students and staff, this strategy will point the way towards building a new, independent university.

(* Footnote: Science is in this document used to cover all academic disciplines including arts and humanities)

By 2012, the University of Tampere will have completed the reforms of its administrative structures, degree programmes and doctoral training. In addition, it will offer improved opportunities for research and internationalization.

Operating environment

The higher education reform and the new Universities Act grant the universities greater freedom in their decision-making. At the same time, however, the universities will have to assume more responsibility for financing and resourcing their activities and for defining their terms of operation and quality standards. For the University of Tampere, renewal implies defining its profile and discovering its true potential and development needs.

The internationalization and technologization of our societies have led to increasing demands for services and knowledge. In this development, our university has an excellent opportunity to benefit from its strengths in the interface of the private and the public sectors.

A University with a difference

The University of Tampere takes an active part in debates about societal development. Well aware of its heritage, the university provides an open academic environment for students and staff alike. In a university renowned for its social sciences, the focus of its activities lies on multifaceted research and education in society and health.

The University fulfils its demanding mission by collaborating with central and local government, with private enterprises and non-governmental organizations.

Values and responsibility

The University of Tampere is committed to promoting justice and equality in society, to enhancing the well-being of citizens at home and abroad, and to advancing multiculturalism and sustainable development.

The basic values of the University are academic freedom, creativity and social responsibility. This means that everyone has an equal right to learn, to acquire knowledge, to participate and to make an impact on society.

Vision and mission

The University of Tampere is a culturally-committed higher education institution with the social mission of educating visionaries who understand the world and change it. By providing critical knowledge and education, the university helps people and societies to improve their health and their cultural, social and economic well-being.

The aim of the University of Tampere in 2015 is to be an internationally attractive and increasingly respected environment for studying, teaching and conducting research.



Research that makes an impact

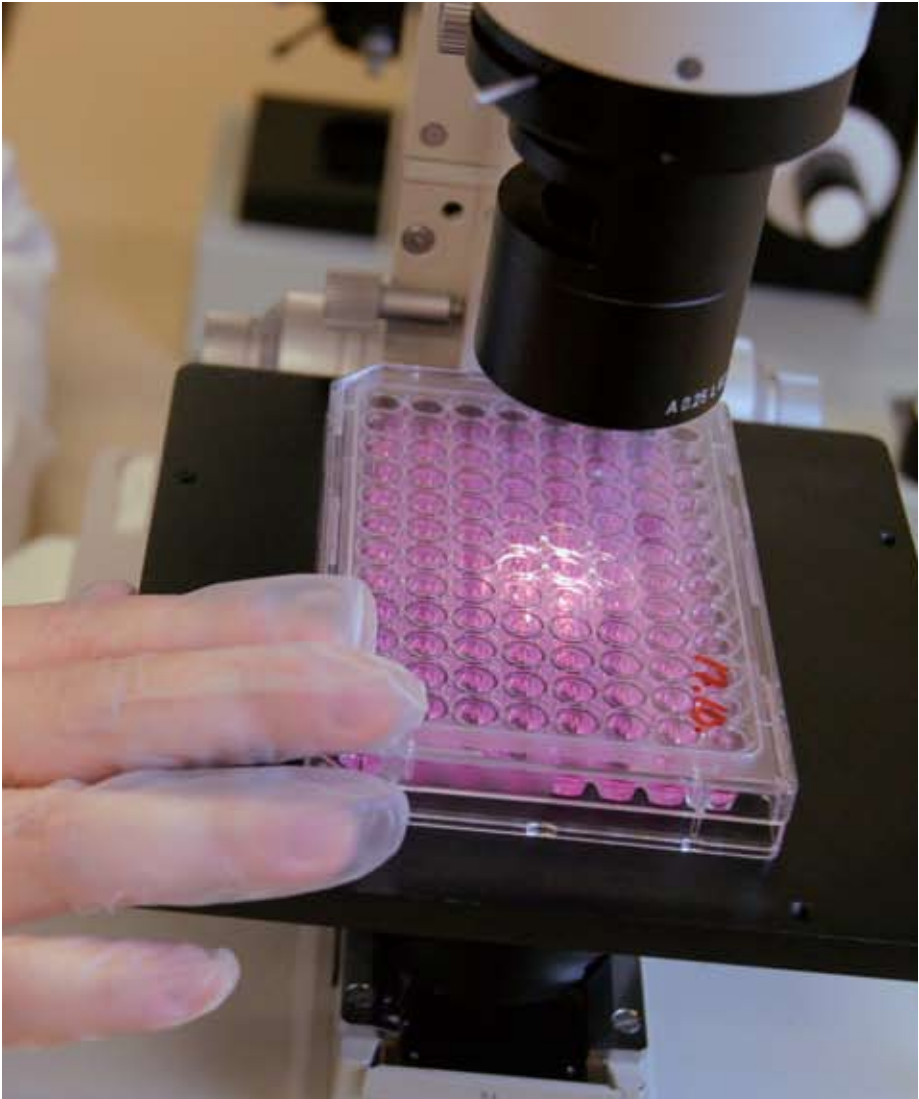
In its activities, the University of Tampere focuses on research-based education and on the creation of new knowledge based on freedom in research. The scientific and societal impact of the university depends on a successful combination of these two.

