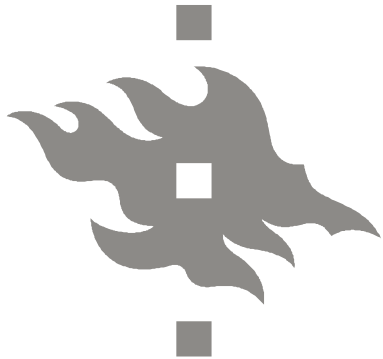


University of Helsinki

Reaching the top and out to society 2013–2016

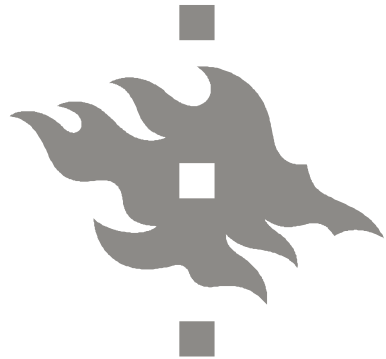
Online survey result summary for respondents
Present state

17 March 2011



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Online survey implementation method

In the online survey, respondents:

1. Answered the following question in their own words
"What have we done so that our university will be optimally successful in its mission in 2016?"
2. Evaluated the significance of selected themes
"Important factors in the development of our operations"
3. Prioritised the evaluated matters
"How could this be implemented in practice?"
4. Analysed the present state of the university and gave reasons for the strongest and weakest areas
5. Provided comments to the Rector

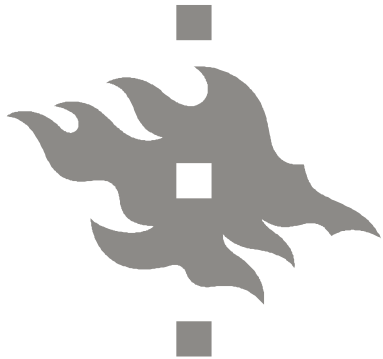
The survey was online from 9–15 February 2011.





The online survey had 2,047 respondents

YOUR ROLE		%
Researcher or instructor	453	22.1
Undergraduate or post-graduate student	500	24.4
Other member of personnel	665	32.5
Alumnus	291	14.2
Stakeholder representative	43	2.1
Senior management of the university (Board, Rectorate, Deans)	12	0.6
Unit head at the university (department, independent institute)	47	2.3
Other	36	1.8
YOUR OPERATING UNIT		%
Faculty of Theology	38	1.9
Faculty of Law	46	2.2
Faculty of Medicine	139	6.8
Faculty of Arts	219	10.7
Faculty of Sciences	150	7.3
Faculty of Pharmacy	66	3.2
Faculty of Biological and Environmental Sciences	140	6.8
Faculty of Behavioural Sciences	192	9.4
Faculty of Social Sciences	182	8.9
Faculty of Agriculture and Forestry	103	5
Faculty of Veterinary Medicine	31	1.5
Independent institute	304	14.9
Central administration	197	9.6
Connected to business community	47	2.3
Connected to the public sector	84	4.1
Other	109	5.3

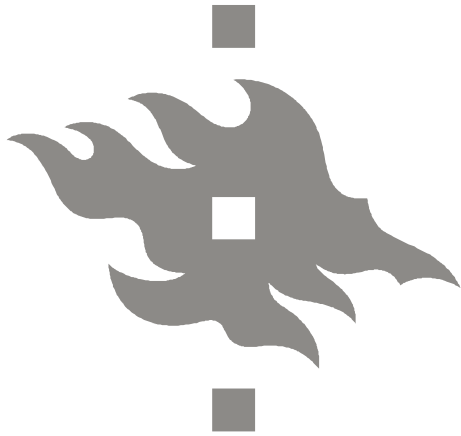


Results in brief

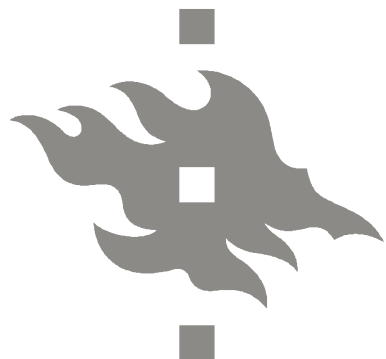
Regarding the assessment of the present state, respondents deemed research to be at the best level, and management at the worst. Researchers, teachers and students were the most dissatisfied with the overall situation, whereas the stakeholder groups and the alumni were the most satisfied.

Multidisciplinary, internationally esteemed research is extensively highlighted in respondents' views on the success stories of the university.

