

Global impact in interaction

Helsinki Collegium for Advanced Studies Implementation Plan 2017 for 2017–2020

Approved

CONTENTS

1	STRATEGIC FRAMEWORK.....	3
1.1	A CHANGING ENVIRONMENT FOR OPERATIONS	3
1.2	MISSION	3
1.3	STRATEGIC OBJECTIVES AS WELL AS DEVELOPMENT AREAS.....	4
1.4	Profile and focus areas.....	4
1.5	Quality management.....	5
1.6	Risk assessment and management.....	5
1.7	National special duties, international and academic special responsibilities, coordination of networks	5
2	MEASURES.....	6
2.1	A creative, international environment for learning and top-level research	6
2.2	Focus on the student.....	7
2.3	Resources for reform.....	7
3	RESOURCES	8
3.1	Human resources plan.....	8
3.2	Facilities plan.....	8
3.3	Budget.....	8
4	QUANTITATIVE TARGETS AND MONITORING	8
4.1	Quantitative targets for teaching	8
4.2	Quantitative follow-up items and indicators.....	8
4.3	Roles and responsibilities in monitoring and reporting	9

1 STRATEGIC FRAMEWORK

1.1 A CHANGING ENVIRONMENT FOR OPERATIONS

During its 15 years of operation, the Helsinki Collegium for Advanced Studies has established itself as both a unit of the University of Helsinki and a member of the European and global networks of institutes for advanced study. It has also established important relationships with society, for example, with research funders. The Collegium is the first institute of its kind in Finland and is a pioneer in such fields as international research cooperation and researcher mobility. The Collegium constitutes a creative and inspiring researcher community and environment, with time for research and researcher interaction and room for a range of researcher roles.

The Collegium's operations are fully international. The working language is English. The Collegium's activities extensively cover the humanities and social sciences without imposing quotas on disciplines. Fellows are appointed once a year through an open application procedure. The applications are evaluated by the Collegium's international Academic Advisory Board and the Collegium's Board. The Collegium cooperates with many research funders, including various foundations and EU-level sponsors.

The Helsinki Collegium for Advanced Studies operates in an environment strongly characterised by the globalisation of scholarship, the economy, politics and culture. Competitiveness, financial accountability and social impact are increasingly demanded of contemporary research. At the same time, we live in an environment of great uncertainty. The status of autonomous basic research is in jeopardy, especially in the field of the humanities and social sciences, where research faces increasing pressure for direct applicability. The Collegium's operating environment is also influenced by the special characteristics of the Finnish university environment, such as the lack of career structure in the postdoctoral phase and the small number of permanent university positions. It is particularly difficult to measure the efficacy of interdisciplinary research in the humanities and social sciences with existing indicators.

If the Helsinki Research Centre of Social Sciences and Humanities is established as proposed in the final report of the University of Helsinki's operational structure group and if the measures outlined in the development report on the Collegium are implemented, the Collegium's environment will change fundamentally in the coming years.

1.2 MISSION

The mission of the Helsinki Collegium for Advanced Studies is to conduct high-grade research in the humanities and social sciences, to promote interdisciplinary cooperation with the University's faculties, departments and other units as well as other universities, to develop and maintain international relations in the fields it represents, and to promote the international visibility of Finnish research.

