ANNUAL REVIEW 2018

600,000 VISITORS AT THINK CORNER
The year 2018 was a year of major organisational changes at the University of Helsinki: the new University Board began its term at the beginning of the year, a new 50-member University Collegium was elected in February, and a new rector and vice-rectors took office.

My term as rector of the University of Helsinki began on 1 August 2018. My key objectives are to boost the University's research, teaching and social impact to a higher level, ensure a peaceful work environment for the University community, and to promote community spirit and wellbeing at work. To advance collegiality, I, together with the vice-rectors, launched in early autumn a round of campus meetings open to everyone. The University's vision of "Global impact in interaction" is the guiding principle that I wish to keep clear in my mind. The potential to make the University of Helsinki a learning and research environment of an increasingly higher level lies in its staff and students.

We also wish to abide by the principles of sustainable development. Consequently, one of the vice-rectors is charged with matters relating to sustainable development, and the University also established a sustainability and responsibility committee to further these matters at the University level. Furthermore, the University decided to participate in and provide data for the new THE Impact Ranking, which assesses universities against the United Nations' Sustainable Development Goals.

Even though our present strategy period extends until the end of 2020, we have already begun drafting our next strategic plan. In connection with the drafting of the strategic plan, a working group led by Chancellor Kaarle Hämeri began reinvestigating the University's values and may update them during 2019. The University leadership actively participated in the preparation of the Vision for higher education and research in 2030 of the Ministry of Education and Culture, and particularly in the creation of a model for the distribution of funding for universities.

Open science and research are our central strategic objectives. Our research results are indisputably of the highest level and our researchers have succeeded well in the European Research Council's funding rounds: in 2018, seven new projects at the University received ERC funding. Moreover, six of the ten new Academy professors appointed by the Academy of Finland come from the University of Helsinki. In 2018 the University also began to collect material for a research assessment exercise to be completed in 2019. This assessment will help to enhance the quality of research and support the preparation of the new strategic plan.

The University of Helsinki makes continuous efforts to further develop its education. The purpose of the recent extensive education reform is to enable more individual study paths than before. The first year after the changes were implemented proved that the reform was necessary. However, the establishment of such extensive changes will take time. In the joint application procedure of 2018, a record number of prospective students applied to the University of Helsinki and the number of students admitted based on their educational certificates grew from the previous year. The number of applicants to the international master's programmes also grew from the previous year.
The University responded to changes in its operating environment by establishing the Helsinki Graduate School of Economics (Helsinki GSE) and finalising the establishment of the Helsinki Institute for Social Sciences and Humanities (SSH). The Helsinki GSE will meet the demand for expertise and teaching in economics and other quantitative social sciences, and the SSH aims to strengthen and reform basic research in the human sciences and their infrastructures. The relocation of the Finnish Environment Institute (SYKE) to the University’s Viikki Campus enables a new and efficient collaboration between the University and other organisations on the campus, such as the Natural Resources Institute Finland and the Finnish Food Safety Authority Evira (from 1 January 2019 onwards, the Finnish Food Authority).

The University of Helsinki also wishes to be a pioneer in making use of the opportunities offered by digitalisation for the entire academic community. In early 2018, the University published a roadmap for digitalisation 2018–2020, and the smart campus project in Kumpula, also known as Ubikampus, is a prime example of the digital leap taking place at the University. The aim of Ubikampus is to provide workspaces supported by technology and artificial intelligence on the campuses.

The University’s strategic partnerships enhance its impact as a global force. During 2018 the University launched several new projects, particularly with Peking University and Stockholm University. A new spearhead project undertaken with Stockholm University focused on Arctic research, and the emphasis of collaboration with Peking University was on the development of doctoral education in the life sciences.

The University of Helsinki is globally active in the mitigation of climate change and wants to increasingly contribute to national and international decision-making through research information. In early 2018, two new institutes launched operations, namely the Helsinki Institute of Sustainability Science (HELSUS), which aims to address global challenges of sustainable development, and the Institute for Atmospheric and Earth System Research (INAR), which advances atmospheric and environmental research both nationally and internationally. In October the University of Helsinki became a member of the Climate Leadership Coalition (CLC). This coalition formed by Finnish organisations and the Finnish Innovation Fund Sitra challenges the surrounding community and businesses to join the efforts to curb climate change.

The University of Helsinki wants to play a significant role in building Finland’s future welfare on the foundation of high-quality education and science. In 2018 the University actively lobbied ahead of the country’s parliamentary elections and engaged in the #Researchmatters campaign to communicate to the public and decision-makers alike the importance of research and research-based teaching. Science and education can help solve global problems and safeguard Finland’s success. We must increasingly invest in education and top research. The academic community relies in this matter for support from a national consensus that extends beyond the terms held by governments.

The University’s reformed Think Corner is a visible forum for community interaction. During its first year of operations, Think Corner has claimed its place as a popular venue for events, work and leisure. During its first year, Think Corner hosted more than 500 events with a total audience of more than 600,000 individuals.

The educational capital generated by universities is the force we use to build the welfare of our society. It is important to me that the University not only reflects social values, but also sparks discussions and sets trends.

Rector Jari Niemelä
KEY FIGURES IN 2018

31,200 degree students
1,850 international degree students
5,514 degrees
1.1 million completed credits
27,741 applicants in the main admissions procedure; 3,438 admitted students
31,644 students at the Open University

7,838 staff members, of whom 4,458 teachers and researchers
1,306 international staff members

10,926 publications, of which 69% peer-reviewed
3,302 research projects
57th in the Shanghai ranking of world universities
19 Academy of Finland Centres of Excellence, of which 14 led from the University of Helsinki
12 Academy of Finland professors
18 University of Helsinki researchers on the Highly Cited Researchers list
103 invention disclosures and 43 patent applications

30,407 registered alumni
56 million euros in donations to the University through the For the World fundraising campaign between 2013 and 2018
39 million page visits on the Helsinki.fi website
18,500 international media hits

16 locations for University operations
ORGANISATION 2018

UNIVERSITY OF HELSINKI 1.1.2018

FACULTIES, SSKH AND JOINT OPERATIONAL UNITS

CITY CENTER CAMPUS
- FACULTY OF THEOLOGY
- FACULTY OF LAW
- FACULTY OF ARTS
- FACULTY OF EDUCATIONAL SCIENCES
- FACULTY OF SOCIAL SCIENCES
- SWEDISH SCHOOL OF SOCIAL SCIENCE SSKH

KUMPULA CAMPUS
- FACULTY OF SCIENCE

VIikki CAMPUS
- FACULTY OF BIOLOGICAL AND ENVIRONMENTAL SCIENCES
- FACULTY OF PHARMACY
- FACULTY OF AGRICULTURE AND FORESTRY
- FACULTY OF VETERINARY MEDICINE

MEILAHTI CAMPUS
- FACULTY OF MEDICINE

HELsINKI INSTITUTE OF SUSTAINABILITY SCIENCE
INSTITUTE FOR ATMOSPHERIC AND EARTH SYSTEM RESEARCH

DEGREE PROGRAMMES: 32 DOCTORAL PROGRAMMES IN 4 DOCTORAL SCHOOLS, 60 MASTER’S PROGRAMMES AND 32 BACHELOR’S PROGRAMMES

INDEPENDENT INSTITUTES

RESEARCH-INTENSIVE UNITS
- FINNISH MUSEUM OF NATURAL HISTORY
- HELSINKI COLLEGIUM FOR ADVANCED STUDIES
- HELSINKI INSTITUTE OF LIFE SCIENCE HiLIFE

SERVICE UNITS
- CENTRE FOR INFORMATION TECHNOLOGY
- HELSINKI UNIVERSITY LIBRARY
- LANGUAGE CENTRE

UNIVERSITY SERVICES
- UNIVERSITY COLLEGIUM
- BOARD
- RECTOR
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At the beginning of 2018, the University’s internal structures were revamped, abolishing discipline-based departments in all faculties. The Faculties of Theology, Arts, Educational Sciences, Science, Medicine, Veterinary Medicine and Pharmacy retained, however, the traditional faculty organisation based on departments. Each of these faculties now has a minimum of two and a maximum of six departments, with staff numbers ranging between 20 and 400. The Faculty of Social Sciences, the Faculty of Agriculture and Forestry and the Faculty of Biological and Environmental Sciences adopted a management system based on administrative strands led by the vice-dean. The strands have sections, departments or other operational units, the size of which ranges from 10 to 300 staff members. The Faculty of Law retained its structure, which contains no subsidiary units.

The University, together with its national strategic partners Aalto University and the Hanken School of Economics, established in December 2017 the Helsinki Graduate School of Economics; in 2018 the operations of the School were geared to meet the demand for expertise and teaching in economics and other quantitative social sciences. Preparations were also started to integrate the discipline of economics at the Faculty of Agriculture and Forestry under the umbrella of the Helsinki Graduate School of Economics.

In 2018 the University was able to conclude the preparations begun in 2016 for the establishment of the Helsinki Institute for Social Sciences and Humanities at the City Centre Campus, and as a result the rector established the Institute in February 2019.

The University’s Art Room, which has operated since 1707, was merged into the University Museum. The University Museum was transferred from under the Finnish Museum of Natural History to the sector of Administrative Services (University Services). The University also prepared an agreement to deposit its collections to the Center for Collections and Restoration of the Finnish Heritage Agency, in an extension building of the Center in Vantaa, to be completed in 2020.

The Faculty of Educational Sciences became a member of the Helsinki Institute of Sustainability Science (HELSUS), which is a joint venture of the Faculties of Science, Social Sciences, Biological and Environmental Sciences, Agriculture and Forestry, Arts, and Law.

MOST WIDELY-READ ON-LINE NEWS 2018

Finland is challenging the entire world to understand AI by offering a completely free online course - initiative got 1 % of the Finnish population to study the basics

The University of Helsinki and Reaktor presented an open artificial intelligence challenge in May 2018. Its first goal was to educate one per cent of Finns (about 54 000 people) not only to understand what the artificial intelligence is but also to identify the opportunities it has brought. To solve this challenge, an open and free Elements of AI online course was created. In four months, nearly 90 000 people from 80 countries have enrolled, making Elements of AI Finland’s most popular online course.

