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Helsinki Collegium for Advanced Studies - Target programme 2010 – 2012,
amendment for 2011 (approved by the Executive Board in Oct. 2009)

PART I – THE STRATEGY FRAMEWORK

1.1 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.

1.2 Vision

The Helsinki Collegium for Advanced Studies will consolidate its position among the leading multidisciplinary European Institutes for Advanced Study in the humanities and social sciences while maintaining the individual character related to its background. The Helsinki Collegium for Advanced Studies is active in the European cooperation networks of its field and actively maintains and develops connections to similar institutions outside of Europe. The Helsinki Collegium for Advanced Studies is domestically and internationally known as an attractive working environment for the best researchers in its fields. The Helsinki Collegium for Advanced Studies is a creative and motivated community of researchers who successfully carry out their own research plans, build cooperative projects, cross disciplinary boundaries and strengthen interaction with other academic institutions and the society at large. The visibility of the Helsinki Collegium for Advanced Studies is becoming more prominent both within and outside the academic community. The Collegium houses Finnish and international research fellows from different disciplines and at different stages in their academic careers.

1.3 Central changes in the operational environment

The Helsinki Collegium for Advanced Studies operates in an environment characterised by the globalisation of the economy, politics and culture. Academic research, international by its very nature, is becoming increasingly involved in a truly global environment. More and more competitiveness, financial accountability and social impact are demanded of research. However, starkly different views exist on the direction and consequences of global development as well as on the advantages and disadvantages of globalisation. It can be assumed that an increasing amount of funding will be granted to research in the future, but the position of free and autonomous research conducted in universities may be precarious, as additional funding is primarily allocated to applied research thought to provide immediate gain. Social impact is expected from the humanities and from the social sciences in particular. Other matters having an effect on the operating environment of the Collegium include the particularities of the Finnish academic system, especially the increase in the number of doctoral degree holders, the unstructured nature of the postdoctoral research career path and the small number of permanent university positions available (despite the adoption of the tenure track system and similar developments). Meanwhile, separation from governmental budget control has generated a new operating environment for the University with new challenges which the Collegium has met well prepared. In terms of research funding, the

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Collegium operates in the same environment as the Academy of Finland, research foundations and universities. Other actors in the field of international research funding include leading research universities, other high-grade multidisciplinary research institutions and pan-European institutions, especially EU Framework Programmes.

1.4 National special duties, international and University-related special responsibilities, coordinating networks

HCAS is currently the coordinating institution of the Argumenta project "Human Mortality" and the Nordic Pragmatism Network.

1.5 Operational profile and central factors for success

The Helsinki Collegium for Advanced Studies has consolidated its international position and built significant connections with the society at large. As the first institution of its kind in Finland, the role of being a forerunner has inevitably fallen upon the Collegium, not only on a national scale, but also within the University in matters relating to international research cooperation and researcher mobility. The significance and visibility of the Collegium have also been noted by external funders. The Collegium constitutes a creative and motivated researcher community, with ample free time for research and researcher interaction and room for a range of researcher roles. Through lectures, seminars and other activities, the Collegium strengthens its cooperation with other University units and other universities. Measures to be taken:

- The Collegium will organise high-quality lectures and scientific conferences for its members, the University community and the general public.
- The Collegium will organise high-quality international symposia or participate in their organisation when they serve its goals.
- The Collegium will arrange at least one annual multidisciplinary lecture series targeted at postgraduate education in the humanities and social sciences.
- Collegium fellows are expected to participate in the operations of a specific department at the University of Helsinki during their fellowship period.
- From the second year at the Collegium, fellows must dedicate no more than five per cent of their work hours to teaching advanced and postgraduate studies based on their research topic at a University department, with no separate compensation.
- Collegium fellows may serve as dissertation supervisors as well as directors or partners in research projects involving postgraduate and postdoctoral education.
- Fellows are expected to report on the progress of their project annually to the Director and to draft a separate final report on their activities at the Collegium.

