



Target Program of the Helsinki Collegium for Advanced Studies for 2007-2009

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Introduction

University of Helsinki

The goal of the University of Helsinki is to be the most comprehensive institution of higher education and intellectual stimulation in Finland. The University of Helsinki will establish its position among the leading multidisciplinary research-intensive universities in Europe. This multidisciplinary research and teaching will also provide a solid basis for the University's willing interaction and mutual partnership with society at large.

The core values guiding the University community are critical thinking, creativity and the quest for truth.

In 2007-2009, the key areas of development are:

- A high-quality workplace: staff well-being, leadership and administration
- Quality assurance
- Internationalisation of research and teaching
- Academic guidance and supervision
- Development of an innovation system

Helsinki Collegium for Advanced Studies

Helsinki Collegium for Advanced Studies is an independent institute of the University of Helsinki operating under the University Senate. According to the bylaws of the Collegium accepted on February 1, 2001, its duties are:

- to conduct high calibre research in humanities and social sciences;
- to carry out and enhance interdisciplinary communication and cooperation with University faculties, departments and other institutes as well as with other universities; and
- to uphold and develop international relations of the scholarly fields supported by the Collegium and to promote the international visibility of Finnish research.

Helsinki Collegium for Advanced Studies (HCAS) is similar to other institutes of advanced study. It cooperates with other European institutes of advanced study in the Network for the Institutes of Advanced Study (NetIAS). Internationally, HCAS is comparable to such institutions as Das Wissenschaftskolleg zu Berlin, the Swedish Collegium for Advanced Study (SCAS) and the Institute for Advanced Study, Princeton, N.J.

The fields of research supported by HCAS include the humanities and the social sciences, as well as theology, law and the behavioural sciences. Broadly speaking, all research focusing on humans as cultural and social beings fits within the scope of HCAS. HCAS especially promotes research that focuses on the methods and theoretical assumptions of humanities and social sciences and that is cross-disciplinary in nature.

HCAS is governed by a Board of Directors and a Director. The Board of Directors sits for three years and consists of a chairperson and eight board members. Of the eight members, one represents Collegium Fellows and staff and one represents University graduate students. HCAS also has an Academic Advisory Board consisting of at least ten Finnish and foreign scholars. The Academic Advisory Board sits for three years and is responsible for evaluating the applications for our research positions. They may also make suggestions to the Collegium Board of Directors concerning the future development of HCAS.



In the fall of 2006, HCAS housed 43 Fellows with at least a year's appointment. Out of these 43 Fellows 20 were from the humanities, 15 from the social sciences, 4 from theology, 2 from the behavioural sciences and 2 from law. There were 20 males and 23 females. In the spring of 2007 we have planned for six short-term visiting scholars most of whom will be Kone Foundation Fellows.

HCAS receives its funding mostly from the University of Helsinki. Additional funding also comes from the Academy of Finland, European funding agencies and private foundations.

Working environment

Research conducted at universities is increasingly expected to have a social impact. This expectation concerns also, and especially, the humanities and the social sciences. In exchange for funding, policy makers, industrial and economic actors and citizens are asking why the humanities and the social sciences are needed, how they influence social development and how they should be organised in order to fulfil their functions in changing circumstances. Research goals and disciplinary boundaries are increasingly being drawn anew and questioned. First-rate researchers must be able to critically evaluate the methodological and theoretical foundations of their work and its value for society.

In a global environment, the meaning of such institutions as HCAS is highlighted. These types of institutions have a central role in postdoctoral education. They promote the premises of scientific research, encourage critical discussions regarding the purpose of such research, increase international and cross-disciplinary interaction, are attractive research environments and are useful for the surrounding academic community and society. Such institutions are also important when considering the role of humanistic and social scientific scholarship in society and the future of scientific research. Humanists and social scientists have the expertise to evaluate the social impact of scientific research.