The Changing University

The New University Board, Rectors and the University Collegium Began Their Terms

Within University administration, the operational year 2018 was marked by the beginning of a new administrative era, including a new rector and vice-rectors assuming office. The top of the page features the original composition of the Board of the University of Helsinki. The new University Board, which took office at the beginning of the year, started its term by initiating the recruitment process for a rector, as the term of Rector Jukka Kola was coming to an end at the end of July. After a carefully managed process, the Board elected Professor Jari Niemelä as the 138th rector of the University of Helsinki. Niemelä and the selected vice-rectors Professor Sari Lindblom, Professor Paula Eerola, Professor Hanna Snellman and Professor Tom Böhling began their five-year terms on 1 August 2018.

The selection of vice-rectors meant that there was to be changes among the deans of faculties as well. In the autumn, the new deans to assume office included Professor Pirjo Hiidenmaa at the Faculty of Arts and Professor Kai Nordlund at the Faculty of Science. Based on the results of University elections, Professor Hiidenmaa was replaced in the University Board by Academician Markku Kulmala.

The University Collegium began its new term in the spring. In its first meeting, the Collegium elected Academy Professor Katri Räikkönen-Talvitie as the chair, and student representative Sampo Granström and University Lecturer Riikka Kuusisto as deputy chairs.
NEW PRINCIPLES FOR THE DISTRIBUTION OF FUNDING FOR FACULTIES

In April 2018, the University Board approved new management guidelines, which included the adoption of a performance management model for the distribution of funding for faculties. The model is based on the University’s strategic plan and the principle of rewarding good performance. In the model, the funding allocated from the University’s budget to faculties comes from the government core funding and is distributed in three parts:

1. 80% as core funding to stabilise operations
2. 10% as performance-based funding distributed according to four criteria of equal importance:
   a. 2.5% on a research-based criterion: Centre of Excellence funding from the Academy of Finland and international research funding
   b. 2.5% on a teaching-based criterion: ratio of students with 55 completed credits per academic year
   c. 2.5% on a criterion to be agreed with the faculty
   d. 2.5% on a criterion to be agreed with the faculty
3. 10% as distributed by the rector in the form of strategic funding

EXTERNAL EVALUATIONS

The University’s International Advisory Board (IAB) visited the University in May 2018, and afterwards provided a summary of its conclusions and recommendations. In the autumn, the University leadership decided how the recommendations will be taken into account in the University’s activities.

The IAB’s recommendations were divided into two parts. The first part consists of long-term policies that will be integrated into the University’s operations management process and management development. Such policies include an understanding of the University’s strengths and the development of strategic planning, international communication, the engagement of the University community and the streamlining of the management system.

The second part consists of measures that can be implemented immediately. These measures are described in the University’s implementation plans. Short-term measures include launching a programme for international strategic partnerships as well as updating the University’s digital road map and research strategy.

In the autumn of 2016, the University Board commissioned an external evaluation of the change programme that had been implemented previously. The evaluation report prepared by a committee led by Professor Sue Scott was published in late 2017, and the measures that were launched on the basis of the report were concluded in 2018. The measures focused on building trust in the University community, promoting occupational wellbeing, and enhancing interaction between the leadership and staff as well as internal communication.

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1 See: Key measures for the implementation of the Strategic Plan of the University of Helsinki, “Community, collegiality and equality”
2 See: Human resources, “Occupational wellbeing, community, collegiality and equality”
3 See: Key measures for the implementation of the Strategic Plan of the University of Helsinki, “Community, collegiality and equality”
4 See: Community relations, “Internal communications and community”
The vision of the University of Helsinki is “Global impact in interaction”. The University wants to contribute to a better, sustainable world by taking an increasingly active role in the resolution of global problems.

The University has defined three strategic objectives for the strategy period 2017–2020:

1) A creative, international environment for learning and top-level research
2) A focus on the student
3) Resources for reform

The objectives and the relevant areas of development are summarised in the strategic roadmap below. The Strategic Plan for the University of Helsinki 2017–2020 can be read on the University’s website.1

In late 2018, the University launched preparations for the next strategic plan for the period 2021–2030. These preparations include the drafting done by the working group led by Chancellor Kaarle Hämeri to update the University’s values. The new strategic plan will be written in 2019.

1 Strategic Plan for the University of Helsinki 2017–2020

Figure 1. Strategic roadmap of the University of Helsinki for 2017-2020
KEY MEASURES IN THE IMPLEMENTATION OF THE STRATEGIC PLAN

The key measures for the implementation of the strategic plan, as defined by the University Board, have guided the planning of the University’s operations in various faculties and other units. The key measures for 2018 were as follows:

- Quality of learning and career-related studies
- International engagement and international research cooperation
- Community, collegiality and equality
- Opportunities offered by digitalisation and the University’s role in and impact on society.

QUALITY OF LEARNING AND CAREER-RELATED STUDIES

In 2018 the University drew up a basic outline for a quality management model for its degree programmes. A tool was introduced to support the management of degree programmes. This tool visualises study paths for students and produces a wide range of statistical data about individuals and groups. The University conducted a survey on initial study experiences among students who began their studies in the autumn term. The Academic Affairs Council, the forum for degree programme directors and the University’s management group in its extended composition discussed the model for quality management and follow-up, and will continue to do so during the academic year 2018–2019.

The follow-up indicators for the quality assurance of doctoral programmes, which the University prepared during 2018, also provide a basis for the development of programme- and school-specific knowledge bases and reporting. All doctoral schools adopted a system for monitoring the progress of doctoral students.

The Academic Affairs Council and the forum for degree programme directors monitor the implementation of career-related studies belonging to the curricula of all new degree programmes. Clarifications were made to the role of teachers in the supervision of career planning in various supervision-related events. Supervision workshops and sessions aimed to strengthen collaboration and clarify the division of duties between Career Services and degree programmes. The University of Helsinki participates in a national key project on career education, which received funding from the Ministry of Education and Culture.

The reform of the student admissions system is progressing according to schedule. So far, the fundamental objectives of the reform have, for the most part, been included in the relevant guidelines.

INTERNATIONAL ENGAGEMENT AND INTERNATIONAL RESEARCH COOPERATION

The number of applicants to the foreign-language and multilingual master’s programmes grew from the previous year, which was the first year of operation for these programmes. The most important factors contributing to this growth include attractive programme contents and successfully targeted international digital marketing. The University also launched cooperation with five carefully selected international education agencies. The development of English-language instruction in the new master’s programmes has gotten off to a good start, but the quantitative objective for this teaching cannot be reached during the current strategy period.

As international marketing is a long-term effort, investments in it and in the recruitment of international students will only yield sustainable results in the long term. Because teaching resources are scarce, increasing the opportunities to provide English-language instruction requires many programmes, when designing their curricula, to explore the most expedient methods of integrating instruction in different languages into the studies of Finnish- and Swedish-speaking students. In 2018 the University prepared the launch of two new foreign-language and multilingual master’s programmes. The University also initiated collaboration in doctoral education with its strategic partner, Peking University.

In the course of 2018, the University charted the faculties’ established methods of applying for funding and investigated possible reasons for the differences in the amount of international research funding they obtained. The aim is to target the support provided by Research Funding Services in the most sensible way to increase the amount of international funding.

The various research funding instruments (ERC/joint research projects) of the EU framework programme quite justifiably appeal to faculties in slightly different ways. Therefore, it is more sensible to offer tailored rather than harmonised support to the faculties. In addition to providing general ERC-related training, the University has made special efforts
to identify potential ERC applicants and encourage them to apply early in their careers. The identification of potential applicants was adopted as an everyday activity together with the faculties.

The University began investigating opportunities offered by international foundations that grant significant research funding with the aim of charting new funding channels and highlighting individual successful funding recipients as examples for a growing number of applicants. The University continued to exert influence on the content of the EU’s future research programme Horizon Europe. To this end, three University of Helsinki faculties organised high-profile events in Brussels in 2018.

The University intensified the marketing of international calls for applications and updated the University’s announcements for open vacancies in order to promote international recruitment. The application process was upgraded during 2018, and a more systematic model was adopted for communications to and with applicants.

COMMUNITY, COLLEGIALITY AND EQUALITY

Leadership skills were honed in the Leadership Arena designed for the University’s senior leadership; the forum continued with the themes of safety management and ethical leadership. The training focusing on conflict resolution for holders of supervisory positions aimed at developing the management skills needed for enhancing workplace interaction and in addressing challenging situations.

The University leadership adopted a more interaction-focused approach in communicating with the staff and students and actively promoted approachability on the Flamma newsfeed. Discussion was encouraged during the leadership’s campus rounds and on the open communication platform Yammer.

In its role as an employer, the University prepared policies for good cooperation together with employee representatives with the aim of enhancing interaction and collaboration within the University community. When writing their implementation plans for 2019, units were encouraged to refer to the development plans for workplace wellbeing drafted on the basis of the results of the workplace wellbeing survey.

HR Services offers various forms of support for addressing difficult issues. Training was offered to both supervisors and employees, and units were provided with tailored workshops as needed.

The University’s Equality and Diversity Plan for 2019–2020 will be updated, and the relevant rounds of comments were set in motion. Unit directors, the rector and vice-rectors will be individually asked to comment on the plan. The University community has been able to follow the concrete progress made in the implementation of the plan through Flamma, campus info screens and Yammer. Targeted training was offered to equality and accessibility liaisons. The University also participated in the activities of the equality network of Finnish institutions of higher education and the Gender Group of the League of European Research Universities (LERU).

The University launched the “Good interaction skills” campaign to support positive behaviour within the work community. Besides unit-specific events relating to the theme, the campaign embraced the following sub-campaigns: BIAS focusing on unconscious bias, AskMe for new students and employees, Workplace skills involving drama to address challenging issues, and Simply trilingual to offer means to implement good language practices. Teachers and the staff of Student Services were provided with training for challenging supervision and guidance situations.

