



UNIVERSITY OF KUOPIO

STRATEGY 2007–2015



*Health,
Environment,
Wellbeing*



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UNIVERSITY OF KUOPIO: MISSION, VALUES AND VISION

1.1 Our mission and profile

The mission of the University of Kuopio is to generate educational excellence and promote learning in our country by producing new and internationally high quality scientific research, new research-based applications and a high standard of research-based teaching.

The University's activities enhance national wellbeing and quality of life and promote dynamic regional development in eastern Finland, especially Kuopio and North Savo.

The University of Kuopio is an internationally respected research-intensive university which offers an innovative learning environment and active development of applications of the newest technologies. The University's profile reflects its focus on health and environmental sciences and professional welfare expertise. Molecular medicine, biotechnology and pharmaceutical research represent a strong clustering of research excellence. Information technology and business knowledge support the University's profile and diversify our knowledge base. The University is consolidating this knowledge base by increasing technical and scientific education and research, with the main emphasis on medical and environmental technology.

1.2 Our values

At the University of Kuopio our core values are freedom, justice and equality.

By freedom, we mean individual freedom as defined in the UN Universal Declaration of Human Rights and the Finnish constitution, as well as freedom of research as laid down in the Finnish University Act. Justice is demonstrated in respect for individuals and communities and by making our activities transparent and responsible. Equality is maintained by showing respect for diverse human communities and ideologies and by taking this diversity into account both in principle and in practice.

The University also acknowledges the Ministry of Education's values of expertise, accountability, openness, cooperation and orientation towards the future.

These values are implemented in practice by producing new knowledge that serves global wellbeing, by promoting the application of new knowledge in the service of human learning and by offering the highest quality of education based on the latest knowledge.

The staff and students of the University assimilate and apply in their working life the principles of sustainable development, the highest values and principles of public service and professional ethics, and the fundamental principles of best research practice. They function in the University as enlightened citizens of their community.

1.3 Our vision – the University of Kuopio in 2015

In the year 2015, the University of Kuopio will be a scientific university which has, through its national and international networking, become well-known for its health, welfare and environmental strategic research. It will host top quality research in its areas of emphasis, and the education based on this research will also be of the highest quality. The University's teaching will be innovative, utilise the latest teaching methods and fulfil the principles of lifelong learning. The University will have a significant role in training researchers and facilitating professional research careers. Our strategic research areas are:

- Molecular medicine, drug research and biotechnology
- Environmental health and research into environmental change
- Medical and wellbeing technology
- Research into welfare services

The University will have a strong international Biocentre.

An international working culture will have been fully absorbed across the whole University. The University will be a respected member and partner in the international scientific community and offer an attractive working and learning environment for foreign researchers and students.

In Northern Savo and Eastern Finland, the University will play the central role in a dynamic innovative higher education and research consortium, which as an internationally recognised body will have a profound impact on the society and culture of the region, and represent a clear blending of the complementary

contributions of university and polytechnic. The consortium members will demonstrate close scientific cooperation and join forces to produce efficient administration and services.

The University will actively influence society as a whole and lead the way into the future, according to the best traditions of the civilising role of universities. The educational programmes offered will correspond closely to the needs of society and its citizens, especially in the areas of education, wellbeing, public health, business and industry and public administration.

New business start-ups, the further development of businesses operating within our sphere of influence, and the commercialisation of research knowledge will be encouraged. The University will contribute to the creation of significant new high-tech based enterprises. The national and regional development of wellbeing expertise and welfare services will be promoted by the University's research and educational activities.

The University will be led and managed with a high degree of professionalism. The staff will have a wide variety of expertise and the capacity for international cooperation. The students will participate actively in their education. University positions will be sought after and competitive.

The finances of the University will rest on a secure foundation. A significant component of the University's activity will be externally funded and obtained competitively by demonstrating high quality.

The University's lakeside site will be developed into an eco-friendly campus with the maximum possible attention paid to environmental matters.