The working environment of the HCAS is also influenced by the characteristics of the Finnish academic environment. These include the increasing number of doctoral degree holders, the unstructured nature of the postdoctoral career path and the small number of tenured University positions. The time period between obtaining one's doctoral degree and gaining a professorship is on average much longer in Finland than in many other countries. Funding aimed at post doctoral students and at those who are at the start of their careers as independent researchers is in high demand. In comparison with other countries, research has remained a viable career option in Finland but this situation is becoming threatened by the uncertainty of funding and unreasonably fierce competition. Research environments provided by institutes of advanced study may increase the attractiveness of research as a career option and hence raise the quality of scholarship.

In research funding, HCAS functions in an environment where the other actors in Finland are the Academy of Finland, private foundations and universities. In the international arena, other actors are leading research universities, other institutes for advanced study and European funding agencies, especially European Framework Programs.

Values

The values that form the foundation of HCAS activities arise from its role as an intellectual community striving towards truth. HCAS promotes the same values as the University as a whole, but interprets and defines them based on its own characteristics and duties. These values include truthfulness, critical thinking, creativity, plurality and research autonomy. HCAS also aims at evaluating the meaning and content of the values it promotes.



The most important resource of an intellectual community is creativity. HCAS is a working community that encourages its members to try out new ideas and unconventional solutions. HCAS is also characterized by plurality. It does not dictate how and what type of research should be conducted but promotes interaction between competing methods, theories and schools of thought.

Plurality also includes accepting different roles for the Fellows. All Fellows do not have to share all of the goals of the HCAS and there is also room for individual specializations. HCAS expresses its autonomy in research by defining its goals independently, by making use of the Academic Advisory Board's expertise, but also by acknowledging its responsibility in developing the University and the society.

HCAS also has goals relating to cultural and material wellbeing. The values that promote these goals include justice, equality, democracy, tolerance, multiculturalism, human rights and sustainable development. HCAS also aims to evaluate the content and meaning of these concepts and the possibilities to obtain these values in society.

In its activities HCAS promotes gender equality and follows the Equality Plan of the University of Helsinki. HCAS also encourages research and discussions involving gender structures. As a meeting place for researchers coming from all over the world, HCAS promotes cross-cultural interaction and mutual respect.

Purpose and structure of this target program

This target program is meant for the internal use of HCAS as well as for our stakeholders. It is meant to guide HCAS activities and decision making, as well as give information on HCAS to the University leadership, other members of the University community and our cooperation partners. Internally this program is meant to chart general guidelines regarding our goals for the next three-year period and our resources for fulfilling those goals.

The basis for this target program is the University of Helsinki's strategy for 2007-2009 and the related policy programs of the University (human resources policy, research policy, programme for development of teaching and studies, development programme for administration and support services). In drafting this document we have also taken into account the opinions of the international panel that evaluated our performance in September 2005. The report on this evaluation was published March 1, 2006. The conclusions of this report have been extensively discussed among our Fellows and the Board. This target program is complemented by an implementation program meant for the internal use of the HCAS.



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1 The Mission of the HCAS and our Vision of the Future

HCAS Mission

Helsinki Collegium for Advanced Studies conducts first-rate research in the humanities and the social sciences, promotes interaction between researchers and disciplines, promotes cooperation with University departments, faculties and institutions as well as with other universities, advances the international contacts of the fields it supports, as well as promotes the international visibility of Finnish research. HCAS offers a creative environment that encourages critical cross-disciplinary discussions on the nature of humanistic and social scientific research, on its methods and theoretical premises, and on its role in society.

HCAS's Vision of the Future

HCAS will become one of the leading European institutes for advanced study focusing on the humanities and the social sciences, but at the same time developing its distinctive character as a Finnish academic institution. HCAS is known domestically and internationally as an attractive research environment for the best researchers in the fields it supports. HCAS forms a creative and inspiring research community whose members successfully implement their research plans, develop cooperative projects, cross disciplinary boundaries and deepen interaction between the academic community and the society as a whole.