The University annually monitors students’ satisfaction, workload and study-related stress with the help of the following student surveys: the Bachelor’s Graduate Survey, the HowULearn survey and the International Student Barometer (ISB).

OPPORTUNITIES OFFERED BY DIGITALISATION

The reform of the University’s intranet, Flamma, progressed on schedule, and the University also redesigned its external website. While the aim was to produce a website for 160 research groups, more than 200 research groups had a new website at the end of the year. Websites were also designed for dozens of research fields. Over 90% of the degree programmes have their own website, and one was mounted for all programmes that wanted a website.

The University promoted its role as an education reformer with the launch of the Future education webpage1

The World 100 Reputation Network rated the digital brand of the University of Helsinki in its top ten.

To improve the visibility of research and science on

Researchers and students were offered training, in corporate collaboration and innovation activities. A similar survey was also targeted at applicants. According to the respondents, there is room for improvement in service paths and the findability of experts. However, their user experience was positive. To enhance user experiences, the University launched a project to set up a people finder and contacts page, which will be published in early 2019. Moreover, the University is building a service portal for research data support at https://datasupport.helsinki.fi/.

Helsinki University Library carried out a training pilot on open science together with the teaching staff on campuses, and drafted a plan to continue this training. A storage service for researchers and research groups continues to be under construction. The service will be extended in stages to cover a growing number of research groups.

An evaluation process was piloted for significant materials to be selected for national long-term preservation and a plan for the pilot’s next steps was drafted. The materials to be included in the pilot were reviewed and assessed as to their transferability in terms of metadata and quality of documentation. A plan for the implementation of support services was integrated into the University’s digital roadmap.

The University recognises the need for further specifications to the guidelines for handling sensitive materials, and to this end, drafted a first version of guidelines for researchers. There is also a need for further instructions and training related to data security and data protection.

The University developed further contract practices related to data. As a result, the contract template for transferring rights to research data from research groups to the University of Helsinki was upgraded and the template was also tested in practice.

THE UNIVERSITY’S ROLE IN AND IMPACT ON SOCIETY

In 2018 the faculties launched a number of extensive research projects. The rector appointed a steering group for business collaboration and innovation activities to make, among other things, a concrete proposal for related University-level objectives for corporate cooperation and innovation activities as part of the University’s strategy development. The steering group was also tasked with creating an approach and drawing up instructions for various forms of corporate collaboration and innovation activities. Researchers and students were offered training, instructional videos and guide books to enhance their ability to engage in impact activities and corporate collaboration.

The University showcased cooperation opportunities in meetings between University leadership and corporate managers. In the autumn, the University collaborated with several large corporations through the MiniChallenge and MasterClass programmes. The Elements of AI course, set up together with Reaktor, continued to grow in popularity and will be offered to international audiences through partnership collaboration. The Helsinki Graduate School of Economics and the Helsinki Institute of Urban and Regional Studies have featured as spearheads of cooperation in the past year.

The Faculty of Veterinary Medicine launched a pilot project known as an accelerator for corporate collaboration. The purpose is to chart researchers’ training needs and the potential for research and corporate collaboration in the Faculty as well as to optimise and trigger collaboration between companies and researchers.

The internal cooperation model of University Services, particularly for handling key corporate relations, remained in place in 2018. Teaching and Learning Services, Research Services and Communications and Community Relations together updated the University model for partnership management. To implement target-oriented business collaboration management and the model for partnership management, the rector appointed a director of partnerships in December.

The University’s collaboration with decision-makers progresses as planned. The University objectives for the next government programme were approved in the spring. These objectives served as a basis for the meetings that the University had with decision-makers at, for example, the SuomiAreena public debate forum and various other events. The University presented decision-makers with facts about the University and its objectives and made efforts to highlight the significance of science to society. In 2018 the University invited members of parliament and parliamentary groups to learn more about the University and its objectives. In November, the University launched the #Researchmatters campaign.

This year’s Thinkfest forum was aimed for the first time at decision-makers. The forum explored higher education and science policy particularly from the perspective of what the next government should do regarding issues relating to skills and research.

The University organised various University-
faculty-level events for its alumni and other significant stakeholders. The alumni were engaged in University activities through, for example, mentoring. In the autumn, alumni events also took place in Stockholm, Beijing and Washington DC.

The relevance of alumni activities continued to grow in 2018. Alumni play an important role for the University, for example, in building partnerships and promoting internationalisation, continuous learning and the professional relevance of studies. The University wants to provide even better services to all alumni in the future.

**FOLLOW-UP INDICATORS FOR THE STRATEGIC PLAN OF THE UNIVERSITY OF HELSINKI FOR 2017–2020**

Table 1. Follow-up indicators for the Strategic Plan for 2017–2020

<table>
<thead>
<tr>
<th>Strategic indicator</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Objective 2020</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A creative, international environment for learning and top-level research</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position in international rankings¹</td>
<td>80</td>
<td>82</td>
<td>87</td>
<td>50</td>
<td>↓</td>
</tr>
<tr>
<td>High-quality international publications²</td>
<td>2 814</td>
<td>2 785</td>
<td>2 609</td>
<td>3 043</td>
<td>→</td>
</tr>
<tr>
<td>Open access publications²</td>
<td>3 341</td>
<td>3 841</td>
<td>3 343</td>
<td>2 502</td>
<td>→</td>
</tr>
<tr>
<td>FTEs of international teaching and research staff (%)</td>
<td>22.3</td>
<td>24.0</td>
<td>25.2</td>
<td>30.0</td>
<td>↑</td>
</tr>
<tr>
<td>Credits completed during exchange periods by UH students</td>
<td>19 755</td>
<td>19 886</td>
<td>18 333</td>
<td>-</td>
<td>↓</td>
</tr>
<tr>
<td>Credits completed during exchange periods by international students at UH</td>
<td>32 347</td>
<td>33 344</td>
<td>32 290</td>
<td>-</td>
<td>↓</td>
</tr>
<tr>
<td>Credits completed during exchange periods, total</td>
<td>52 102</td>
<td>53 230</td>
<td>50 623</td>
<td>-</td>
<td>↓</td>
</tr>
<tr>
<td>Audience research (stakeholder research, every 3 years)³</td>
<td>64</td>
<td>-</td>
<td>→</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A focus on the student</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response rate to the student feedback survey (%)</td>
<td>74</td>
<td>67</td>
<td>69</td>
<td>75</td>
<td>↑</td>
</tr>
<tr>
<td>Number of students with 55 completed credits per academic year⁴</td>
<td>10 270</td>
<td>10 518</td>
<td>10 489</td>
<td>-</td>
<td>↓</td>
</tr>
<tr>
<td>Ratio of students with 55 completed credits per academic year to all attending students (%)</td>
<td>38.8</td>
<td>40.3</td>
<td>40.7</td>
<td>-</td>
<td>↑</td>
</tr>
<tr>
<td>International students enrolled in a master’s programme (%)</td>
<td>8.4</td>
<td>7.4</td>
<td>7.1</td>
<td>20</td>
<td>↓</td>
</tr>
<tr>
<td>Ratio of international doctoral students to all doctoral students (%)</td>
<td>20.2</td>
<td>20.4</td>
<td>20.2</td>
<td>35</td>
<td>↓</td>
</tr>
<tr>
<td>Completed doctoral degrees</td>
<td>508</td>
<td>475</td>
<td>444</td>
<td>490</td>
<td>-</td>
</tr>
<tr>
<td><strong>Resources for reform</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback from the workplace wellbeing survey</td>
<td>3.33</td>
<td>-</td>
<td>3.7</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Competitive international research funding (€ million)</td>
<td>29</td>
<td>27.7</td>
<td>32.9</td>
<td>50</td>
<td>↑</td>
</tr>
<tr>
<td>Fundraising results (€ million) (cumulative since 2013)</td>
<td>31.3</td>
<td>47.9</td>
<td>53.9</td>
<td>100</td>
<td>↑</td>
</tr>
</tbody>
</table>

¹ Annual average: Shanghai, THE (Times), QS, Taiwan, US News
² Data from 28 February 2019. Data for 2018 will be supplemented during 2019
³ Index 0–100, 0–56 poor, 57–62 moderate, 63–69 good, 70+ excellent
⁴ As of 2015, 55 cr calculated according to new specifications by MinEdu, including the cumulative credit bank system.
In 2015 the University of Helsinki defined three strategic research areas for the current strategy period 2017–2020, namely life sciences, the human mind in a changing world and the structure of matter and materials science. These areas are characterised by a high scientific standard as well as a multidisciplinary and/or interdisciplinary nature, and they boast academy professors, centres of excellence, profile-building projects and young promising talents. In addition, the University has identified the following two spearheads in research: atmospheric research and mathematics.

In recent years, the University has continued to thematically define its strategic research areas. The University has applied for external funding, especially from the Academy of Finland’s funding scheme aimed at supporting the research profiles of Finnish universities. The University’s active efforts in applying for this funding have secured €34.5 million in the Academy’s four calls for applications thus far. The fifth call for applications closed in the autumn of 2018.

During the past year, the projects that succeeded in the Academy’s first three PROFI application rounds established their activities.

The first application for PROFI funding in 2015 brought the University of Helsinki a total of €9 million and was allocated to profile building in three areas: the Helsinki Institute of Life Science (HiLIFE) and the supporting fields of physics, and computer science and statistics.

The second application for PROFI funding in 2016 brought the University of Helsinki a total of €10.5 million and was allocated to profile building in five areas: the Helsinki Centre for Digital Humanities, Learning in the Digital World, Interdisciplinary Russian Studies, Behavioural Life Science and Global Law.

The third application for PROFI funding, which closed in November 2016, brought the University of Helsinki a total of €15 million and was allocated to profile building in three areas: the Institute for Atmospheric and Earth System Research (INAR), Helsinki Centre for Data Science (HiDATA) and the Helsinki Institute of Sustainability Science (HELSUS).

The fourth application for PROFI funding in November 2017 brought the University of Helsinki a total of €14 million and was allocated to profile building in three areas: Matter and Materials (M+M), Inequality, Wellbeing and Security (INEQ) and One Health and Welfare (HOH).