VISION

KUOPIO UNIVERSITY IS

- an international, well-regarded scientific university with a high profile in health and environmental sciences and wellbeing expertise
 - well-known for research excellence
 - an innovative learning environment
- an active developer of new technologies and promoter of business activity
 - a contributor by its activities to dynamic regional growth
 - an attractive community of 10,000 staff and students

STRATEGIC
RESEARCH AREAS

Molecular medicine,
drug research and biotechnology

Environmental health and
environmental change research

Medical and wellbeing
technology and e-health

Welfare services research

PROFILE

Information Technology and
Business Sciences

Health, environment, wellbeing

The path to success – playing to our strengths

2 FULFILLING THE VISION: STRATEGIC ACTIONS

2.1 Our main development mechanisms

The following are our main strategic instruments to develop the University of Kuopio:

- Strengthening the position and profiling of research
- Development of research-based teaching, innovative teaching and learning methods and lifelong learning
- Reinforcement of the University's contribution to society
- Expansion of the University's international activities
- Consolidation of the University's strategic partnerships
- Improvement of the University's organisation and management system
- Promotion of the wellbeing of staff and students.

2.2 Strengthening the position and profiling of research

2.2.1 Structural development of research

The most important task of the University is to ensure the internationally high standard of both basic research and applied and clinical research in our fields. The University will develop its research strengths in multidisciplinary organisational complexes which support both our own profiling and the national distribution of research fields. A significant part of the research will be carried out with competitively delivered funding. In order to ensure the maintenance of

a high standard of research and the continuity of funding, we will further improve our methods and facilities, and thus enhance our capacity to serve both our own needs and the needs of our partners.

Successful strategic instruments include research cooperation across departmental and faculty boundaries in our strategic research areas, provision of high quality research equipment, close networking with national research bodies operating in the campus area, cooperation with other institutions of higher education and Finnish and foreign enterprises, and excellent international relations. Our local networking and our strategic partnership with the City of Kuopio and the Kuopio Technology Centre Teknia will underpin progress in research and research-based commercialisation at the Kuopio Science Park.

Major areas of research are:

- Molecular medicine
- Biotechnology
- Neurosciences
- Major chronic diseases (especially Type 2 diabetes, cardiovascular diseases, memory disorders and osteoporosis)
- Food safety and health
- Medical technology and e-health
- Environmental health
- Environmental change
- Environmental technology
- Pharmaceutical research and development
- Computational and medical physics
- Nursing science



- Social and health care services
- Algorithmic and computational methods, and also software technology methods and applications
- SME business operations and entrepreneurship

The University also participates actively in the development of the local research environment for sensor technology and the evaluation of environmental risks, in cooperation with VTT Technical Research Centre of Finland, Savonia Polytechnic, other specialised research institutes and local enterprises.

In order to achieve the highest standards of excellence, we will increasingly channel our available resources more effectively in support of our research profile and of research into our strategic research areas. One way to achieve this will be to support the operations of the new Biocentre in line with the national Biocentre of Finland strategy. Shared professorships with research institutes will also further this aim. Investment will be directed towards the main strategic research areas and the main areas in need of development.

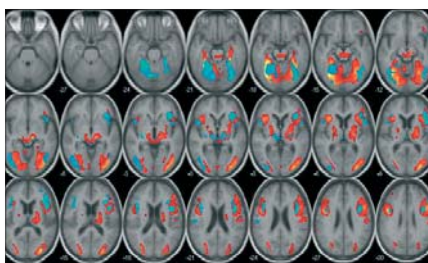
Research areas will be classified according to their stage of development:

- Research areas with official Centre of Excellence status
- Broad or otherwise significant research programmes with the potential to develop into Centres of Excellence.
- Rapidly developing, innovative research programmes
- Other areas of research of fundamental significance to society as a whole.

Research activity aims to produce scientific breakthroughs and to foster the creation of business enterprises based on high quality research expertise. The University will further strengthen its position in the national 'Centres of Excellence' programme.