2. Goals related to our core duties

2.1. Research and researchers

Goal

HCAS will become one of the leading European research institutions of its kind. Our Fellows conduct first-rate basic research in which interaction between researchers and disciplines has a central role. HCAS will increase its visibility in the academia and in society. HCAS houses Finnish and international researchers from various fields and career stages.

Implementation

- Fellows are mainly selected through an open call. The call is efficiently announced both in Finland and abroad. Applications are reviewed independently and honestly by using a high-level international Academic Advisory Board. The Academic Advisory Board may also give suggestions to develop the HCAS.
- The main criteria in fellow selection are the quality of the research plan, academic accomplishments and the compatibility of the research project with the HCAS target program. The call announcement emphasizes our goal to recruit researchers in all career stages. HCAS may also support the establishment of research groups by opening the call to group applications and by supporting the establishment of such groups by current HCAS Fellows.
- HCAS may also recruit Fellows by invitation with the decision of the Board of Directors. Fellows recruited by invitation must be particularly accomplished and internationally-known researchers. HCAS also considers establishing permanent or long-term research professorships and applying for external funding for this purpose.
- HCAS promotes gender equality as stated in the University of Helsinki's Equality Plan so that the proportion of both men and women among the Fellows will be held constant between 40 to 60 percent. Applicant representing the minority gender may be appointed over an applicant of the majority gender in situations where they are equally or nearly equally qualified. Irrespective of this provision, scientific criteria will always be held primer in appointing fellows.
- Fellowship positions are for the most part from one to five years in duration. The fellowship period can be extended by going through a new application procedure or if the Fellow has received external funding from for example the Academy of Finland.
- HCAS monitors and evaluates the activities of its Fellows through final reports, publication listings and the University's databases developed for the purpose of quality-control in research and teaching. HCAS collects statistics on the disciplines, gender, nationality, home University and other similar factors of applicants and appointed fellows in order to evaluate and develop its activities. HCAS also evaluates its own performance by regularly charting its own strengths, weaknesses and related challenges and potentials.

2.2. Interaction between disciplines and researchers

Goal

HCAS promotes interaction between disciplines and researchers as well as discussion on the nature of humanistic and social scientific research, its methods, theoretical premises and functions.



Implementation

- HCAS offers an interactive and inspiring working environment that motivates researchers to widen their scientific viewpoint and to critically evaluate their own assumptions.
- HCAS offers the Fellows a possibility to follow their own independently chosen research plans, but by choosing research foci and themes for calls and by directing funding appropriately, HCAS reinforces interaction between researchers and disciplines.
- HCAS Fellows, members of the Board of Directors, Academic Advisory Board and the Director may make suggestions for the theme of the call. The theme will be chosen by the Board of Directors. Fellows accepted based on the thematic call must fulfil the same scientific requirements as other accepted applicants.
- HCAS supports Fellows establishing cooperation networks, joint research and publication projects as well as their cooperation with partners outside the HCAS.
- Although HCAS supports multidisciplinary by paying attention to the long-term balance between disciplines in the selection procedure, scientific criteria will nevertheless remain the determining factor in Fellow selection. In the selection procedure, project proposals are also evaluated based on whether they cross disciplinary boundaries and whether they promote discussion on the nature, methods, theoretical assumptions and functions of humanistic and social scientific research.

2.3. Internationality

Goal

As one of the leading research institutions of its kind, HCAS strengthens the international cooperation of the fields it supports and the international visibility of Finnish research.