In spring 2019, the University expects for results of its fifth PROFI application, which focused on the following three profile building areas: Thriving Species – Towards Future Healthy Ecosystems; FinPharma – the Finnish Platform for Pharmaceutical Research; and Mind and Matter – Foundations for Information, Intelligence and Consciousness, which intersects all of the University’s three strategic research areas.

**ACADEMY OF FINLAND’S FLAGSHIP PROGRAMME**

The Academy of Finland’s Flagship Programme promotes high-quality research and the versatile impact arising from such research. The programme supports future knowledge, know-how and sustainable solutions to societal challenges, and advances economic growth by developing new business opportunities. By providing substantial long-term funding, the programme accelerates active collaboration between different actors and facilitates the systematic development and expansion of operations. In late 2018, the Academy selected new flagships from the programme’s second round of applications. A total of six flagships will receive a total of €54.5 million in Academy funding for four years. The total duration of the Flagship Programme is eight years.

The University of Helsinki coordinates the Digital Precision Cancer Medicine (iCAN) flagship, which aims to facilitate breakthrough discoveries leading to improved treatments and quality of life for cancer patients. Within the flagship’s pilot projects, selected patients with colorectal, breast or ovarian cancer or leukaemia have an opportunity to participate at all stages of research. The iCAN flagship, which brings together a solid team of top researchers, physicians and business experts, has a unique opportunity to become a global leader in the field and consolidate its position as a competence cluster generating
high-quality science, business, education and health. Besides the University of Helsinki, the iCAN flagship includes the Hospital District of Helsinki and Uusimaa. iCAN received a total of €11.2 million.

The University of Helsinki participates in the Finnish Center for Artificial Intelligence (FCAI) flagship, which is coordinated by Aalto University. The mission of the FCAI flagship is to create real artificial intelligence for real people in our imperfect world. The flagship is a key force in implementing Finland’s AI Programme by contributing to the reform of industry, healthcare and work, and by applying research-based innovations. In addition to Aalto University and the University of Helsinki, the flagship includes VTT Technical Research Centre of Finland. FCAI received a total of €8.3 million, of which €3.3 million was assigned to the University of Helsinki.

**TOP-QUALITY RESEARCH**

The University’s researchers have fared well in the calls for applications for ERC (European Research Council) funding. In 2018 the University received seven new ERC grants (four Starting Grants, two Consolidator Grants and one Proof of Concept grant), which means that the University boasts more than 70 recipients of ERC funding. At the time of writing, the results of the Advanced Grant application round are yet to come.

At the end of the year, the University had 12 Academy of Finland professors. The Academy appointed ten new Academy professors for the next five-year term beginning 1 January 2019. Six of these professors come from the University of Helsinki.

The Academy’s Centre of Excellence Programme 2018–2025 launched at the beginning of 2018. Seven of the Academy’s 12 Centres of Excellence for the period 2018–2025 are coordinated by the University of Helsinki. In addition, the University participates in one Centre of Excellence that is coordinated elsewhere. Besides the above-mentioned new Centres of Excellence, the centres in the previous programme running from 2014 to 2019 continued operations. Of the 26 centres in the two programmes, 19 are hosted by the University of Helsinki, and 14 of these are coordinated by the University.

For more information on research funding, please see the Finances section.

**RESEARCH INFRASTRUCTURES**

In 2018 the University made great efforts to maintain the level of national funding reserved for research infrastructures. The University communicated the challenges related to the development and maintenance of research infrastructures as well as the need for sufficient long-term funding.

The University participated in the Academy of Finland FIRI 2018 call for applications with 16 prioritised projects and was granted funding for subprojects in seven different research infrastructure consortia. The funding totalled €6.3 million. All in all, the Academy funded 19 different research infrastructure consortia with a total of €29 million.

The exploitability and accessibility of research infrastructures are central issues in the University’s research infrastructure policy, and this information

**MOST WIDELY-READ ON-LINE NEWS 2018**

Ancient DNA shows the Sámi and Finns share identical siberian genes

An abundance of genes has journeyed all the way from Siberia to Finland, a recent study indicates. As late as during the Iron Age, people with a genome similar to that of the Sámi people lived much further south in Finland compared to today.


Picture: Max Planck Institute for the Science of Human History
is featured in the infrastructure portal of the University's research information system. Data on the equipment belonging to research infrastructures are currently dispersed in many systems. In 2018 the University launched a development project to automatically integrate equipment data from other systems into the infrastructure portal, where applicable.

LABORATORY POOLS AND SERVICES

A new unit, Laboratory Services, began operating in January 2018 under the auspices of the Research Services unit of University Services. Laboratory Services offers high-quality laboratory services to units in need of, e.g., the maintenance of laboratory equipment and the coordination of equipment purchases, official permits, the registration of chemical substances and laboratory staff pools.

During the past year, equipment maintenance services have been documented and the related operations reorganised. The rationalising of equipment purchases was furthered by devising plans for various models that will be piloted in the course of 2019. Instructions for permits were almost completed, and the chemicals register was updated and adopted in all University laboratories.

The University of Helsinki has three campus-specific laboratory staff pools for the entire technical laboratory staff at the University. The pools are meant to improve the position of fixed-term staff as efforts are made to turn fixed-term contracts into permanent ones when possible. In addition, the University wants to include the laboratory staff in its investments in the maintenance and development of competence. Laboratory Services has engaged in close cooperation with the management groups of other pools in order to coordinate operations. The laboratory pools have carefully documented their operations for the purposes of an external evaluation to be conducted in early 2019. The results of the evaluation will be used for the further development of operations and the harmonisation of operational models.

OPEN SCIENCE AND RESEARCH

The University has continued developing open access publishing services in accordance with the principles approved by the rector in 2017. According to these principles, scientific publications produced at the University must be stored in the University's digital repository where their long-term preservation and use are ensured. In 2018 the University also continued the Open Access Hub project, which supports open publishing.

The University actively participated in the Open Science and Data project of Universities Finland UNIFI, which considers solutions for open science in the Finnish scholarly community. This project was followed by the establishment of a coordinating body and related working groups under the auspices of the Federation of Finnish Learned Societies.

The debate around open science was marked by the release of Plan S by European research funders in the autumn of 2018. The plan requires that all scientific publications that result from research funded by committed funders must be immediately accessible upon publication without any delay. Plan S also defines hybrid open access publications, i.e., journals that collect both subscription fees and article processing charges, as not belonging under Plan S. The Academy of Finland is a member of the Plan S consortium. The University of Helsinki has not yet commented on Plan S.

In 2018 the University of Helsinki granted the second Open Science Award to Jaana Bäck, professor of forest-atmosphere interactions at the Faculty of Agriculture and Forestry.

RESEARCH FUNDING SERVICES

The University consolidated the core activities of on-site services for research and reinforced collaboration between faculties and the academic leadership of units. To advance operations and promote researchers’ skills in applying for funding, the University piloted training in the form of grant labs and pop-up budgeting sessions. The toughening competition for research funding requires the University to strengthen the professional standard of its research services and compare operational models internationally. The University’s Research Services unit organised Research Service Days to advocate national and international comparisons and disseminate best practices. This seminar attracted a record audience to Helsinki.

During the past year, University Services continued efforts to expand the funding base of international competitive research funding. One new initiative was
the organisation of three faculty excursions to Brussels in collaboration with the Helsinki EU Office. The purpose of these lobbying trips was to increase understanding of the EU framework funding system from the point of view of the faculties’ long-term funding strategies.

DOCTORAL EDUCATION

The University’s doctoral schools and programmes established in 2014 launched their second four-year terms in 2018. The University annually has some 310 doctoral students holding full-time salaried positions lasting primarily for four years and receiving funding through the doctoral school system.

The doctoral schools have reached an established status, and the courses provided by them have proved to be useful. In the academic year 2017—2018, almost 2,500 students completed courses in the academic writing, science communication, career planning and other transferable skills courses organised by the doctoral schools. Training in research ethics was particularly popular with some 600 doctoral students completing the course. To meet the demand, the Faculty of Arts, with partial funding from the doctoral schools, established a university lectureship in research ethics and open science. The University aims to develop and provide teaching in these topics for the specific needs of doctoral education in all four doctoral schools. The university lecturer is also responsible for the content of national online courses in research ethics and open science available on the findocnet.fi Moodle platform administered by the University of Helsinki.

Collaboration in doctoral education with the University’s strategic partner Peking University was launched with a joint life science symposium for doctoral students in Peking in early December. During the symposium, preparations were also made for the 2019 summer school to be organised in Helsinki, which will offer doctoral students the opportunity to acquaint themselves with the principal investigators of both universities. As for the principal investigators, the summer school offers the opportunity to both universities to recruit talented doctoral students to their groups.

BUSINESS COLLABORATION AND COMMERCIALISATION

The University’s objective is to increase annual income from business collaboration to €10 million during the current strategy period (2017–2020). In 2018 such income totalled €8.77 million. The growth in this figure is largely due to collaboration with international businesses. As in previous years, the Faculty of Science accounted for about half of the income from business collaboration, while the Helsinki Institute of Life Science (HiLIFE) came in second in this respect and the Faculty of Medicine came in third. The faculties welcomed the new funding instruments, co-innovation and co-creation, of Business Finland. The faculties were provided with a clear support process and material. Funding provided by Business Finland grew significantly from the previous year.

In 2018 faculties launched a number of research projects. The MegaSense research programme expanded and received several million euros in funding. Invited by Nokia, it was presented in two large expositions in China, and it also had its own demonstration in the Slush start-up and tech event as well as featured in a Think Corner event for VIP guests.

According to a report published by the Research Institute of the Finnish Economy (Etla) about half of all Finnish researchers believe that they have made monetarily valuable findings. The bulk of these findings, however, remains unexploited. A lack of time was cited as the most significant obstacle to commercialisation. At the University of Helsinki, this means that no use is made of hundreds of discoveries. How can the University of Helsinki encourage researchers to promote their findings? This was one of the questions addressed in the discussions between the newly appointed steering group for business collaboration and innovation activities and the leadership of faculties.