Measures:

- Establishment of the new Biocentre in Kuopio
- Establishment of a cluster of expertise in environmental research
- Concentration of resources on strategic research areas and on developing areas which have the potential to produce scientific breakthroughs and develop into Centres of Excellence
- Improvement of the personnel structure of research groups and the career prospects of researchers, especially by channelling resources into the post-doc system
- Maintenance of a high quality research environment in order to recruit top research personnel and retain their services
- Expansion of international research cooperation in line with our internationalisation strategy
- Improvement of the facilities for multidisciplinary research by networking
- Development of external assessment of research work and exploitation of assessment findings in formulating research strategies
- Improvement of research quality by investment in high quality researcher and research supervisor training, research project management and the development of research-oriented quality management
- Fulfilment of the principles of ethically sustainable research and scientific best practice
- Exploitation in research work of opportunities for commercial breakthroughs in line with the innovation strategy, and promotion of the University personnel's capacity to contribute to the formation of business chains which support research activity
- Utilisation of research findings and promotion of technology transfer in cooperation with other universities and national and local organisations



2.2.2 Development of research education

The University is committed to investing in high quality research training in all its fields of education. In terms of quantity, research training will focus on the university's strategic research areas, health, environment and wellbeing expertise. As a research-intensive university, we will significantly increase the number of places for researchers in our graduate schools or in virtual research training coordinated by the university. Other research training programmes will also continue to operate in the university.

Measures:

- Research education as a whole will be integrated with a systematic and effective 'doctoral school' programme
 - Research supervisor training will be intensified and its quality improved
 - Monitoring and supervision of postgraduate students' progress will be improved by using postgraduate study survey and feedback forms and by introducing the Personal Study Plan for postgraduate students
- The range of postgraduate courses on offer will be developed with both general scientific research training and discipline-specific courses
 - The contents of postgraduate courses will be revised and further courses added in line with the third cycle of education reform in the Bologna process
 - Attention will also be paid to courses on knowledge-based enterprise operations as part of the general scientific research training offered
- Broader emphasis will be placed on the ethical principles underlying research and research funding, and on teaching good publication practice and managerial skills
- Research training even before the start of postgraduate study proper will be included in the new research-based Master's degree programmes



- Support will be given for visits to foreign laboratories, recruitment of foreign postgraduate students will be increased and the provision of international postgraduate programmes will be expanded.

2.3 Development of research-based teaching, innovative teaching and learning methods and lifelong learning

2.3.1 Developing basic university education

The University of Kuopio is a lively and compelling community of c. 10,000 students, and this sense of community is expressed in the teaching. The total number of students in Bachelor's degree, Master's degree and postgraduate programmes is approximately 6,500, including 240 international students. English-medium Master's degree programmes are being designed in the fields belonging to the university's core profile.

The central teaching principles at the University of Kuopio are the strong link between teaching and research and the fulfilment of the principles of lifelong learning. The aim is to develop teaching and learning to encompass a profound grasp of the discipline, the ability to apply what is learnt, and also thinking, communication and interaction skills. More and more innovative, learner-centred and learner-activating forms of study will be developed and introduced. In addition, the welfare of students will be supported and flexible access to study enhanced.

The main areas of development are:

- Controlled introduction of the new degree structure in line with the Bologna process
- Increasing numbers and expertise of teaching staff
- Improving student recruitment and selection in line with national priorities
- Study guidance and teaching methods
- Encouragement of international activities
- Reorganising teaching support services (Library, Learning Centre and IT Centre) in cooperation with Savonia Polytechnic
- Increasing the use of ICT in teaching
- Improving student wellbeing

- Enhancing equality and unimpaired access
- Integrating the principles of sustainable development in teaching practices
- Utilizing the teaching assessment and feedback system to improve our education

The University of Kuopio also has the capacity to launch basic degree programmes in Dental Science in collaboration with the University of Oulu (northern Finland).

2.3.2 Developing continuing professional education

The University is engaged in further developing its continuing professional education. Medical specialisation is one fundamental area of development.