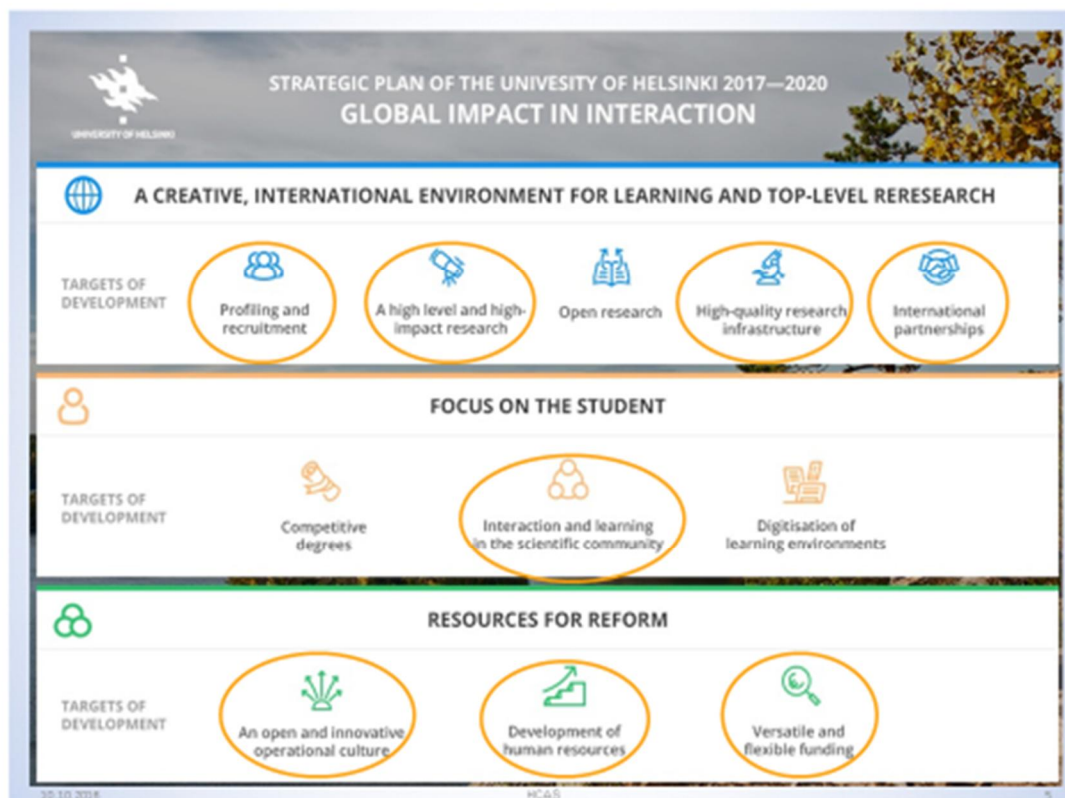
The Collegium's activities cover the humanities, social sciences, theology, law and behavioural sciences.

The Collegium development group proposes the following as the Collegium's mission:

"The Helsinki Collegium for Advanced Studies of the University of Helsinki is a top-level, international and attractive research environment in the humanities and social sciences. The Collegium aims to create new research initiatives and promote interdisciplinarity. Researchers working at the Collegium actively participate in the University's doctoral education."

The Board of the Collegium will discuss the new mission in 2017.

1.3 STRATEGIC OBJECTIVES AS WELL AS DEVELOPMENT AREAS



1.4 Profile and focus areas

The Collegium primarily focuses on independent research in the humanities and social sciences and aims to promote interdisciplinary and international cooperation in its areas of expertise, i.e., in the entire field of research in the humanities and social sciences.

The Collegium appoints new fellows annually. Since the primary selection criterion is the high quality of the academic research proposal, the selection of fields represented by the fellows varies each year. The Collegium may also define research themes that both meet current challenges and increase research dialogue on the City Centre Campus. Due to this annual variation, the Collegium is unable to designate permanent content foci. Then again, the Collegium focuses on independent, researcher-driven basic research in the humanities and social sciences: the intention is that research stems from the research topics set by the appointed fellows. The Collegium profile also emphasises interdisciplinarity because appointees are expected to promote interaction that crosses the boundaries of traditional disciplines.

In addition to the Collegium's basic independent research operations, which are funded solely by the UH, the Helsinki Collegium maintains and develops largely externally funded projects, structures and programmes which are deliberately focused on specific fields emphasised in the UH Strategic Plan (e.g., the Jane and Aatos Erkko Visiting Professorship in Studies on Contemporary Society).

1.5 Quality management

The primary objective of the Collegium's quality management system is to ensure the high quality of research. For this reason, the Collegium has particularly invested in the quality of the recruitment procedure for its fellows. The procedure is the primary responsibility of the Collegium director. Other responsible parties include the Collegium's Academic Advisory Board, the Board, the deputy directors, the head of administration and the head of human resources.

In addition to the mechanisms used to ensure quality in the recruitment process, the Collegium's quality management system includes the following: working groups and committees that prepare decisions; careful documentation of decisions, the resources allocated for the fellows' work as well as related development and monitoring, evaluation of results and operations via available reporting and feedback systems, etc.