1 www.helsinki.fi/megasense
The Faculty of Veterinary Medicine launched a pilot project known as an accelerator for corporate collaboration. The pilot aims to chart the potential for collaboration between the Faculty’s researchers and corporations, investigate researchers’ needs for competence training, and optimise circumstances for the launching of researcher collaboration. In the autumn, the Faculty organised training, among other things, on impact, pricing and commercialisation, and developed peer support by providing descriptions of successful cooperation projects between researchers and companies. For more information, please see the blogs at [https://blogs.helsinki.fi/andaction/](https://blogs.helsinki.fi/andaction/).

Researchers and students were offered training, instructional videos and guidebooks to enhance their abilities to engage in impact activities and corporate collaboration. Thus far, 1,000 researchers and postgraduate students have completed impact training. An instructional video on corporate collaboration was posted on Moodle.

Professor Ilkka Kilpeläinen received the 2018 award for distinction in corporate collaboration.

**RESEARCH**

At the end of the year, the University boasted 21 commercialisation projects that were partly funded by Business Finland, with a total budget of €12 million. These projects aim to commercialise research results either through licensing or the establishment of companies. In 2018 the University of Helsinki participated in the SLUSH start-up and investor event for the fifth consecutive year. The purpose was to find new potential entrepreneurs and investors for spin-out companies originating at the University of Helsinki. The University also presented projects included in its commercialisation portfolio. Annual participation in Slush has helped the University reinforce the message of being actively involved in commercialisation, creating innovations and establishing new companies.

**COMMERCIALISATION**

At the University of Helsinki, the commercialisation of inventions and research-driven innovations constitute the core duties of Helsinki Innovation Services (HIS). In 2018 HIS processed 103 invention disclosures, which is only slightly less than the record number of 108 in 2017. A total of 43 patent applications were submitted in 2018 (2017: 43). The Commercialisation Advisory Board, which has operated since 2017 and includes international members, convened four times during the past year. The board discusses matters related to the University’s commercialisation activities, the establishment of companies based on University research and opportunities to provide funding. In 2018 four new companies that turn research results into commercial applications were established, with University of Helsinki Funds as a co-owner. Cooperation related to international commercialisation activities was launched with the US-based Xinova, and the cooperation will also continue in 2019.

**STRATEGIC PARTNERSHIPS**

The University of Helsinki has two international strategic partnerships with Stockholm University and Peking University. New initiatives were introduced in both partnerships in 2018.

A new spearhead project undertaken with Stockholm University focused on Arctic research. Global warm-
RESEARCH

The research conducted at the University of Helsinki is assessed at regular intervals in accordance with the Universities Act. The previous assessments took place in 1999, 2005 and 2012. The research assessment ongoing in 2018 encompasses all research at the University. The assessment themes are the quality of research, the impact of research, the research environment and the capacity of units.

The focus is on the future. The objective is to produce knowledge that will help to improve the quality of research, promote the University’s strategic decision-making at units, faculties and the University level, and support strategic planning for the next strategy period beginning in 2021. The enhancement-led method selected for the assessment is based on identifying strengths and development needs. The key feature of this approach is self-assessment, based on which an external assessment group will provide feedback. The assessment will continue in 2019 with work undertaken by assessment panels as well as the reporting of results. Unit-specific results will be available in spring 2019, and the final report will be published by the end of 2019.

PUBLICATIONS

In 2018 the University’s researchers and teachers produced a total of 10,926 publications, of which 7,505 were peer-reviewed scientific articles and books, and 3,421 were publications focused on public engagement.

The number of peer-reviewed scientific publications increased slightly from the year before. Their ratio to all publications increased by six percentage points from the year before, totalling 69% in 2018. The number of peer-reviewed scientific publications has remained steady in recent years. The annual average at the time of reporting is 7,200 in the past three years (2015–2017). The total average after retrospective reporting is 7,600. Retrospective reporting ends in the year after the statistical year. From the perspective of reporting to the Ministry of Education and Culture, this is the final number of publications for the statistical year in question.

Quantitatively, the Faculty of Medicine and the Faculty of Science produced the highest number of peer-reviewed scientific publications. The ratio

Invention Disclosures

As for the strategic partnership with Peking University, the focus in 2018 was on the development of doctoral education, particularly in the life sciences. The partners reached agreement on a new approach, a joint summer school for doctoral students, that will take place in August 2019 in Helsinki and the following year in Beijing. The first joint seminar was successfully organised in December 2018 in Beijing. The summer school activities will acquaint students with top-level research at both universities and promote mobility and recruitment between the two universities. In addition, the activities will help to establish networks between not only students, but also principal investigators (PI) and academic supervisors. The partner universities are currently planning the next steps for collaboration on the basis of these networks.

In August 2018, the responsibility for the leadership of strategic partnerships was assumed by Hanna Snellman, vice-rector for international affairs, who headed the work of creating a model for strategic partnerships. The model describes the definition, objectives and principles of strategic partnerships. The University of Helsinki will develop its partnership portfolio with the aim of having up to seven partnerships five years from now. The partnerships will be selected from regions that are significant for global impact, as outlined in the University’s strategic plan.
of peer-reviewed publications to all publications ranged from 45% to 96%, depending on the faculty. The Faculty of Pharmacy (96%) and the Faculty of Science (93%) topped this list.

The University of Helsinki plays an important role in public discussion. One way in which it does this is by producing non-refereed scientific papers as well as publications intended for either professional communities or the general public. In 2018 the number of publications with a focus on public engagement was significantly smaller than the year before. Such publications accounted for 31% of all publications. The average number of publications with a focus on public engagement was 3,900 at the time of reporting, and after retrospective reporting, the three-year average (2015–2017) was 4,300. The number was previously on a long and steady decline, but increased slightly in 2017. Now the figures have again decreased to a level somewhat below that in 2016. This can be partly explained by the impact of the research assessment exercise in 2018–2019 because previous experience has shown that the assessment of research also leads to increased reporting of these publication types. The collection of data for the research assessment exercise affected reporting, particularly for 2017.

The highest number of publications with a focus on public engagement was produced by the Faculty of Medicine, where the ratio of such publications to all publications was 32%. The highest relative ratio of publications with a focus on public engagement was recorded at the Faculty of Theology (55%) and the Faculty of Law (52%), and the lowest at the Faculty of Pharmacy (4%).

As publication numbers for 2018 will still be reported in the course of 2019, the final figures will not be available until the 2019 annual report. The annual number of publications after retrospective reporting has totalled approximately 11,600–11,700. The annual percentage of retrospectively reported publications has varied from 8% to 10%. The figure was approximately 8% in 2017.

When examined by campus, the City Centre Campus produced the highest number of publications: 4,671. Of them, 58% were peer-reviewed scientific publications and 42% focused on public engagement.

<table>
<thead>
<tr>
<th>Publication category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer-reviewed scientific articles</td>
<td>6,984</td>
<td>7,000</td>
<td>7,306</td>
</tr>
<tr>
<td>Scientific monographs</td>
<td>101</td>
<td>94</td>
<td>101</td>
</tr>
<tr>
<td>Edited scientific books, conference proceedings or special issues of a journal</td>
<td>164</td>
<td>145</td>
<td>98</td>
</tr>
<tr>
<td>Non-refereed scientific articles</td>
<td>1,219</td>
<td>1,247</td>
<td>900</td>
</tr>
<tr>
<td>Publications intended for professional communities</td>
<td>1,280</td>
<td>1,983</td>
<td>1,738</td>
</tr>
<tr>
<td>Publications intended for the general public</td>
<td>1,069</td>
<td>977</td>
<td>783</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,817</strong></td>
<td><strong>11,446</strong></td>
<td><strong>10,926</strong></td>
</tr>
</tbody>
</table>
INTERNATIONAL PUBLICATIONS AND CO-AUTHORED PUBLICATIONS

A total of 7,281 (67%) of all publications and 6,687 (89%) of all peer-reviewed scientific publications were international. International in this context means that the journal, series or the publisher is not Finnish. The ratio of international peer-reviewed scientific publications remained unchanged from the year before.

International co-authored publications totalled 4,153 (38%). The number remained at the same level as the year before. The number of co-authored international peer-reviewed scientific publications was 3,941, or 53% of all peer-reviewed scientific publications. The number of international co-authored publications also stayed at a similar level as the previous year.

HIGH-STANDARD AND INTERNATIONAL PUBLICATIONS

The publication channels of scientific publications are rated according to a classification system known as the Publication Forum (JUFO). The system supports the quality assessment of scientific publications. The Publication Forum operates under the auspices of the Federation of Finnish Learned Societies. It should be noted that the Publication Forum is a national system and thus differs from other, for example, Nordic classifications.

During the new strategy period, the University established a policy whereby the number of peer-reviewed scientific publications appearing in publications with the highest ratings in the Publication Forum will be monitored. The Ministry of Education and Culture will confirm the publication forum levels only after the publications have been reported, but it can be estimated that approximately 2,600 publications, or 35% of the peer-reviewed scientific publications produced at the University of Helsinki, appeared in publication channels of levels 2 and 3. The ratio has not changed from the year before.

OPEN ACCESS PUBLISHING

The University of Helsinki’s strategic plan states that the University will be a pioneer in the production and exploitation of open knowledge. One of the ways in which the strategic plan will be implemented is by increasing the number of open access publications. This goal has been promoted during the strategy period, for example, by communicating the principles of open access publishing.

In 2018 the University published 3,337 open access peer-reviewed scientific articles, accounting for 46% of all peer-reviewed scientific publications. The ratio is higher than the year before, when such open access articles totalled 36%. The figures include publications issued in open access channels and self-archived in the University’s publication repository as well as hybrid publications.

Of all peer-reviewed scientific articles, 2,870 (39%) have been self-archived in the University’s repository. This number has increased from the year before (2017: 33%).

LANGUAGES OF PUBLICATION

In accordance with the University of Helsinki language policy, the University bears responsibility for internationalisation and safeguards the position of the national languages (Finnish and Swedish) as lan-

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languages of science. The University strives for a functional multilingualism that promotes creative thinking and a community spirit.