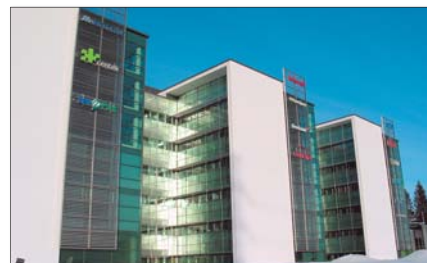
2.3.3 Developing adult education

The University of Kuopio Centre for Training and Development, in close cooperation with the faculties, other educational institutions and both private and public sectors of the economy, promotes adult education as part of the University's life-long learning programme. The role of adult education will be strengthened in fulfilment of the University's social role and as a means of transferring research knowledge.

Approximately 3,500 students study on our Open University courses and a further 3,500 in continuing education.

The main areas of development are:

- Promoting adult education, in accordance with the principles of lifelong learning and in close collaboration with the University's faculties, in such a way that adult students are seen as an integral part of the University, the learning pathway from Open University courses to degree programmes remains accessible, and the University maintains a lifelong link with its students.



- Developing adult education in a client-centred way. This means anticipating changes in the working environment and changing needs for expertise and facilitating upgrading of knowledge and skills.
- Strengthening national adult education in accordance with the University's profile and strategic research areas.
- Improving the evaluation system and process, and quality criteria and indicators, for our adult education in line with the University's quality principles
- Encouraging international cooperation

2.4 Reinforcement of the University's contribution to society

2.4.1 Developing the University's national role

Our interactive contribution to society is also grounded in our high quality scientific expertise, as shown by internationally highly rated research, and in research-based education in our strategic research areas.

We aim to raise the level of knowledge, expertise and education in our society, to promote the application of research knowledge in the improvement of health, the environment, wellbeing and quality of life, and to improve the operating conditions for business and industry

The following steps will be taken to develop our social contribution

- Necessary facilities for research excellence will be improved
- Communicative means will be used to raise the University's profile as a nationally and internationally networked scientific university conducting health, wellbeing and environmental research
- High quality education and research in nationally important fields such as medicine, pharmacy, biosciences, health sciences, social sciences and environmental science will be established on a firm basis

- Technical scientific education and research, including sensor technology and IT, will be expanded
- The Biocentre's facilities for applied research and cooperation with enterprises will be developed.

2.4.2 Developing the University's regional role

The main emphasis of the University's outreach activities and regional contribution lies in mutual interaction and the transfer of technology and expertise from the University to meet the needs of the region's business life. Educational, research and development measures will be employed. In geographical terms, our region includes the South Savo and Kainuu regions as well as North Savo. In specific fields, the University can also contribute to the development of other regions of eastern Finland and of Finland as a whole.

We will take the following steps to develop our contribution to our own region:

- The University will play an active role, in partnership with the Kuopio Technology Centre Teknia, in expanding and further internationalising centre of expertise activities.
- The University will develop closer cooperation with the region's enterprises and play a central role in the "North Savo Enterprise Region" project
- The University will intensify its partnership with the national research institutes of the Kuopio Science Park.
- The University will pursue active cooperation with the local authorities, development organisations and business life of the region, and contribute to local business services.
- The University will intensify its research cooperation with other universities in eastern Finland by creating joint research groups in environmental sciences, forestry

and forest industry, IT, chemistry and physics. Research and development cooperation with universities lying on the Joensuu – Kajaani – Kuopio – Oulu arc in the areas of measuring technology and optic and sensor technology will also be intensified.

- The University will support the development of selected university functions in the “university centres” of the Kajaani and Mikkeli University Consortiums
- The University will form a Consortium with Savonia Polytechnic on the basis of mutually agreed principles
- The University will increase cooperation with Mikkeli, South Carelia and Diaconia Polytechnics in accordance with partnership agreements
- In selected areas of emphasis, the University will offer the personnel of Kuopio enterprises the opportunity to take part in research training.