In its research, the university addresses the central issues in contemporary society. Research on society and health are its current areas of strength. New knowledge is created only by promoting bold and multidisciplinary approaches to research in all fields.

The objective of the University of Tampere is to be a world-class university in its areas of strength and a nationally significant university in all the other fields. The quality of the research will be further improved by investing in promising research and internationalization efforts. As a consequence, the university will launch a comprehensive internationalization programme covering both research and education.

Immediate measures to strengthen research in 2010–2012

- The university will strengthen its potential for top-quality, long-term research by creating larger units to take care of its basic activities and by improving research leadership. The structural reforms will serve to remove administrative barriers and to promote multidisciplinary.
- The content, organization and funding of doctoral education will be renewed at the University of Tampere. The university will establish a doctoral school which will be divided into several doctoral programmes. This school will form a part in the national doctoral training offered by Finnish universities and by the Academy of Finland. Students will be recruited to the doctoral school on the basis of submitting competitive applications and they will be ensured good supervision and adequate funding. The aim is to expedite studies and to improve degree quality.
- High-quality research will be promoted through granting additional funding and through prioritizing it in internal resource allocation. Promising research units will be allocated funding to help them become world-class units. The allocation of resources will also be based on regular research evaluations.



- The Institute for Social Research will become the Tampere Institute for Advanced Social Studies covering the whole university. The Institute will also serve as an international and multidisciplinary centre for social research.
- In the recruitment of professors and other academic staff, emphasis will be placed on innovativeness, scientific impact and international record. Researcher mobility will receive additional funding. The careers of successful researchers will be advanced through career path and tenure track models, sabbaticals and research-time allocations.

The University will extend its international research co-operation especially in the European Research Area, and is prepared to expand its research co-operation with countries outside Europe. The University will conclude research cooperation agreements with other universities, research institutes, enterprises and organizations. Research in the biosciences, information sciences and economic and administrative sciences will be integrated with the corresponding fields at the Tampere University of Technology. In addition, research co-operation on joint projects will be intensified with the two partner universities in the University Alliance, Finland (Tampere University of Technology and the University of Jyväskylä). In addition, provisions will be made for research infrastructure costs as part of the national infrastructure programme.

Three multidisciplinary research development programmes will be launched during 2010–2012

- Human – technology interaction
- Publicly funded services and the interface between the public and private sectors
- Change in culture, knowledge and society.

The University of Tampere will strengthen its role and image as a research university and offer attractive opportunities for study and research. It will actively disseminate and publicize research results and participate in current scientific debates.

The implementation of the university's research strategy will be overseen and monitored by the University Research Council appointed by the Rector.



Quality education

A core task of the University of Tampere is to educate students to become responsible academic citizens and experts who will be able to find employment that matches their qualifications after graduation. Such graduates will be able to make an impact on society and feel at home in national and international working environments.

The university offers broad and professionally oriented education in the arts and sciences. The university also responds to the challenges of lifelong learning in its own fields of study. This is achieved by offering adult education programmes that help to meet the demands of working life and that maintain and upgrade expertise.

Educational reform in the period 2010–2012

The University will launch a comprehensive educational reform. The number of study programmes with separate admission tests will be reduced and in the future applicants will be admitted to broad, strategically motivated study programmes. Moreover, the overall admission rate will be reduced in order to guarantee more time for teaching and tuition. The aim is to ensure that a significantly larger number of students will graduate within the target completion times.

- There will be an organizational shift from subject-based education to degree programmes. Students will complete the bachelor's degree in broad-based candidate programmes in which studies can be selected over unit boundaries. After the bachelor-level, students will be able to choose from a number of discipline-based master's programmes. Freedom in the choice of minor subjects will remain a distinctive characteristic of the University of Tampere.
- The curricula for the degree study programmes will be based on learning outcomes. Study plans and curricular arrangements will enable the students to complete their studies within the target completion times. The curricula will be reviewed every three years on the basis of the feedback received on the study programmes and on the basis of the changing labour market demands.

- Teaching quality at the university will be ensured by added training in university pedagogy. Pedagogical merits will play a systematic and increasing role in the recruitment, salary structures and career promotion of teachers. Teachers will be encouraged to use methods which motivate students to good and ethically sustainable, multicultural learning. Open learning environments will also form part of student education. From the beginning, students will be guided towards applying their critical skills in the search and assessment of information and knowledge and in their use and construction of their acquired knowledge.
- International staff and student exchange will be increased through financial incentives and language training. The quality of international degree programmes will be ensured and the number of foreign degree students will increase. International flagship programmes will be offered in the areas of strength and in cross-disciplinary contexts. Furthermore, a centre for international education will be established at the university to coordinate all international education.
- Regional university co-operation will be expanded by offering joint degree programmes and joint services. New joint degree programmes will be launched in the biosciences and in economics and administration in cooperation with Tampere University of Technology.