The director of the Collegium is responsible for the quality of the Collegium's operations and results. The director has delegated some of this responsibility to the deputy directors. All persons working in the Collegium are responsible for the quality and development of their own work.

1.6 Risk assessment and management

1. Sufficiency of resources for administrative services in the new service organisation

The adoption of a new administrative organisation will cause changes to the Collegium's operations. The Collegium must reassess how it can provide high-quality support services to top researchers, organise seminar series and conferences, and implement other measures that promote collegiality and public engagement. The administration of application processes for research fellows will also require a reorganisation. The Collegium has no support staff focused solely on the Collegium operations.

Likelihood: Great

Impact on operations: Great

Measures to be taken: Ensuring sufficient resources, streamlining processes and prioritising operations

Managing body: University Services, director of the Collegium

2. Reduction of the Collegium's scientific autonomy as well as change of identity

The broad range of the Collegium's scientific activities and its identity as a leading international institute for advanced study may be affected or jeopardised, for example, as a result of operational restructuring.

Likelihood: Great

Impact on operations: Great

Measures to be taken: Discussions with interest groups, participation in joint development

Managing body: University as well as director and Board of the Collegium

3. Increases in costs, expensive facilities

Facility costs continue to rise, but funding has not increased at a commensurate pace. As this problem pertains to all University units, the Collegium must also struggle to offer appropriate facilities (ideally private rooms) particularly to its fellows representing the international top of their field. First-rate facilities for seminars and events are also necessary for the Collegium.

Likelihood: Great

Impact on operations: Moderate

Measures to be taken: Careful facility planning. Some facilities were relinquished in 2016.

Managing body: director of the Collegium

1.7 National special duties, international and academic special responsibilities, coordination of networks

Not applicable.

2 MEASURES

The most important measures to be taken in **2017** are as follows:

- Recruitment of research fellows: a streamlined application process in 2017 as well as recruitment in the area of digital humanities; reform of the application process for research fellows in spring 2017 (2018 application) (measure 2)
- Recruitment of the director (measure 2)
- High-quality basic research: establishment of a five-member strategic advisory group consisting of members of the Academic Advisory Board in spring 2017; joint meeting of the Board and the Academic Advisory Board in spring 2017 to consider the guidelines for developing the Collegium (measure 7)
- International partnerships; IAS networks; work of the Academic Advisory Board's advisory group (measure 14)
- Interaction and learning in the scientific community: participation in doctoral education on the City Centre Campus through Winter School activities (measure 22)
- An open and innovative operational culture: use of social media to promote open science and collegiality (measure 31)

2.1 A creative, international environment for learning and top-level research

Development area	Measure	Description	Responsibilities and timetable
Profiling and recruitment	2. Proactive recruitment of staff for future needs	Recruitment of the Collegium director	2017 Director, Board, head of administration, HR specialists
		Streamlining the recruitment of research fellows, overhauling evaluation procedures and standardising processes in collaboration with the University's HR specialists and international affairs specialists; some research fellowships can focus on a specific theme in line with current focus areas (applications will also be invited in the area of digital humanities in 2017).	
High-level and high-impact basic research	5. Support for researchers in the generation of high-quality research	Bringing the University's research affairs staff and the Collegium's research fellows together, and encouraging researchers to acquire international research funding.	2018–2020 Director, Board, interest groups
		Expanding collaboration between researchers at the Collegium and the faculties by organising joint meetings and providing meeting places.	
	7. Reinforcement of the University's role as a global force	Establishing a strategic advisory group consisting of members of the Academic Advisory Board, and integrating the group into the Collegium's development in collaboration with the Collegium Board. Joint meeting of the Board and the Academic Advisory Board in spring 2017 on the guidelines for developing the Collegium.	2017 Director, Board

Competitive research infrastructure	13. Development and integration of research infrastructures into operations management	Developing the research environment of the Collegium's research fellows by involving them in the enhancement of the University's research infrastructures based on the Collegium's activities.	2018–2020 Director, ICAA
International partnerships	14. Selection of strategic university partnerships	Actively participating in international collaborative networks as a European IAS and in the development of operations based on the University of Helsinki's objectives (e.g., EURIAS2 programme coordinated by the NetIAS network as well as UBIAS activities). Utilising the advisory group of the Academic Advisory Board in the development of strategic partnerships.	2017–2020 Director, Board
	15. Stakeholders and partners as a resource for the University	Developing the Collegium's international alumni activities to consolidate the Collegium's relationship with its former fellows; such relationships offer an extensive network of international partners, such as other universities, for both the Collegium and the University of Helsinki.	2018 Director, Board