1.6 Strategic development areas

The Collegium aims to consolidate and improve its funding situation: in the current financial situation, increasingly careful financial planning and monitoring are required. On the other hand, increasing external funding in particular would also require more facility and administrative resources, so growth should not be sought for its own sake. The Collegium aims to enhance its international profile further by maintaining and actively developing contacts with the leading institutions of the field, both in and outside Europe.

Quality assurance for fellow recruitment is to be conducted according to the principles of the University of Helsinki quality assurance system. The Collegium intends to focus more on how time spent in the Collegium integrates into the researcher's career path, since in Finland, the period between completing a doctoral degree and attaining the position of professor is on average much longer than in many other countries. There is great demand for research funding aimed at the period after the doctoral degree, at the beginning of an independent academic career. Research environments such as the Collegium may increase the attractiveness of research as a career and thus help raise

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the level of research overall. In matters relating to the research career path, cooperation with departments is particularly important.

PART II – OBJECTIVES AND MEASURES TO BE TAKEN

2.1 RESEARCH, DEVELOPMENT AND SUPPORT SERVICES FOR RESEARCH

2.1.1 Policies, focus areas and objectives

The Helsinki Collegium for Advanced Studies will consolidate its position as one of the leading European research institutions in its field. Its fellows conduct high-quality basic research which focuses on the interaction between disciplines and researchers. The visibility of the Collegium is becoming more prominent both within and outside the academic community. The Collegium employs Finnish and international researchers from different disciplines and at different stages in their academic careers. The field of operations is interpreted broadly to mean that the Collegium can conduct any research relating to humans as cultural and social beings. In particular, the Collegium endorses multidisciplinary research as well as research examining scientific methods and theoretical assumptions. The Collegium promotes truthfulness and a critical stance in the seeking of new information, in the evaluation of applications for existing information and their social significance as well as in the assessment of established scientific concepts. Its particular mission as an institution endorsing interaction between disciplines and researchers is to evaluate whether established academic practices are successful from the perspective of their central mission – the search for truth and a critical outlook. The Collegium also seeks to promote the academic careers of its researchers after the dissertation, both in the postdoctoral period and the subsequent mid-career stage. *A core part of the Collegium's operations are international symposia, workshops and other research conferences organised by its fellows. The organisation of these events will be made increasingly professional in the future. *Unlike many other units, the Collegium cannot name any stable "focus areas" for research, as there is a high turnover of fellows in the Collegium. On the other hand, multidisciplinary, loosely themed calls for applications (see research policies) may be organised.*

2.1.2 Measures to be taken to reach the objectives

Infrastructures and prerequisites for research

Cooperation networks

By endorsing cooperation between researchers from different fields, the Helsinki Collegium for Advanced Studies helps university departments develop their networks. The Collegium is engaged in active cooperation with the graduate schools and doctoral programmes at the University of Helsinki and the centres of excellence of the Academy of Finland. The Collegium is an active member of the City Centre Campus community and is in constant contact with the faculties, departments and independent institutes on the Campus. *One aspect of enhancing this cooperation is the goal to place new Academy of Finland projects primarily at the departments of the City Centre Campus instead of the Collegium.*

*The Collegium is active in the Network of European Institutes for Advanced Study (NetIAS), it maintains connections to other similar institutions as well as international universities and other institutes, and also participates actively in the University-Based Institutes for Advanced Study (UBIAS) network. One concrete form of NetIAS cooperation is the EURIAS researcher exchange programme, launched in 2010. The

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Collegium is involved in particularly intense bilateral cooperation with the Swedish Collegium for Advanced Study (SCAS), based in Uppsala.*

The Collegium encourages its fellows to publish their research in high-grade international publication series and in books published by leading scientific publishers. The Collegium continues to develop its own publication activity through its online publication series.

The Collegium encourages its fellows to maintain and further promote Finnish and Swedish as languages of academic discussion and to publish their research results for a Finnish audience as well.