The most important projects from the regional perspective are as follows:

Strengthening technological expertise

Developing and strengthening technological higher education and research is a project to which both public and private sectors in the region are strongly committed. This project includes:

- Establishment of new professorships in medical and environmental technology funded by endowments from the region’s business community and local authorities
- Collaboration with businesses, local authorities and a number of government research institutes
- Providing the University with high quality technology and enabling the acquisition of new equipment.
- Creating a new technological scientific degree programme leading to Bachelor’s and Master’s degrees in Natural Sciences
The success of the project will be evaluated

in 2008. During the strategic period 2007–2015, the need and opportunity for creating an engineering degree programme at the University of Kuopio will be investigated

Sensor technology

The aim of developing sensor technology at the University is to expand the research and development expertise needed in new measuring technology. The core of the measuring technology involved is formed by the new sensors used in the paper and pulp industry. The goal is to develop the technology so that it can also be applied in other fields, such as medical technology.

Molecular medicine and biosciences

The University will proceed with long-term strengthening of molecular medicine and education, and thus create the necessary conditions for generating new applications of molecular medicine research. Such applications will in turn contribute to enterprise activities in the Kuopio area and the North Savo region. The comprehensive understanding of biological systems, along with applications generated through the clustering of molecular medicine, bioscience and ICT expertise, will become a significant force for growth in our regional wellbeing cluster.

Applications of biotechnology to animal and crop production and food processing will be developed and directed towards the needs of local agricultural businesses and producers in order to generate new strengths and competitive advantage in their changing business environment

Wellbeing expertise

The University will meet the challenge of the need for wellbeing expertise by investing in wellbeing research and by training welfare professionals. The competence deficit of welfare sector workers will be reduced and their increasing demands for knowledge will be met.



This will require systematic multidisciplinary cooperation between the region's higher education institutions and other actors (local authorities, organisations, welfare service enterprises) to develop educational structures and research activities. Innovative solutions will be developed in the field of welfare services in particular.

Information technology and business expertise

The University of Kuopio is a significant provider of IT education, research and application services to enterprises, communities and students. The University is involved in the Centek Technology Centre network, which coordinates information technology cooperation between the University, Savonia Polytechnic and business. This network of technological projects provides an effective educational environment for IT at higher education, continuing education and postgraduate levels.

We will develop business expertise and enterprise by strengthening our business and administration research and education in partnership with regional enterprises. Cooperation will also be intensified with Savonia Polytechnic.



2.4.3 Commercialisation of research results

The University of Kuopio is a business-friendly university, which closely supports the commercial exploitation of innovations and products generated in connection with the University. The utilisation of research results in this way further advances the University's mission.

We will support the further refining of innovations and products by temporary provision of premises and equipment for the use of new enterprises, by offering personnel and students expert assistance, by funding research and education and by acquiring the immaterial rights and copyright, especially when such innovations and products support the University's mission and have economic potential.

The University will play an active role in financially exploiting research results in cooperation with enterprises, other universities and funding agencies. According to Finnish legislation, the University may itself establish a company either on its own or in partnership with other bodies (a "university company") which directly fulfils the University's legally-based task of contributing to society as a whole, and supports the utilisation of research results or artistic activity in making its social contribution. This also improves the prospects, including international prospects, for commercial exploitation of the University's education or research services.

2.5 Developing international activities

Our international activities are founded on our high quality internationally recognised research work, which enables cooperation with the world's best universities and research institutes.

It is vital for the maintenance and improvement of the quality of the University's own activities to develop our international operations, because our active international partnerships and membership of the international scientific community ensure the internationally high standard of our research and teaching.

A crucial role in the growth of international higher education cooperation is played by international research group links, which open up the way to high quality educational partnerships, as lecturers network actively and students diversify their degree studies by taking courses in partner universities and research institutes abroad.

Our aim is to build a lively culture of international activities into all the University's functions. The entire university community will understand the acquisition of the necessary skills for international cooperation, and actual participation in such cooperation, as a means of furthering their own individual career prospects. As a result the university campus will become a truly attractive working and study environment for researchers, lecturers and students.