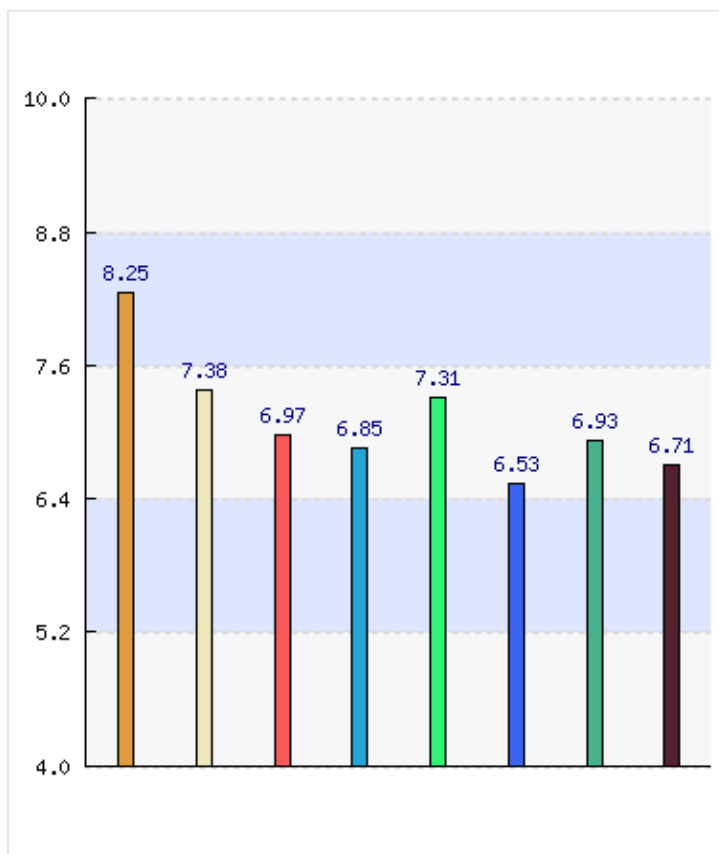
Respondents would like teaching to have a more equal position alongside research.



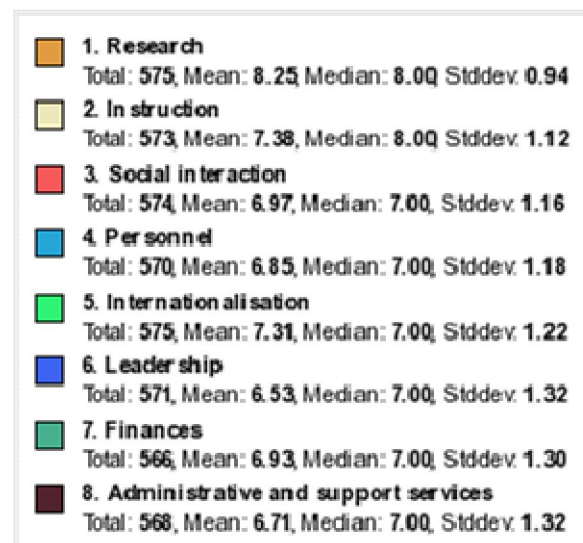
Present state

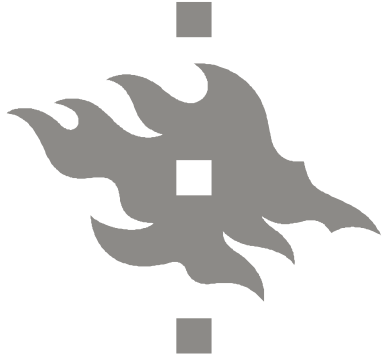


Research at the top, management has the poorest performance



How well has the University of Helsinki performed in various areas?





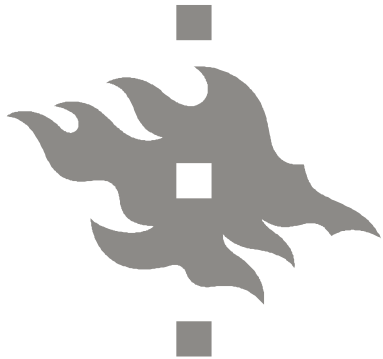
Research at the top, management has the poorest performance

The present state of the university was assessed on a scale from 4 to 10.

Research was graded the best, a solid 8. Management performed the worst, graded 6.5.

The views of respondents varied the most extensively in management as well as administrative and support services.

The stakeholder groups and the alumni are the most satisfied with the present state, whereas teachers, researchers and students are the most dissatisfied with it.



The University of Helsinki has performed the best in the following areas:

1. **Research** is multidisciplinary and of high quality, also at the international level. A highly motivated group of researchers produces publications at a good rate.

"Research is the thing which still makes you want to study here and the reason for why you want to continue working here in administration – the new information provided is interesting!"

"There are internationally leading researchers and researcher teams working at the university, as well as those who conduct vital research from the perspective of Finnish society."