Both national languages are established languages of research and publishing. The bulk (approx. 67%) of all publications are in English. Table 6 shows the language distribution of publications. The ratio of Finnish-language publications has declined slightly from the year before, which is explained by the reduced number of publications with a focus on public engagement and by changes to staff language structures. English-language publications accounted for 89% of all peer-reviewed scientific publications. This ratio remains unchanged from the year before.

HIGHLY CITED RESEARCHERS

Highly Cited Researchers (HCR), based on the Web of Science database and maintained by Clarivate Analytics, is a list of the top 1% of all researchers in their field. It is the most renowned ranking for cited researchers. A key indicator in the Shanghai ARWU ranking is the number of the HCRs’ primary affiliations with the university in question.

The number of ‘Broad Fields’ is 21, excluding the humanities. This year’s extended list also includes ‘Cross Fields’, i.e., multidisciplinary publications. As a result, 2,020 ‘Cross Fields’ researchers have been added to the list. It is mainly for this reason that the number of people on the list increased to 6,078, up 72% from the year before. All citations are included in the figures. A given individual may appear on the list several times if he or she is in the top 1% of the most highly cited researchers in several fields.

The total number of primary and secondary affiliations of researchers employed by the University of Helsinki increased from 10 to 18, up 80%, or slightly more than the average in all countries (72%) and Finland (76%). When compared to the other Nordic countries, the University of Helsinki ranked at No 3, but the number of primary affiliations increased by 56%, clearly less than at many other Nordic universities (Table 6).

The most cited Finnish researchers appearing on the list represent molecular biology and genetics, and particularly at the University of Helsinki, geosciences. The Finn who has appeared on the HCR list for the longest consecutive period (every year as of 2001) is the University of Helsinki’s Markku Kulmala, who is listed in the geosciences category.

STATE OF SCIENTIFIC RESEARCH

The Academy of Finland publishes a bibliometric analysis at two-year intervals concerning scientific publishing and its impact in Finland and abroad as part of its State of scientific research report.

Table 5. Language distribution of publications

<table>
<thead>
<tr>
<th>Publication language</th>
<th>Share 2017</th>
<th>Share 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finnish</td>
<td>31.5 %</td>
<td>29.0 %</td>
</tr>
<tr>
<td>Swedish</td>
<td>2.0 %</td>
<td>2.0 %</td>
</tr>
<tr>
<td>English</td>
<td>64.0 %</td>
<td>67.0 %</td>
</tr>
<tr>
<td>Other</td>
<td>2.5 %</td>
<td>2.0 %</td>
</tr>
</tbody>
</table>

Table 6. Highly cited researchers top 1%, numbers at Nordic universities in 2017 and 2018

<table>
<thead>
<tr>
<th>Nordic position 2018</th>
<th>University</th>
<th>Country</th>
<th>Primary affiliation 2017, number</th>
<th>Primary affiliation 2018, number</th>
<th>Change, number</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Univ Copenhagen</td>
<td>Denmark</td>
<td>11</td>
<td>26</td>
<td>15</td>
<td>136%</td>
</tr>
<tr>
<td>2</td>
<td>Karolinska Inst</td>
<td>Sweden</td>
<td>7</td>
<td>18</td>
<td>11</td>
<td>157%</td>
</tr>
<tr>
<td>3</td>
<td>Univ Helsinki</td>
<td>Finland</td>
<td>9</td>
<td>14</td>
<td>5</td>
<td>56%</td>
</tr>
<tr>
<td>4</td>
<td>Aarhus Univ</td>
<td>Denmark</td>
<td>4</td>
<td>13</td>
<td>9</td>
<td>225%</td>
</tr>
<tr>
<td>5</td>
<td>Tech Univ Denmark</td>
<td>Denmark</td>
<td>3</td>
<td>12</td>
<td>9</td>
<td>300%</td>
</tr>
<tr>
<td>6</td>
<td>Uppsala Univ</td>
<td>Sweden</td>
<td>3</td>
<td>10</td>
<td>7</td>
<td>233%</td>
</tr>
<tr>
<td>7</td>
<td>Aalborg Univ</td>
<td>Denmark</td>
<td>7</td>
<td>9</td>
<td>2</td>
<td>29%</td>
</tr>
<tr>
<td>7</td>
<td>Lund Univ</td>
<td>Sweden</td>
<td>3</td>
<td>9</td>
<td>6</td>
<td>200%</td>
</tr>
<tr>
<td>9</td>
<td>Stockholm Univ</td>
<td>Sweden</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>133%</td>
</tr>
<tr>
<td>10</td>
<td>Univ Oslo</td>
<td>Norway</td>
<td>2</td>
<td>6</td>
<td>4</td>
<td>200%</td>
</tr>
</tbody>
</table>
CSC performs the analysis based on data from the Web of Science. The State of scientific research 2018 encompasses the period from 2012 to 2015.

The country-specific analyses in the report divide publications according to country. The number of publications attributed to Finnish organisations shows a clear long-term increase: a 1.4-fold increase from a decade earlier. Meanwhile, international co-authored publications have increased in all of the countries analysed, with the exception of China. With more partners contributing to co-authored publications, Finland’s proportion of the publication numbers has slightly decreased. A clear trend that can be observed is China’s increasing ratio: the ratio of publications by Chinese researchers has seen a more than five-fold increase in the past decade. China produces some 16% of all scientific publications, with the United States accounting for 20% and Finland for 0.5%.

The impact of publications is examined using the Top 10 index, which describes the share of publications featured in the top 10% of the most highly cited publications. Finland’s score has clearly increased in the past decade and was now 1.12, just under the OECD average. The global average is 1. International co-authored publications have a higher impact than national publications in all countries. Their impact has expanded in almost all of the countries comparable with Finland, particularly in China.

The University of Helsinki’s share of Finnish publications divided by the organisations involved was 25% during the period under investigation. The University of Helsinki accounted for 55% of the publications in agriculture and forestry, 48% of the publications in the humanities and 46% of the publications in ecology, environmental science and plant biology. The University of Helsinki obtained its highest impact score (1.66) in material sciences, in which its national publication share is fairly low, just 9%. High scores were also recorded for mathematics and statistics (1.54) and agriculture and forestry (1.46). The Top 10 index of the University of Helsinki as a whole is 1.18.

BIBLIOMETRICS FOR THE ASSESSMENT OF RESEARCH

The University of Helsinki will carry out a research assessment exercise in 2018 and 2019. The bibliometric analyses conducted as part of this assessment encompass publications that appeared between 2012 and 2016. For the purposes of self-assessment, analyses were completed for the assessment groups in spring 2018 based on the publications of researchers included in the groups. Analyses based on the Web of Science were performed by the CWTS (Centre for Science and Technology Studies, Leiden) for the internal use of the groups. In addition, a traditional, retrospective bibliometric analysis was commissioned from the CWTS for both the University as a whole and relevant faculties.

The assessment analyses followed the principles of responsible metrics to ensure that the selected analysis is transparent, can be verified and is suitable for the relevant area. The CWTS analyses used a focused examination founded on 4,000 citation-based clusters of scientific fields and divided between the relevant organisations.

The University of Helsinki’s researchers published close to 22,000 publications covered by the Web of Science between 2012 and 2016. Almost 85% of them were co-authored with other organisations, and more than 60% were international co-authored publications. The University’s publication numbers have grown, but due to the increase in cooperation, the number of publications is on a slight decline.

The period analysed is almost parallel with that examined in the State of scientific research report, which means the results concerning impact should be similar. The value equivalent to the Top 10 index in the State of scientific research report is only slightly higher, 1.20. The Top 10 only describes the most successful publications, but the impact score depicting the average level of all University of Helsinki publications, as normalised by field of science, is also 20% higher than the world average.

The University’s researchers publish their research in high-impact journals, with an impact factor that is 17% above the world average. The impact of the Nature and Nature Genetics journals was exceptionally high, more than seven times the world average in the former and more than nine times the world average in the latter. Approximately 90% of the articles published in both journals were included in the top 10% of the most highly cited publications.

It should also be noted that more than half the articles published by the Faculty of Science and HiLIFE were open access publications. Open access publications accounted for 39% of all of the University’s publications during the 2012–2016 period.


2 http://hdl.handle.net/10138/298733
THE CITATION IMPACT OF FACULTIES IN RELATION TO THE WORLD AVERAGE

By linking the unit-specific data on peer-reviewed research publications found in the TUHAT research database with externally analysed data, it is possible to make a direct comparison to the world average, which, according to the definition, is always equal to one.

The faculties’ peer-reviewed scientific articles on levels A1–A4 from 2015–2018 were analysed in the InCites database based on the Web of Science. In InCites, publications are normalised (Category Normalized Citation Impact, CNCI) by subject category, which allows for an unbiased view of the various publication and citation practices in different fields.

The highest averages were achieved by the Faculty of Social Sciences (2.42), HiLIFE (2.29), the Faculty of Medicine (2.19) and the Faculty of Science (1.87). The exceptional result of the Faculty of Social Sciences can be partly attributed to co-authored publications in the field of medicine. Almost all faculties exceeded the world average. The impact score of the University’s publications overall in 2015–2018 was 1.86.

Figure 2. Success of faculties relative to the world average

CNCI data included herein are derived from InCites ®, © Copyright Clarivate Analytics ® 2019. All rights reserved.
Different fields of science and, hence, different faculties are covered by the Web of Science to a varying degree: HiLIFE has the best coverage with 91% of reported A1–A4 category publications. The Faculty of Law has the poorest coverage with 12.3%. As poor coverage is strongly linked with the language of publication and field-specific citation conventions, faculties at the City Centre Campus, where Finnish-language publications are common, obtain lower coverage figures in international databases.

ARTICLES IN RESPECTED JOURNALS

In 2018 the highly esteemed multidisciplinary journals Nature and Science each published five articles with at least one author affiliated with the University of Helsinki. The articles were in biomedicine, plant biology, history and archaeology, physics, ecology, and genetics.

ONLINE VISIBILITY OF PUBLICATIONS

The online visibility of peer-reviewed publications appearing in 2018 was explored using the Altmetric Explorer, developed for this purpose. When examining online visibility, it should be taken into account that the indicators used are not yet established and annual variation may be due to, for example, changes in various visibility services.