Research quality assessment

Recruitment

Fellows are mainly chosen through an open application process. Open fellowship positions are publicised effectively both domestically and abroad. Applications are assessed reliably and independently with the assistance of the Academic Advisory Board consisting of esteemed experts. This Board can also provide ideas to help further develop the activities of the Collegium.

The main focus of the recruitment process is a high-quality research plan, academic achievements and the compatibility of the research projects with the Collegium's target programme. The intention to recruit fellows at different points of their careers will be highlighted in the call for applications.

The opportunity to establish research groups in the Collegium can be offered within available resources by opening the recruitment process to group applications and making it possible for fellows already in the Collegium to establish research groups.

In addition to the open call for applications, the Collegium may also invite members as visiting fellows by decision of the Board and/or the Director, particularly in the case of high-grade, internationally esteemed researchers. The Collegium may also found permanent or long-term research professorships and acquire external funding for this purpose.

The Collegium promotes gender equality according to the University's Equality Plan so that the ratio of men and women among the fellows is maintained between 40 and 60 per cent. Equality is promoted by favouring the gender which is in the minority when selecting between applicants of equal or nearly equal academic merit, but academic qualifications remain the central criterion.

Collegium fellowships are typically offered for a term ranging from one to three years in duration.

Monitoring and self-assessment

The Collegium monitors and assesses the work of its fellows through final reports, publication catalogues and knowledge databases. In the future, the TUHAT system in particular will be used. The distribution of applicants and appointed fellows will be monitored based on discipline, gender, nationality, university of origin and other similar factors for purposes of operative planning and evaluation. The Collegium also evaluates its own operations by regularly tracking its strengths, weaknesses and any related opportunities and challenges.

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Definition and selection of research focus areas

Research policy guidelines

The Collegium offers a stimulating, interactive environment which motivates fellows to broaden their academic perspectives and critically evaluate their own assumptions.

The Collegium offers its fellows the opportunity to pursue independently chosen research projects, but it may also select themes and focus areas to enhance interaction between researchers and disciplines. *Proposals for research themes will be made primarily by the Director as well as the members of the Executive Board and the Academic Advisory Board. The Executive Board makes the decision to select a theme. Fellows appointed as a result of a themed application process must fulfil the same academic criteria as other fellows.*

The Collegium supports its fellows in networking and establishing cooperative research and publication projects as well as in research cooperation with external researchers.

The Collegium maintains its multidisciplinary nature by focusing on the long-term balance between the disciplines it represents during recruitment, but the academic level of the applications always remains the most important criterion.

In the recruitment process, it will also be considered whether the proposed projects are cross-disciplinary or promote discussion on the nature and methods of research in the humanities and social sciences as well as the theoretical background assumptions and duties of research.

2.1.3 Quantitative objectives and indicators

Quantitative indicators for publications are particularly problematic for the Collegium, since publications from Collegium fellows are registered under the departments with which the fellows are affiliated. For this reason, it is not technically practical to set such objectives. However, it is naturally the goal that Collegium fellows publish actively in esteemed international forums. *Reaching this objective has not been particularly difficult, since the fellows appointed into the Collegium in the annual application process (approx. 4% of all applicants) are inevitably internationally active and qualified due to the intense competition.*

2.2 TEACHING AND TRAINING-RELATED SUPPORT SERVICES

2.2.1. Policies, focus areas and objectives

The Helsinki Collegium for Advanced Studies encourages its fellows to provide teaching at the undergraduate and particularly the dissertation stage at University departments.

2.2.2 Measures to be taken to reach the objectives

Valuation of teaching and teachers' work

Cooperation with the departments

The Collegium informs departments of the research fields of appointed fellows, and encourages fellows to maintain active contacts with the departments of their field.

When possible, the Collegium provides facilities to its fellows to organise seminars and study groups.

The Collegium strives to organise lectures and seminars which hold relevance for University departments and disciplines.

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2.3 COMMUNITY RELATIONS

2.3.1 Policies, focus areas and objectives

The Collegium will further develop its role as an esteemed partner of the University's other units, other universities and the society at large.