Implementation

- HCAS strengthens its internationality by increasing the proportion of researchers coming from foreign universities to 30-40 percent. Regardless of where applicants come from, they will nevertheless be treated equally in the selection process. HCAS increases the number of high-level international long- and short-term visitors.
- HCAS recruits researchers from all over the world so that special attention will be paid to those coming from outside Europe and North America. HCAS will actively cooperate with researchers coming from the surrounding areas, especially the Baltic States and Russia. HCAS aims at making the Kone Foundation visiting program permanent.
- HCAS will create an efficient international communications plan in which Members of the Academic Advisory Board will play a role.
- HCAS actively cooperates with similar foreign research institutions and participates in the cooperation organisation NetIAS. HCAS participates in the development of the international activities of the University particularly in connection with LERU (League of European Research Universities).
- HCAS will seek external funding and utilize existing and forthcoming forms of funding (such as Marie Curie Fellowships, Finnish Research Chairs, the Academy of Finland visitor grants) in funding the visits by foreign visitors. Within the limits of its goals, HCAS will, together with other similar institutions, apply especially for EU funding (framework programs, European Research Council etc.).
- The operating language of HCAS is English, but research in other languages is supported and encouraged.



2.4. Activities

Goal

HCAS builds a creative and inspiring research community which provides plenty of time for individual research and interaction between researchers. HCAS increases its visibility within the University and society through lectures, seminars and other activities, and strengthens its cooperation with other members of the University and other universities.

Implementation

- HCAS organises a regular seminar, where HCAS members introduce their projects to each other and discuss other interesting topics. HCAS enhances the working environment of the Fellows in multiple ways, especially by adding research assistance for the Fellows.
- HCAS encourages daily interaction between researchers by organising common lunches, receptions and other events.
- HCAS organises lectures and academic meetings for its members, the University community and members of the public. These events must clearly comply with the nature and characteristics of HCAS and as such increase its visibility. At least one multidisciplinary lecture series will be organized annually. This lecture series can be included in the postdoctoral education program of the University. HCAS organizes high-level international symposia and participates in their organisation with others when such events are in accordance with this HCAS target program.
- HCAS expects its Fellows to be actively involved in the activities of a University department and to make sure that the department enters their publication records into the University publications database JULKI. From the second fellowship year onwards Fellows have a teaching obligation without additional pay being added to their salaries. This teaching obligation must not take more the 5 percent of their total working hours. Teaching must be conducted at a University department and can consist either of upper division or postgraduate classes in the Fellow's own fields of expertise. Fellows may also supervise dissertations and act as principal investigators or as investigators in externally funded research projects that include postgraduate students.
- Fellows must be physically present at the HCAS for at least 80 percent of their fellowship period and participate actively in its activities. Fellows must report annually to the Director on the progress of their research as well as write a final report at the end of their fellowship period.

2.5. Publication and communications

Goal

HCAS promotes primarily high-level international publication activities, but also supports Finnish and Swedish language academic culture. HCAS actively advertises its activities.

Implementation

- HCAS encourages its Fellows to publish in distinguished international publication series and with internationally renowned academic presses. HCAS develops its own publication activities through COLLeGIUM, an open-access internet publication series of HCAS.
- HCAS urges its Fellows to maintain and develop the official national languages of Finland as tools in academic discussions and to also publish in these languages for the domestic audience.



- HCAS encourages its Fellows to participate in current public discussions utilizing their research results and expertise.
- HCAS disseminates information concerning its activities through the annual report and leaflets. HCAS establishes a regularly published newsletter. It also encourages its Fellows and personnel to use the possibilities granted by the intranet ALMA for internal communications.

2.6. Cooperation

Goal

HCAS develops its role as a valued cooperation partner of other University units, other universities and the society.

Implementation

- HCAS increases its visibility in the central campus of the University by organising lectures, seminars and discussion events especially on current cultural and political issues for the University community and the general public.
- By strengthening cooperation between researchers from different disciplines, HCAS helps departments forge cooperation networks. HCAS cooperates especially with University of Helsinki graduate schools funded by the Ministry of Education and with Centres of Excellence funded by the Academy of Finland.
- HCAS expects its Fellows to state their affiliation with the HCAS while performing academic duties and participating in societal activities. They should inform others of HCAS goals and activities.
- HCAS maintains contact with former Fellows by organising alumni activities and events. HCAS encourages them to familiarise those interested with HCAS activities.
- HCAS participates actively in NetIAS, a network for European institutes for advanced study, and maintains contacts with other similar institutes in the world, foreign universities and institutions.