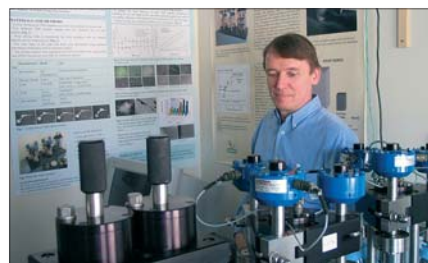
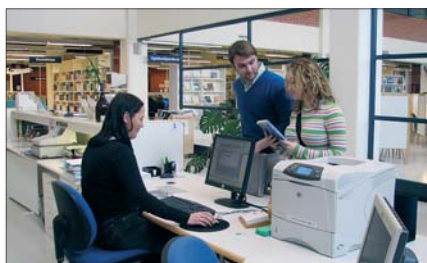
Among the main measures to be taken are:

- Active participation in international research projects and networking with foreign universities.
- Measures to raise our profile as a high quality research university
- Providing English-medium courses and academic supervision for foreign doctoral students
- Ensuring the same standard of academic and other services for foreign degree students, researchers and personnel as that enjoyed by Finnish students and personnel.
- Regions of special emphasis will include China (Shanghai area), neighbouring areas of Russia (St. Petersburg, Petrozavodsk, the Cross Border University project), and India as an area for developing future cooperation
- Improvement of the opportunities for student exchanges by expanding the availability of English-medium courses, so that all the degree programmes involved in international cooperation include an English-medium module lasting at least one semester, and all the core profile areas have an English-medium Master's Degree programme.
- Joint utilisation of resources with the Savonia Polytechnic in appropriate functions as provided for in the Consortium project.
- Establishing a system of measuring the effects of international activities using indicators which describe the degree of internationalisation

2.6 Strengthening strategic partnerships

At the University of Kuopio, we will closely monitor changes in our operational environment and make appropriate strategic responses. In the management of our operations, we will make every effort to retain the maximum possible procedural flexibility to allow rapid operational response measures in whatever direction is required. Successful interpretation of changes in our operational environment is only possible if we have strong relationships with our strategic partners. These include other universities and higher education institutions, national research bodies (VTT Technical Research Centre of Finland, Finnish National Public Health Institute, Finnish Institute of Occupational Health, Geological Survey of Finland, Finnish Meteorological Institute), individual enterprises and communities and also public sector organisations.

We enjoy active and versatile relationships of mutual interaction with our strategic partners. We will choose as partners institutions whose interests coincide with our own.



At the same time, by paying careful attention to the content and quality of our scientific research and research-based higher education, we will seek to make strategic partnership with us an attractive proposition. Our research will seek to achieve significant scientific and technological breakthroughs, and our cooperation with business and industry, in particular, will be vigorous. Considerable attention will also be paid to facilitating multidisciplinary research which will constantly adapt to our changing environment.

2.7 Reinforcing the University's positive image internally and externally

Our profile as an international research-intensive university will be supported by an active communication policy. The united character of the university community will be emphasised in both the content and style of our communications. Internal and external communications will also be improved by developing greater mastery of a variety of modes of communication.

2.8 Improvement of the University's organisation and management system

2.8.1 Developing the University's administration, organisation and infrastructure

Our strategic aim is to further sharpen our already strong and distinctive profile. We will continue to reform administrative structures and redirect resources to improve teaching and research facilities, to reinforce our strategic areas and to fulfil our social role. The higher education Consortium is a vital part of this development work. The University will also actively participate in the development of national administrative infrastructure.

The University's quality management system will cover all the University's functions: teaching, research, and social interaction, together with all the support services they need.

The quality management system is a vital part of strategic management. It complements and supports existing infrastructure, and serves departments by supporting continued and systematic development of their operations.

The University's quality management system will be internationally certified.

The roles of central university, faculty and departmental administration will be clarified. Administration will be simplified and expert resources redirected appropriately. The aim is for administrative work to be streamlined in line with the principles of our productivity programme so as to focus working time and resources on the fulfilment of the University's core tasks.

The core tasks of faculty administration are the administration of teaching and research and the development of these functions on the basis of the University's strategy. Reform of the departmental structure will clarify and simplify faculty and departmental administration with the aim of creating stronger, more independent and better-run departments, which will organise their operations to support the core functions of the faculties. Streamlining administration and reallocating tasks and functions will free resources for the enhancement of teaching and research.

The activities of the support services will also be rationalised, and we will participate actively in the development of administrative service centres.