"The research has received honourable mentions both in Finland and abroad, and also prominent ones at that. We have many people who are among the clear leaders in their respective fields."

The research themes' link to daily life is a challenge.

"The research themes are not related to practical problems. Real issues are not studied."



The University of Helsinki has performed the best in the following areas:

2. **Teaching** is of high quality, and teacher expertise has been contributed to. Teachers also convey their enthusiasm to students. All of this makes the University of Helsinki a popular place of study.

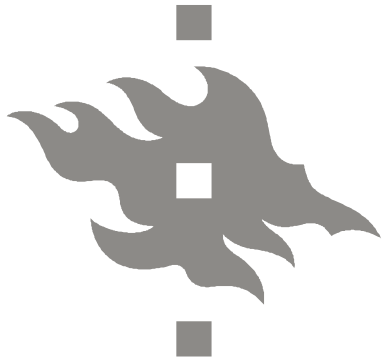
"The teaching is of higher quality than anywhere else in the rest of Finland, and is also quite competitive at the international level. The increase in the number of students is the only problem."

"The teachers are committed to their work, and most of them also carry out research. The teachers make studying enjoyable for the students and inspire applicants to apply to the University of Helsinki. The development of teaching is addressed at the university level, and this shows."

"We have a long tradition of high-quality teaching. We still have a lot of work to do in building good study modules for the students."

Challenges include the low appreciation for teaching and the position of teaching behind research.

"The research/science university is uninterested in teaching, and being a teacher is not appreciated. Permanent posts go to good researchers focusing on research, not teaching."



The University of Helsinki has performed the best in the following areas:

3. **Internationalisation** requires students and teachers from different cultures along with diverse contacts abroad. English is used extensively.

"We have an exceptional number of international operations, foreign teachers, conferences, etc., and both teachers and students are encouraged to go abroad every now and then."

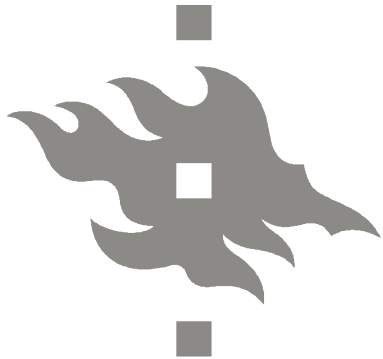
"The university promotes the internationalisation of the students through a large number of different exchange programmes. Also financially. Cooperation is already being carried out with many countries."

"The university already has a lot of international contacts. The university receives research funding from abroad on a continuous basis."

"Although internationalisation in Finland is poor (no interaction between exchange students and Finnish students), it was easy to go on student exchange, at least from the Faculty of Law, there was a nice selection of locations available, no unnecessary red tape, it was convenient to include the exchange in my studies and you go on student exchange because 'everyone else' does."

This is also deemed a challenge.

"There are very few international students and researchers, and instruction is only rarely provided in English."



Weakest areas

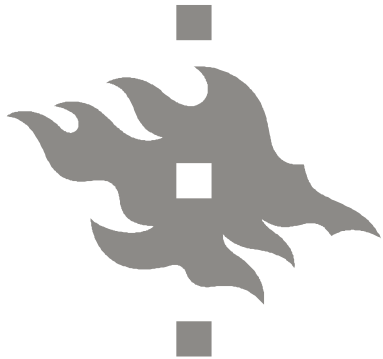
4. **Interaction with society** currently shows the most through university staff members providing expert opinions in the media.

"Specialists from the University of Helsinki often appear in the media commenting on various questions related to global events and phenomena. Their expertise and views are appreciated, and their statements are trusted. There is news coverage on the global success of University of Helsinki researchers, their international careers, awards and academic merits, and you often see media interviews with leading foreign researchers visiting Finland, along with assessments of the visits and statements."

The challenge for the university is to take more initiative and have a more well-planned role as a social opinion leader.

"Social interaction is not about responding when you are asked something. Instead, the university must itself be active."

"I may be totally wrong, but it seems that the university knows how to fret over decisions of others, but not how to operate in a proactive way."



Weakest areas

5. **For finances**, the challenge is to ensure sufficient resources and to obtain up-to-date information about the financial situation.

"Financial difficulties have recently been felt at the faculties and departments, which has resulted in anxiety."

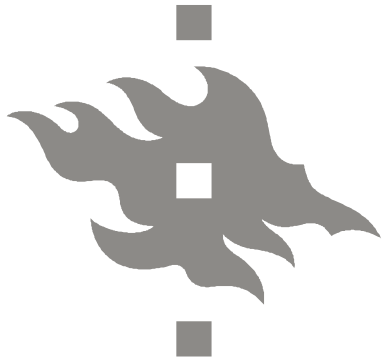
"After various reforms, we continue to be in a situation where the departments do not receive up-to-date finance data from the systems. Systems have been repeatedly introduced which do not function as intended, and the management tries to create guilt among those who are fed up with the systems."