3. Administration, Personnel and Support Services

Goal

HCAS is committed to the University's strategy and to the development of administration and support services as stated in the four policy programs of the University. This commitment by the HCAS guarantees its Fellows high-quality working environment, support services and working conditions.

Implementation

- HCAS advances the development of a good-quality working community by adhering to an equal and supporting personnel policy as laid out in the University's personnel policy program. HCAS pays special attention to personnel planning and to enhancing communication between the supervisors and personnel through annual development discussions.
- The Director of HCAS is primarily responsible for the strategic and academic direction of HCAS. This presupposes carrying out own research projects. HCAS facilitates the commitment of the Director and supervisors to their leadership roles. It encourages the supervisors to develop leadership culture at HCAS and their own leadership skills as specified in the leadership policy of the University. HCAS encourages its supervisors to attend leadership training provided by the University. The Director's independent role in developing HCAS's profile is strengthened.
- The duties of the Deputy Directors, chosen from among the Fellows, include substituting for the Director in his absence, supervisory functions and participating in the planning of HCAS activities.
- The duties of the Research Coordinator of HCAS include international cooperation, communications and planning of recruitment. The Research Coordinator may also have other administrative duties.
- HCAS leadership promotes transparent and just management culture by expecting and encouraging the Fellows to participate in the planning and development of HCAS activities. In the interest of the careful planning of activities, HCAS maintains committees consisting of Fellows. The Director and Research Coordinator participate in the workings of these committees. In addition, HCAS holds regular staff meetings, where HCAS activities and other issues of interest to the Fellows are discussed. Especially questions regarding the principles and content of activities are discussed at staff meetings.
- HCAS aims at separating academic leadership functions from the provision of administrative and support services so that the duties of the Director and Deputy Directors hold as few routine administrative duties as possible.
- Support and administrative services are produced in a professional manner by applying a leadership method that underlines communication between staff members. HCAS participates in the creation of campus-wide service centres by continually making sure that service needs of an international and multidisciplinary research community are well fulfilled in an equal manner and without delays.
- Possible relocations of personnel at the campus service centres will be executed according to the principles stated in the University's human resources policy statement. Possible reassignments of personnel to new duties will be executed according to cooperation procedures while at the same time improving the status of temporary personnel by creating new permanent positions.
- HCAS develops and improves the quality control system of the core and support processes as a part of the quality control system of the University. HCAS takes it into consideration that the quality assurance system of the University will be audited at the end



of 2007. HCAS develops its own operating manual based on the University manual. In this manual, the roles and duties of management and personnel will be described.

- HCAS prepares for the possible financial and operative effects caused by the development projects proposed in the space management policy of the University and takes them into account in its space utilization planning.
- HCAS prepares for the implementation of the Full Economic Cost models and for the data collection needs associated with this implementation. This data collection includes the possibility to utilise the collected data in reporting and fundraising.
- HCAS administers its information management by utilising the electronic databases of the University (electronic signatures, agreement registry, decision databases and meeting minutes database). HCAS aims to make its information management practices compatible with those of the entire University.
- In IT management, HCAS takes advantage of purchase agreements jointly negotiated by the University and pays attention to the University's IT and architectural standards as well as to the servers' production environments.
- HCAS will implement an electronic application procedure from 2007 onwards.



4. Quantifiable goals and resources

Goal

HCAS acquires the necessary resources to function as a top-level international research institution and achieves the results proportionate to these resources.