Measures will be taken to restructure the University's own infrastructure services (IT, Library, Learning Centre, BioMater Centre, Laboratory Animal Services, Instrument Maintenance, Estate Management Services, Purchasing) in order to create, either on our own or in collaboration with our partners, a highly professional, streamlined service infrastructure in support of our core functions.

2.8.2 Developing management and leadership

We will continue to work on developing the University's management system and improving professional academic management. In management training, the emphasis at all levels will be on strengthening professional competence in financial and administrative management. Heads of departments will be granted more time for management tasks and more opportunity to contribute to the strategic management of the University. Our internal communication and human interaction skills will be improved and a positive working atmosphere encouraged.

2.8.3 Finances and premises

Our basic operations will continue to be funded by basic government funding. In addition, the University will selectively focus additional resources on strategic areas. All our activities will show increased cost-effectiveness. New more cost-effective operational models will be found for support functions. Our new university resources distribution model will serve as a tool in support of strategic development.

The University will improve its financial profitability. Profitability finance allotted to the University will support the creation of centres of excellence and quality centres for teaching and research. Research groups will be rewarded for profitable research work.

New sources of funding will be sought for strategically significant core competence areas or new developing areas by establishing professorships funded jointly with specialised research institutes and other bodies.

The growth and diversification of external funding will in turn increase the demand for monitoring and coordination. Management expertise and management support expertise will be emphasised by concentrating tasks on fewer individuals, developing their knowhow and acquiring the appropriate tools for planning and monitoring. The development of quality work will be integrated with management and supervision.

The efficient use of our premises will be improved and possibilities of selling premises which become redundant will be investigated. New premises will only be acquired for significant new initiatives.



2.9 Promotion of the welfare of staff and students

2.9.1 Human resources management

The University of Kuopio belongs to the international higher education and scientific community. As an expert organisation, the University functions in line with its values by promoting the creation and sharing of new knowledge and, in cooperation with our students, developing a sense of community. A unified human resources policy and working culture will be established at all levels of the University's activities.

The significance of developing internationalisation competence will run through all our activities. This will include, for example, enabling foreign workers to adapt to Finnish working ways, while on the other hand promoting a tolerant and multicultural atmosphere.

The working environment, occupational health and organisation of work will be improved to facilitate high quality and productive work at all stages of an employee's career.

Developing wellbeing at work will become an essential part of leadership.

As a university, we will be a dynamic employer, supporting and encouraging our personnel in the development of their professional competence at all stages of their

career. We will help those in managerial positions to develop themselves as managers. In competence management, the individual wishes and potential of personnel will be taken into account. Active involvement of personnel in university decision-making will be encouraged.

Openness and good mutual interaction will be implemented at all operational levels.

For permanent tasks, permanent positions will be utilised. In the case of temporary tasks, the temporary positions will last for the duration of the task. Payment structures and compensation systems will be improved to ensure that our salaries are competitive.

Personnel structure, working tasks and working processes will be revised to maximise the effective, economical and flexible use of resources.

2.9.2 Students' wellbeing

In cooperation with the Student Union, we will promote the wellbeing of our students through action in those areas which most affect their wellbeing, such as progress in studies, accommodation, financial subsistence and work, health and lifestyle and also relationships and a sense of belonging. This work will be coordinated by the Council for the Evaluation and Development Teaching. Developmental goals for student wellbeing will be defined in our programme for the development of our teaching function.

3

EVAUATION OF THE STRATEGY

As set out in the University's quality management system, the Strategy for 2007–2015 and the individual departmental strategies will be the object of continuous self-assessment, with the aim of ensuring high quality operations in all areas and tasks.

The Strategy will also be evaluated and revised annually in connection with the operational financial planning process and the annual management review. A full evaluation of its implementation and a survey of progress in

new strategic directions will be conducted every five years, with separate evaluation of the University's teaching, research and contribution to society. During the strategic period, the University will also participate in any discipline-specific evaluations instigated by the Finnish Academy or the Finnish Higher Education Evaluation Council.

The University will conduct a thorough evaluation of its research activity during the years 2007–2008.



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