The Collegium endorses interaction between researchers and disciplines as well as discussion on the nature, methods, theoretical backgrounds and duties of research in the humanities and social sciences.

In addition, the Collegium has goals and values relating to the general edification and welfare of the populace, such as justice, equality, democracy, tolerance, multiculturalism, human rights and sustainable development. The founding values of the Collegium derive from its mission as an intellectual community striving towards truth. In this way the Collegium supports the same values as the University, but interprets and specifies them according to its own particular character and mission.

2.3.2 Measures to be taken to reach the objectives

1. Enhancing community responsibility

Lectures and events

The Collegium will enhance its visibility on campus by organising lectures, seminars and discussions on culturally and socially topical subjects aimed at the University community and the general public. An example of this is the Studia Collegialia lecture series. The Collegium expects its fellows to announce their membership in the Collegium when performing academic and social duties, and to publicise its mission and activities.

2. Managing community relations

Societal discussion

The Collegium encourages its fellows to participate in public social discussion based on their research results and expertise.

3. University partnerships

Alumni activities

By organising alumni activities, the Collegium keeps its former members in contact with the Collegium and encourages them to publicise the activities of the Collegium through their own international networks.

4. Internationalisation

Publications

While the Collegium's primary focus is on high-grade international publications, it also supports academic culture which utilises Finnish and Swedish and publicises its activities actively.

PART III – RESOURCE PLAN

3.1. STAFF

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3.1.1. Policies and objectives of the staff structure

The Helsinki Collegium for Advanced Studies generates and maintains a professional community where fellows from different disciplines and at different stages in their careers can engage in result-driven, inspiring cooperation.

The Collegium ensures that the principle of pluralism is followed in its working community and that the individual needs of fellows can be taken into account. The Collegium takes care of its employees regardless of their assigned tasks. For administrative staff, the Collegium strives to ensure that their workload does not become overwhelming, that each employee has the opportunity to develop their professional skills and that the work can be completed within the daily work hours. Similarly, the Collegium strives to improve mutual understanding between different personnel groups. The Collegium practices gender equality in all its operations according to the University's Equality Plan and promotes discussion and research on the gender system. As a meeting place of researchers from all around the world, the Collegium promotes intercultural dialogue and mutual respect. The Collegium does not condone any discrimination based on gender, sexual preference, nationality, ethnic background or religion. The Collegium organises its operations and fellow recruitment in a way which ensures equal opportunities for all.

3.1.2 Measures to be taken to reach the objectives

Development area

Interaction in the work community

The Collegium strives to create a high-quality work community through its equal and motivating staff policy as stated in the University Human Resources Policy, as well as by paying particular attention to staff planning and the enhancement of interaction between employees and superiors with the aid of annual review discussions. A transparent and fair professional culture is promoted by expecting and encouraging fellows to be involved in the planning and development of the Collegium's operations. For the purposes of operative preparation, working groups of fellows will be maintained with the participation of the Director and/or the Head of Planning and Development. In addition, the Collegium organises regular staff and fellow meetings, in which the Collegium's activities are discussed along with other matters of interest to fellows. Particular attention in these meetings is paid to issues related to content and principles in the Collegium's operations.

3.1.3. Focus areas and objectives for the further development of staff competence and wellbeing

The Collegium provides its staff with opportunities to participate in training relevant to their professional duties, and organises training for the whole staff when necessary. The Collegium seeks to chart the particular skill and welfare needs of its staff in the beginning of the contract period and ensures that staff have the necessary skills to transfer to the labour market outside the Collegium. The Collegium is also concerned with the physical coping of its employees.

3.1.4 Measures to be taken to reach the objectives

3.1.5 Quantitative objectives and indicators

The total number of staff at the Collegium (including administration, research assistants, visiting fellows and fellows covered by external funding) has now risen to 70, and the number of fellows incoming from foreign universities has grown, representing

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approximately 40% of all fellows. If the number of fellows to be appointed is significantly increased from this, both space issues and the workload on administration and support services must be considered.