Implementation

- In order to become one of the leading institutes for advanced studies in the world, HCAS aims to increase its basic funding from the University from 2.9 million Euros to 4 million Euros annually by 2009.
- HCAS aims to make its fundraising activities more efficient while at the same time keeping its core duties central to its activities.
- The amount of external funding will be increased to about 1 million Euros.
- The total number of personnel (including Fellows, administrative staff, research assistants, visiting fellows and fellows funded by external funds) will stabilize around 60. The percentage of researchers from foreign universities will increase to around 40 percent by 2009 (see Attachment 1).
- HCAS will acquire office space to accommodate the rise in the number of personnel. Researchers are primarily given their own offices. HCAS develops space solutions that encourage daily encounters between Fellows.
- HCAS leadership and Board of Directors regularly monitor the implementation of this target program. The Director and Research Coordinator will draw up an implementation program, where the goals and the ways they can be achieved are stated. This implementation program will also state the persons responsible for carrying out the suggested steps.
- Resources 2007:

UNIVERSITY'S OWN FUNDS	2005	2006	2007
	€	€	€
<i>Operating costs</i>	2 900 000	2 900 000	3 100 000
UNIVERSITY'S OWN FUNDS	2 900 000	2 900 000	3 100 000
TOTAL			

According to the decision of the University Senate reached September 15, 2004, HCAS participates in covering the costs of the library and information services of the University. HCAS's share of the costs is 30 400 Euros annually.

Out of the funds granted for 2007, HCAS will use 100 000 Euros to enhance its internationalization.

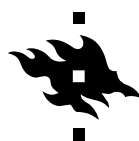


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Accepted for implementation.
Helsinki, December 19, 2006.

Rector Ilkka Niiniluoto
Director Juha Sihvola

Head of administration Kari Suokko



Tutkijakollegiumin määrälliset tavoitteet ja tunnusluvut vuodelle 2007

	Goal	Actual 2004	Actual 2005	Estimate 2006	Goal 2007	Goal 2008	Goal 2009
1	Number of researchers coming from foreign universities		26,1 %	36,6 %			40 %
2							
3							
4							
5							
	Indicator						
6							
7							
8							
9							
10							
	Hallinto- ja tukitoimien tunnusluvut						
11	The proportion of administrative personnel to the total number of personnel	8,8 %	10,3 %				
12	The proportion of teaching and research staff to the total number of personnel	83,5 %	82,3 %				
13	The proportion of teaching and reseach support staff to the total number of personnel	5,3 %	5,5 %				
14	The proportion of technical staff to the total number of personnel	-	-	-	-	-	-
15	The propotion of IT personnel to the total number of personnel	2,3 %	2,1 %				
16	The proportion of library personnel to the total number of personnel	-	-	-	-	-	-
17	The proportion of the net square meters of space to the total number of man-years		25,6	27,9			
18	The proportion of space costs to total amount of funding		7,7 %	8,6 %			



Goal/indicator	Definition/description A more detailed description of how and from where information was retrieved etc.	Time period Calendar year, date(s)	Person responsible Who will provide the figures
	Goal		
1	The proportion of researchers coming from foreign universities employed by or visiting the HCAS in a calendar year to the total number of research personnel	Calendar year	Juha Sihvola/Minna Franck
2			
3			
4			
5			
	Indicator		
6			
7			
8			
9			
10			
	Indicators of the administration and support functions		
11	Man-years calculated according the KOTA rules based on information transferred from the personnel management system. Information printed Oct 9, 2006.		Tuija Pehkonen
12	Man-years calculated according the KOTA rules based on information transferred from the personnel management system. Information printed Oct 9, 2006.		Tuija Pehkonen
13	Man-years calculated according the KOTA rules based on information transferred from the personnel management system. Information printed Oct 9, 2006.		Tuija Pehkonen
14	Man-years calculated according the KOTA rules based on information transferred from the personnel management system. Information printed Oct 9, 2006.		Tuija Pehkonen
15	Henkilötyövuodet on laskettu KOTA-laskentasääntöjen mukaan henkilöstöjärjestelmästä tietovarastoon siirtyneiden tietojen perusteella. Tietojen tulostuspäivä 9.10.2006.		Tuija Pehkonen
16	Man-years calculated according the KOTA rules based on information transferred from the personnel management system. Information printed Oct 9, 2006.		Tuija Pehkonen
17			
18	The proportion of rent paid to funds granted by the University. s		Minna Franck