2.2 Focus on the student

Development area	Measure	Description	Responsibilities and timetable
Interaction and learning in the scientific community	22. Introduction of research-driven work methods to students	Participating in doctoral education on the City Centre Campus through Winter School activities.	2017–2020 Director, research fellows

2.3 Resources for reform

Development area	Measure	Description	Responsibilities and timetable
An open and innovative operational culture	27. Creation of innovative operating environments	Collaborating with other parties at the University to create increasingly innovative operating environments and meeting places under the Collegium's auspices for students, teachers, researchers, alumni and experts from outside the University.	2017–2020 Director, Board, ICAA
	31. A strong, multicultural community	Increasing the use of social media according to plan so as to promote open science and collegiality.	2017–2020 Director
Development of human resources	34. Promotion of digital competence	In 2017 the new focus of the application process for research fellows will be digital humanities, which will help highlight the digital dimension in the Collegium's operations and expertise.	2017-2020 Director

Versatile and flexible funding	38. New policies for and sources of external funding	Opportunities to increase and promote the acquisition of international external funding as well as fundraising for new strategic initiatives will be explored. External funding for researcher-driven work will be sought through more closely knit cooperation with university departments: for example, Academy of Finland projects led by Collegium fellows are primarily directed to University departments. In future, the Collegium intends to invite international foundations to fund its programmes. Goal for 2017-2020 2 ERC projects (3,5 M€).	2018-2020 Director, Board
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3 RESOURCES

3.1 Human resources plan

Launched in autumn 2016, the process for recruiting the Collegium director for the term running 1 August 2017 to 31 July 2022 plays a key role in the Collegium's human resource planning.

Other Collegium staff consist of researchers at various career stages who work on a fixed-term basis. The annual application process for 8–12 research fellows is of crucial importance. The Board approves the annual application documents and application instructions. The idea is to select researchers of various degrees of seniority each year (research directors, i.e., professors, university researchers and postdoctoral researchers). However, no quotas have been fixed, so the number of researchers falling into each category may vary considerably from year to year. The director of the Helsinki Collegium for Advanced Studies will determine the number and length of the appointments on the basis of the applicants' research proposals and the financial situation of the Collegium.

In addition to the open application process, the Collegium appoints researchers for fellowship programmes through a special invitation procedure.

As new fellows are selected each year, the total number of personnel should remain (nearly) unchanged, although the funding situation must naturally be considered. Recruitment aims to take into account that researchers at different career stages are equally represented on the staff. The staff structure must be examined in a corresponding manner each year as the application process is planned.

The Collegium aims to secure adequate resources for its researchers and for the support and administration of the Collegium's development work in collaboration with University Services.

3.2 Facilities plan

The Collegium has access to facilities which are largely suitable for its purposes at Fabianinkatu 24.

Attention will be focused on the efficient use of facilities, and any unnecessary facilities will be relinquished.

3.3 Budget

See appendix (in Finnish)..

4 QUANTITATIVE TARGETS AND MONITORING

4.1 Quantitative targets for teaching

Limited to faculties.

4.2 Quantitative follow-up items and indicators

See appendix (in Finnish).

4.3 Roles and responsibilities in monitoring and reporting

The Collegium director is responsible for the realisation, follow-up and assessment of the implementation plan. The realisation is assessed annually through monitoring efforts coordinated by the head of administration. The monitoring is based on the qualitative reporting of the Collegium units and working groups on progress relating to measures and development areas, as well as on the use of indicators. Based on the above reports and indicators, the director reports to the Board and the rector on the realisation of the plan. The director assesses the achievement of objectives together with Collegium staff.

Fellows are responsible for reporting to the TUHAT database. The Collegium has a TUHAT coordinator who will assist in using the TUHAT system if necessary. The Collegium leadership is primarily responsible for surveys on work atmosphere and similar issues, as well as for implementing interdisciplinarity. However, the entire community shares the responsibility for developing this characteristic typical of institutes for advanced study (IAS).