*Exact staff number objectives cannot be set, as the career stage of fellows to be appointed is mainly depended on the Academic Advisory Board's evaluation of the submitted applications. The number of research directors at level 4 of their academic careers is now greater than during the early years of the Collegium, and maintaining a stable number of research directors/professors on staff also in the future is important in order to retain the Collegium's status as an international institution of advanced studies.

*The administration of the Collegium has not grown significantly during the ten years of its existence, but the Collegium's operations have widened in scope because of, for example, projects funded by external funders and the increased activities in symposia and seminars. Hiring one additional person for administration and support services or reorganising tasks so that resources could be freed from, for example, research assistance to serve the needs of administrative services must be seriously considered within the confines of the budget. This would allow the Collegium to continue to organise its seminars, which are highly important for its visibility, in a professional manner to further develop and improve the seminar activities. The Collegium will also strive to engage trainees to help in these tasks.

3.2 FACILITIES

3.2.1. Policies and plans for facility use

The Helsinki Collegium for Advanced Studies acquires sufficient resources to function as an international top-level research institution, and it attains results proportionate to these resources. The Collegium will acquire more facilities to match the increase in the number of its fellows and staff. Fellows are typically offered a one-person workspace. Facility solutions which would foster communal behaviour among fellows are being developed.

3.2.2 Facility requirement

The possibility to acquire additional space should be investigated in the future due to the increase in staff numbers.

PART IV – LEADERSHIP AND SUPPORT

4.1. Policies and objectives

The Collegium is committed to developing its administrative and support services as specified in the University of Helsinki Strategic Plan and the four policy programmes, and thus offers its fellows a working environment, service structures and other research requirements on par with leading international research facilities. Leadership is organised in such a way that it supports the Collegium's main duties in the best possible way.

4.2 Measures to be taken to reach the objectives

Focus areas and measures in the further development of leadership and management

Leadership profiles

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The Collegium strives to separate academic leadership from the production of administrative and support services by assigning a minimum amount of routine administrative tasks to the Director and the deputy directors. The duties of the Director of the Collegium focus on strategic and research leadership, which requires time to pursue personal research projects. The Collegium seeks to generate a sense of commitment to their positions among the Director and other superiors, and to encourage superiors to develop the leadership culture and their leadership skills according to the guidelines stated in the University's general leadership matrix. The Director's independent capacity to develop the Collegium's operative profile will be enhanced. The duties of the deputy directors to be selected from among the fellows include serving as a deputy of the Director, managerial tasks, serving as chief editor of the electronic publication series, and participation in planning the operations of the Collegium. The main duties of the Head of Planning and Development include international cooperation, managerial tasks and the planning, monitoring and development of researcher recruitment. The Head of Planning and Development may also serve in other administrative tasks.

Monitoring and implementation

Implementation

The leadership and Executive Board of the Collegium will monitor the implementation of this target programme regularly. The Director and the Head of Planning and Development will specify the mentioned measures to be taken and the people responsible for them.

Focus areas and measures in the further development of support services

Production of support services

The administrative and support services required by the Collegium are produced professionally, and a leadership system which highlights the mutual interaction of administrative staff will be implemented. The Collegium participates in the further development of the joint services on the City Centre Campus while making sure that the service needs of its international and multidisciplinary research staff can be fulfilled effectively, equally and without disruption. The Collegium develops the quality management of its core and support activities as part of the universities' quality assurance system. The Collegium will prepare itself for the operational and financial impacts of the measures specified in the University's facility strategy, and will take these into account when planning the use of its own facilities. The Collegium utilises the University's internal information systems (electronic data entry, the contract register, databases of decisions and minutes) in its information management, and strives to harmonise its information management practices with other University actors. For its IT facilities, the Collegium utilises the acquisitions and blanket agreements negotiated jointly by the University, University-wide hardware and architecture standards as well as the University's shared server production environments.