The implementation of the University's education strategy will be overseen and monitored by the Education Council appointed by the Rector.

Active co-operation and partnerships

Cooperation with strategic partners and interest groups, stakeholders and alumni has become increasingly important. Different partnerships serve to enhance the quality of education and research and to highlight the impact of the university on its environment. Partnerships also help to expand the funding base of the university. The university, for its part, will benefit its partners and stakeholders through its expertise, education and research.

Cooperation will be more goal-oriented and systematic. Forms and objectives of the cooperation will be agreed upon and regular meetings will be held to maintain close contact with the partners.

Making structures work

In order to make a stronger impact on society, the University of Tampere will improve its quality, operational basis and productivity. The university will also utilize its multidisciplinary structure and pool resources to further research and education that has the greatest long-term potential. A stable economy and sufficient resources will enable the combination of visionary leadership and freedom of research and education.

To increase its impact and to improve its quality and efficiency, the university will renew its organizational structure.

The organizational structure will be made more transparent by eliminating administrative overlaps. The current three-tier administration will be replaced by a two-tier structure. This should allow teachers and researchers to have more time for their core activities.

Immediate measures for structural reform 2010–2012

- The faculty and department structures will be replaced by the “school” model. These schools will represent specific academic disciplines and will be responsible for one or more degree programmes. Research in each school will then be organized into one or more research centres. These research centres may also be shared by the schools or be jointly run with strategic partners.
- A school will be led by a full-time dean and a board. The Board will have representatives from all personnel categories and students, and may also include external members.
- Each school will have a centre for administrative services, which is responsible for the school’s degree and study administration, financial and staff management as well as for other support services needed in the management of the school.

The centralized administrative services of the university will be adapted to respond to the new needs of the schools. Moreover, in the organization and resourcing of the financial and staff management in these schools, the share of outsourced services will be taken into account. The processes supporting research and education will also be reformed.

Responsible finances and stable economy

The status of universities as independent legal persons under public law entails new financial responsibilities. As a consequence, the funding base will expand and the university will have at its disposal both public and private funding. The university will also be able to invest the funds appearing on its balance sheet. Furthermore, the systems for financial monitoring and reporting will be updated to serve planning and management in an optimal manner. The tools for financial management will also be updated and continuous and systematic training will be made available to the personnel.

The management of resources and financial steering will be improved. In accordance with the strategy, the aim is to use available funding to achieve the best possible results in education, research and services. The responsible and predictable use of funds will also increase trust in the university among its strategic partners, stakeholders and external financiers.

In order to guarantee success in the intensifying competition for funding, more support and guidance will be available for applying for external funding. This means that the share of external funding in the overall budget of the university will be increased to 40% by 2012. To provide incentives for development, the internal formula for the allocation of funds will be adjusted in accordance with the strategy.

Good leadership – a success factor of the university

The University of Tampere is an expert organization with almost 2,500 staff and around 15,000 students. Managing such an expert organization requires strong leadership skills, openness, trust and interaction. To provide this leadership, the experience and extensive expertise of the new University Board and the new University Collegiate Body will play a major role in the management of the university.

To provide support, leadership and management training will be regularly provided at all management levels. Academic leadership will be made more attractive by establishing full-time managerial positions for the deans of the schools. Academic leaders are expected to possess both financial, personnel and strategic management skills. Implementing the university strategy will be one of the main issues to be addressed in the annual development talks and result analyses with the leadership.

- The well-being of the staff is of primary importance and subject to anticipatory measures and new incentives. A new human resources policy will be devised for the University. In addition, services promoting student well-being will be developed in conjunction with other service providers.
- Decision-making processes and responsibilities will be clearly defined throughout the university to meet the new needs of teaching and research and to mirror the new organizational structure.
- Openness and consistency in decision-making will be monitored through systematic feedback procedures. The university's communication policy will be updated and the support forms for managerial communication will be improved.
- The link between the operative and financial measures will be intensified by consolidating participatory work practices in the steering group and by making the work practices of the steering groups more systematic.
- Quality assurance, data protection and risk management systems will be reviewed in all university activities.

Implementation and evaluation

The decisions about the strategic policy and the resourcing are made by the University Board.

The implementation and monitoring of the strategy will be the responsibility of the Rector assisted by the Steering group.

The practical implementation of the strategy will be the responsibility of the respective units which are also in charge of the daily development of their activities.

The implementation of the strategy will be monitored in the annual planning process of the operative and financial activities, in particular in the internal result negotiations and, at the university level, in the evaluation of the annual financial statement.





University of Tampere

Kalevantie 4

33014 Tampereen yliopisto, Finland

Tel +358 3 355 111

www.uta.fi