The largest number of peer-reviewed publications found in the service were from faculties at the Viikki, Kumpula and Meilahti campuses. The selected publications (3,874) were mentioned in the sources monitored in 2018 a total of 102,788 times. The majority of the mentions (93,863) were from Twitter and news services (5,319). The total number of mentions has increased since 2017. The biggest quantitative increase has been seen on Twitter, whereas mentions have declined on Facebook.
APPLICANTS AND STUDENTS ADMITTED TO THE UNIVERSITY

A total of 27,741 people applied for first-cycle (bachelor’s) degree programmes as well as degree programmes in medicine and dentistry in the spring 2018 joint application procedure. In addition, 1,325 people applied for Finnish- and Swedish-language master’s programmes through the same procedure. A total of 4,054 students were admitted to the University of Helsinki through this procedure: 3,689 to bachelor’s programmes and 365 to Finnish- and Swedish-language master’s programmes.

The number of applicants participating in the national joint application procedure grew by 25% from the year before, partly because the procedure was introduced in the medical fields and law. For example, the application procedure in medicine now permits applicants to apply to several universities by taking a single entrance examination, whereas previously applicants were unable to apply for medical education at more than one university through the same procedure. The number of applicants also increased in the degree programmes that adopted an admissions process based on the results of the Finnish matriculation examination or an equivalent international examination (certificate-based admission).

A total of 146 people applied to the University through the Open University route, and 84 people through the transfer application procedure. Applicant numbers showed a small, but not significant increase.

A total of 2,614 people (2,948 applications) applied to 33 international master’s programmes through the winter 2018 admission procedure, an increase of 82% from the previous year. The University of Helsinki succeeded in reversing the previous year’s downward trend in the number of applicants to international master’s programmes through, for example, new online marketing efforts. The decrease in applicant numbers in 2017 was largely due to the introduction of tuition fees for students from outside the European Union (EU) and the European Economic Area (EEA).

The percentage of applicants from outside the EU and EEA remained at about the same level as in the year before (2018: 59%, 2017: 57%). As in previous years, the largest numbers of applicants came from Pakistan, China and Ghana. In total, applications were submitted by citizens of 127 countries. Finns accounted for 28% (2017: 29%). International master’s programmes admitted 757 applicants, most of whom were from Finland, China, Germany and the United States. Applicant numbers are not directly comparable to statistics from 2016 or earlier because the University of Helsinki reformed all international master’s programmes beginning in autumn 2017.

The University’s own grant system covering tuition fees was offered for the second year. The University awards grants on academic grounds to the most suitable applicants. Grant applications were received

Table 7. Number of applications, accepted students and applicants who have accepted the study place

<table>
<thead>
<tr>
<th>Application routes</th>
<th>Applicants</th>
<th>Admitted</th>
<th>Applicants who have accepted a place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint admissions: bachelor’s programmes and degree programmes in medicine and dentistry</td>
<td>27 741</td>
<td>3 689</td>
<td>3 438</td>
</tr>
<tr>
<td>Joint admissions: Finnish- and Swedish-language master’s programmes</td>
<td>1 325</td>
<td>365</td>
<td>335</td>
</tr>
<tr>
<td>Multilingual and English-language master’s programmes</td>
<td>2 614</td>
<td>757</td>
<td>446</td>
</tr>
<tr>
<td>Open University route</td>
<td>146</td>
<td>68</td>
<td>56</td>
</tr>
<tr>
<td>Transfer applicants</td>
<td>84</td>
<td>50</td>
<td>37</td>
</tr>
</tbody>
</table>
from 84% of students liable to pay a tuition fee, and a grant was awarded to 44 applicants.

The national admissions reform project has outlined admissions objectives and operations at Finnish universities. At the University of Helsinki, the Academic Affairs Council monitored the progress of the reform plans in 2018. Significant challenges lie ahead at the implementation stage in spring 2019 due to the tight timetable of certificate-based admission and the dates of entrance examinations as well as the difficulty of predicting the number of applicants taking an entrance examination.

STUDENTS

In 2018 the University had some 31,200 degree students. A slight decrease was seen in the total number of students, especially – as in previous years – bachelor’s and doctoral students (see figure 3).

The shares of female and male students have remained unchanged in recent years. Women account for 64% of bachelor’s and master’s students, and 60% of doctoral students.

In 2018 the University of Helsinki had some 1,850 international degree students (5.9% of all students), a drop of 20 students. The number of international students has decreased steadily since 2014, but this now seems to have levelled off. The dip due to the introduction of tuition fees in 2017 also appears to have been temporary. The most common countries of origin for international students were Russia, China and Estonia. The ratio of international students to all students was the highest in doctoral programmes, at 20%.

Approximately 2,100 undergraduate (bachelor’s and master’s) students reported Swedish as their native

Figure 3. Students enrolled

![Students enrolled chart]

MOST WIDELY-READ ON-LINE NEWS 2018

Kirsti Lonka: Education lifted Finland out of poverty, but we need to keep developing to remain at the cutting edge

An equal school system, a science-based teacher training programme and a high regard for teachers. These are the ingredients that make Finland’s education the best in the world. In the future, phenomena and learning skills will also increasingly gain ground in the mix.

language, and some 1,900 demonstrated their proficiency in Swedish in conjunction with admissions. In addition, approximately 460 students held the right to complete a bilingual (Finnish and Swedish) degree. The total number of undergraduate students in the above groups who were receiving education in Swedish was 2,700, but in practice, the number was higher. Of doctoral students, 195 (4.5%) were native speakers of Swedish.

In addition to degree students, close to 1,900 students pursued a specialist degree in medicine or dentistry as postgraduate professional studies, and some 130 students were attending other specialist education. Approximately 23,600 people completed Open University studies or other non-degree studies.

DEGREES

In 2018 the University of Helsinki awarded 2,520 bachelor’s degrees, 2,506 master’s degrees and 444 doctoral degrees – fewer than in 2017 at all degree levels.

The decline in bachelor’s and master’s degrees can be partly attributed to the admission in 2015 of some 200 fewer new bachelor’s students than in the previous year. These are the students who are now completing their bachelor’s degree.

In addition, the 2017–2020 transition period of the education reform affects students who began their studies prior to autumn 2017, as they now consider whether to transfer to the new degree structure or to complete their degree – particularly in the case of master’s degrees – in the old system. Students have been instructed to determine the best option for them.

The University’s staff cuts in spring 2016 are also reflected in the results. They have meant that the University has been able to provide less student guidance and support although the need for advice has been particularly great due to the transition period.

The decline in the number of doctoral degrees can be explained, in particular, by the focus of Academy of Finland funding shifting to postdoctoral researchers. As a result, the number of salaried positions for doctoral students has dropped somewhat for several years now. On the other hand, the stronger economy may attract master’s graduates to the job market during their doctoral studies. In addition, supervisors have had to devote much time to the reform of bachelor’s and master’s programmes, taking away resources from the supervision of doctoral students.

The number of bachelor’s degrees decreased by close to 400 from the year before, and the three-year average for the number of bachelor’s degrees decreased by 102. The only units to achieve their degree target were the Faculty of Veterinary Medicine and the Swedish School of Social Science. The Faculty of Theology and the Faculty of Biological and Environmental Sciences managed to increase their degree numbers from the previous year, but all other units saw a decline. The drop was most notable at the Faculty of Social Sciences.

Figure 4. Degrees completed

<table>
<thead>
<tr>
<th>Bachelor’s degrees</th>
<th>Master’s degrees</th>
<th>Doctoral degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2910</td>
<td>2189</td>
<td>2520</td>
</tr>
<tr>
<td>2638</td>
<td>2630</td>
<td>2506</td>
</tr>
<tr>
<td>2514</td>
<td>2694</td>
<td>2514</td>
</tr>
<tr>
<td>2607</td>
<td>2719</td>
<td>2514</td>
</tr>
<tr>
<td>2694</td>
<td>2648</td>
<td>2520</td>
</tr>
<tr>
<td>2719</td>
<td>2691</td>
<td>2603</td>
</tr>
<tr>
<td>2648</td>
<td>2757</td>
<td>2506</td>
</tr>
<tr>
<td>2825</td>
<td>2911</td>
<td>2911</td>
</tr>
</tbody>
</table>

Figure 5. Master's degrees by field of education types as well as targets agreed with Ministry of Education and Culture

Table 8. Degrees, degree objectives and achievement of objectives by Faculties 2018

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Bachelor's degrees</th>
<th>Master's degrees</th>
<th>Doctoral degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Degrees</td>
<td>Targets</td>
<td>Achievement of targets</td>
</tr>
<tr>
<td>Faculty of Theology</td>
<td>150</td>
<td>180</td>
<td>83%</td>
</tr>
<tr>
<td>Faculty of Law</td>
<td>260</td>
<td>270</td>
<td>96%</td>
</tr>
<tr>
<td>Faculty of Medicine</td>
<td>74</td>
<td>80</td>
<td>93%</td>
</tr>
<tr>
<td>Faculty of Arts</td>
<td>452</td>
<td>570</td>
<td>79%</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>347</td>
<td>400</td>
<td>87%</td>
</tr>
<tr>
<td>Faculty of Pharmacy</td>
<td>148</td>
<td>150</td>
<td>99%</td>
</tr>
<tr>
<td>Faculty of Biological and</td>
<td>123</td>
<td>155</td>
<td>79%</td>
</tr>
<tr>
<td>Environmental Sciences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty of Educational Sciences</td>
<td>360</td>
<td>442</td>
<td>81%</td>
</tr>
<tr>
<td>Faculty of Social Sciences</td>
<td>251</td>
<td>360</td>
<td>70%</td>
</tr>
<tr>
<td>Swedish School of Social</td>
<td>77</td>
<td>65</td>
<td>118%</td>
</tr>
<tr>
<td>Science</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty of Agriculture and</td>
<td>208</td>
<td>264</td>
<td>79%</td>
</tr>
<tr>
<td>Forestry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty of Veterinary Medicine</td>
<td>70</td>
<td>64</td>
<td>109%</td>
</tr>
<tr>
<td>Total</td>
<td>2520</td>
<td>3000</td>
<td>84%</td>
</tr>
</tbody>
</table>
The average age of bachelor’s graduates was 24. 69% were women, and at least 9.1% were proficient in Swedish. In total, 23.3% of students completed their degree in the target duration, and 50.6% students did so in the statutory duration. The share of students in both these categories has been on the increase in recent years.