However, finances are deemed to have a reasonably solid foundation. Respondents are at least confident in a better future.

"Regarding finances, the University of Helsinki has a stronger foundation than the universities outside the capital region."

"During my ten years of studying and working here, I have not encountered a lack of money that much (except when discussing pay increases)."

"Good support networks, a large number of former students guarding the purses – it is easy to obtain funding."



Weakest areas

6. **The staff** does not feel good in short-term employment. A lack of appreciation and unequal treatment prey on their minds. There is a demand for strong leadership.

"The resources in and contributions to staff well-being, competence and energy levels are insufficient. The staff is not rewarded for good performance, such as brilliant teaching or research accomplishments. Even a leading researcher suddenly notices that they are outside the university as their temporary post or project comes to and end."

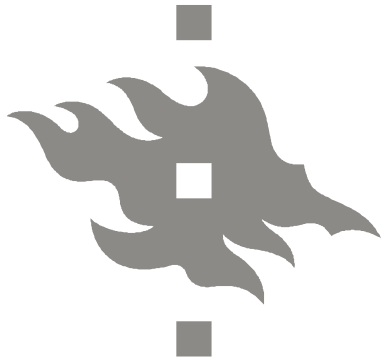
*"No money, no respect, loads of administrative bulls****, nonexisting helpdesk personnel, too little time to prepare teaching..."*

"Staff are employed for several short periods, the main focus is on research and teaching staff, the pay level is rather poor."

However, the staff are competent and enthusiastic.

"A highly motivated, enthusiastic staff both in research and teaching."

"None, except for the individuals who bravely try to work despite all the odds and difficulties with money, administration, etc."



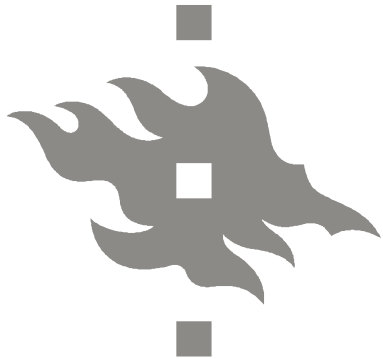
Weakest areas

7. **Administrative and support services** should be more efficient, customer-oriented and comprehensive.

"The system is totally faceless, it is impossible to contact anyone. The administration makes it painful to carry out research projects. Aalto University is far superior. Something needs to be done!"

"The administration leads a life of its own. It fails to understand the actual needs of the departments. It is distant and introduces incomplete systems. One expert knows something, a second know something else, no-one understands the customer's overall situation, which results in fragmented advice."

"The administration and the administrative load increases without any positive results. The staff are tired, and motivation has decreased a great deal."



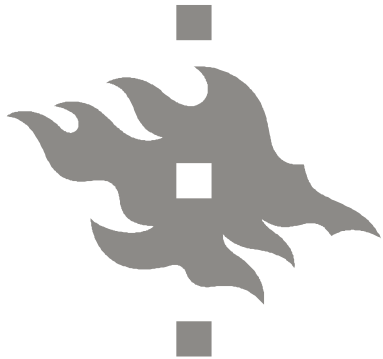
Weakest areas

8. **Management** should be interactive and have team spirit. Supervisors should be provided with management training!

"A difficult area in the university as the acceptance of the whole concept of management will surely take time, not forgetting to mention that the tasks of supervisors, particularly personnel management tasks, would be taken seriously by all units. Not everyone understands the role of the supervisor in creating the preconditions for work. Intensive internal competition in teaching and research causes difficulties for supervisor tasks. But this means that there are even more reasons for taking care of personnel management and workplace rules. Of course, the university has many good supervisors, but the quality level is too uneven. There is also a lot to learn about being a subordinate."

"Top-down management should be replaced with genuine interactive management. The supervisors should correctly understand work process and how much time and work resources a task really takes."

"There have been many good things, but the overall climate does not encourage you to do your best in your work or reward you for good performance. Of course, it is not easy to supervise specialists but dictating orders is not the right way to go. The team spirit is insufficient."



Management is the main challenge

The stakeholder groups and the alumni are the most satisfied with management, whereas teachers and researchers are the most dissatisfied with it.

Despite the poor grades, the respondents are confident in the future of management. The respondents appreciate the opportunity to have an influence on the new strategy.

"Management at the university has progressed greatly over the last couple of years. The deans are genuinely interested in developing their respective faculties. The top management at the university has also been updated and has received new energy and confidence from the entire staff."

"I'm confident that the university wants its students to be motivated and that the teaching is successful. We are heading towards improvement, I can see it from this survey."