Just under 100 fewer master’s degrees were completed in 2018 than in 2017. The drop was most notable in the humanities, whereas the number of degrees increased in the medical and natural sciences. The fields that best succeeded in reaching the targets agreed with the Ministry were dentistry, the social sciences and law, whereas computer science and data communications were at the bottom. In the case of the three-year average, only social sciences and law reached their degree targets.

The Faculty of Law, the Faculty of Biological and Environmental Sciences, the Faculty of Social Sciences, the Faculty of Agriculture and Forestry and the Faculty of Veterinary Medicine reached the targets for master’s degrees. The average age of master’s graduates was 27 years, 70% were women, at least 8.5% were proficient in Swedish and 7.1% were international students. In total, 20.8% of students completed their degree in the target duration, and 49.2% students did so in the statutory duration. The number of students completing their degree in the target duration has shown an upward trend since 2017, and the number of students completing their degree in the statutory duration has also continued to increase.

The number of doctoral degrees decreased by 30 from the year before, the downward trend continuing for the third year in a row. In addition, the three-year average was now lower than the target (490) agreed

Table 9. Doctoral degrees and doctoral students

<table>
<thead>
<tr>
<th>Doctoral school</th>
<th>2016 Degrees</th>
<th>2016 Students</th>
<th>2017 Degrees</th>
<th>2017 Students</th>
<th>2018 Degrees</th>
<th>2018 Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral School in Humanities and Social Sciences</td>
<td>191</td>
<td>2 124</td>
<td>166</td>
<td>2 006</td>
<td>149</td>
<td>1 969</td>
</tr>
<tr>
<td>Doctoral School in Natural Sciences</td>
<td>79</td>
<td>499</td>
<td>66</td>
<td>506</td>
<td>72</td>
<td>495</td>
</tr>
<tr>
<td>Doctoral School in Health Sciences</td>
<td>153</td>
<td>1 277</td>
<td>171</td>
<td>1 280</td>
<td>160</td>
<td>1 321</td>
</tr>
<tr>
<td>Doctoral School in Environmental, Food and Biological Sciences</td>
<td>85</td>
<td>561</td>
<td>72</td>
<td>521</td>
<td>63</td>
<td>524</td>
</tr>
<tr>
<td>Other</td>
<td>9</td>
<td>10</td>
<td></td>
<td></td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>508</td>
<td>4 470</td>
<td>475</td>
<td>4 323</td>
<td>444</td>
<td>4 316</td>
</tr>
</tbody>
</table>
with the Ministry. Only the Faculty of Pharmacy and the Faculty of Educational Sciences achieved their targets. The number of degrees dropped at all faculties bar three.

The average age of doctoral graduates was 34 years, 63% were women, 5.2% were native-language speakers of Swedish, and 25.5% were international students. The median time of completing a doctoral degree was 5.8 years. The longest completion times were recorded at the City Centre Campus.

In addition, the University awarded 28 licentiate degrees and 16 postgraduate professional degrees of specialist in veterinary medicine.

STUDYING AND TEACHING

CREDITS

The rate of students who complete at least 55 credits per academic year has increased 3.3% at the University level from the 2014–2015 academic year. The rate of students who completed 55 credits in the 2017–2018 academic year was 40.8%. More than 65% of students at the Faculty of Veterinary Medicine and the Faculty of Medicine completed over 65 credits in 2018. Although both the number of students and the number of completed degrees dropped, the total number of students completing 55 credits declined only by 29 students from the previous year.
In 2018 students completed close to 1.1 million credits at the University, of which bachelor’s and master’s students completed 899,000 credits. The University’s exchange students completed 18,000 credits at their host universities abroad, whereas incoming exchange students earned 32,000 credits at the University. A table showing the credits in question can be found on the table above.

CHANGES TO STUDIES

New degree programmes have now been running for a full academic year. The coexistence of two sets of degree requirements has required a special investment in student advice. In spring 2018, the University opened the new Instructions for Students website, which initially included instructions and notifications for students in the new programmes, but was supplemented with instructions for those studying in accordance with the previous requirements in the autumn.

A major “digital leap” was taken in the learning environment in autumn 2018 when a new tool for study planning was introduced in the Sisu system for academic administration. This tool enables students to independently create their study plans. The application guides students to ensure that they have scheduled all of their compulsory and optional studies for the coming terms. They can also track which studies they have already completed and interact with their supervisors.

The provision of English-language education has proceeded as planned in the context of the education reform, but the University cannot achieve the target number of international students during this strategy period. However, the numerical target offers only a narrow view on development that should, instead, focus on the quality and scope of English-language studies. These studies are also important to Finnish applicants and exchange students. The total volume of student places in master’s programmes has not increased, and the degree targets agreed with the Ministry of Education and Culture remain unchanged. The share of international students can only be increased at the expense of Finnish students, which the University has refused to do.

In autumn 2019, the University will launch its first English-language bachelor’s programme: the Bachelor’s Programme in Science. The programme curriculum was prepared at Kumpula Campus through the cooperation of several disciplines.

The University of Helsinki is one of six universities nationwide selected by the Ministry of Education and Culture to together develop the application and advice services provided to immigrants (Supporting Immigrants in Higher Education, SIMHE). For this purpose, advice staff began to conduct national feedback and impact surveys and collect joint statistics on clients. In addition, the University developed its advice services by establishing a service design project in spring 2018 which concentrates on applicants and students with a refugee background. They were given the opportunity to apply to bachelor’s and master’s studies with incomplete documents and were allocated scholarship for the Helsinki Summer School. In addition, a system of scholarships covering costs of living was established for new students with an immigrant background. Another important part of the SIMHE activities has been the exploration of international practices.

As of autumn 2018, the University has participated in a Finnish spearhead project on career education, funded by the Ministry of Education and Culture. Related supervision workshops and events have discussed the role of teachers in supervising career planning, strengthened cooperation between Career Services and degree programmes, and clarified the division of duties.

The project for a digital leap in education progressed as agreed with the degree programmes in their development targets. The allocation of resources for four years enables the programmes to develop the digitalisation of teaching and learning in selected ar-

<table>
<thead>
<tr>
<th>Table 10. Credits completed between 2015-2018, total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Bachelor’s and master’s students</td>
</tr>
<tr>
<td>Doctoral students</td>
</tr>
<tr>
<td>Exchange students (out)</td>
</tr>
<tr>
<td>Exchange students (in)</td>
</tr>
<tr>
<td>Open University and non-degree studies</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
statistics on international exchange reveal significant differences between faculties and degree programmes. The Faculty of Law remained the most active faculty in terms of both outgoing and incoming exchange students participating in an exchange period of more than three months. The numbers are affected by teachers' encouragement and the ease of including an exchange period in the curriculum of each degree programme.

The decline in the number of outbound exchange students since 2015 is due to the exclusion of mobility periods from degree programme structures, problems in the inclusion of exchange studies in degrees, limitations to the duration of studies (concern about delays in studies), the critical attitudes of teachers and supervisors to exchange studies, and financial and personal reasons (e.g., family circumstances).

Degree programmes must include recommendations for the scheduling of exchange studies in their curricula for 2020–2023. When students can conveniently include exchange studies in their personal study plan, it is easier for them to go on a student exchange. When degree programmes have also issued recommendations on the courses or modules that can be completed abroad, students have more confidence that their exchange studies will be recognised for their degree. Teachers and supervisors have been encouraged to learn more about host universities and partner faculties. Awareness of the available exchange opportunities is usually necessary for teachers to see exchange studies as important and to encourage and support students in participating in an exchange programme.

In 2018 the University reviewed its exchange agreements based on requests from degree programmes. The focus was on selecting partner universities of

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Outgoing 2017</th>
<th>Outgoing 2018</th>
<th>Incoming 2017</th>
<th>Incoming 2018</th>
<th>Total 2017</th>
<th>Total 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty of Theology</td>
<td>12</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Faculty of Law</td>
<td>133</td>
<td>132</td>
<td>159</td>
<td>141</td>
<td>292</td>
<td>273</td>
</tr>
<tr>
<td>Faculty of Medicine</td>
<td>39</td>
<td>20</td>
<td>50</td>
<td>51</td>
<td>89</td>
<td>71</td>
</tr>
<tr>
<td>Faculty of Arts</td>
<td>134</td>
<td>137</td>
<td>197</td>
<td>186</td>
<td>331</td>
<td>323</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>42</td>
<td>38</td>
<td>151</td>
<td>180</td>
<td>193</td>
<td>218</td>
</tr>
<tr>
<td>Faculty of Pharmacy</td>
<td>10</td>
<td>7</td>
<td>62</td>
<td>50</td>
<td>72</td>
<td>57</td>
</tr>
<tr>
<td>Faculty of Biological and ...</td>
<td>31</td>
<td>36</td>
<td>104</td>
<td>94</td>
<td>135</td>
<td>130</td>
</tr>
<tr>
<td>Faculty of Educational Sciences</td>
<td>37</td>
<td>61</td>
<td>69</td>
<td>65</td>
<td>106</td>
<td>126</td>
</tr>
<tr>
<td>Faculty of Social Sciences</td>
<td>131</td>
<td>117</td>
<td>274</td>
<td>196</td>
<td>405</td>
<td>313</td>
</tr>
<tr>
<td>Swedish School of Social Science</td>
<td>24</td>
<td>18</td>
<td>32</td>
<td>22</td>
<td>56</td>
<td>40</td>
</tr>
<tr>
<td>Faculty of Agriculture and Forest</td>
<td>75</td>
<td>54</td>
<td>133</td>
<td>155</td>
<td>208</td>
<td>209</td>
</tr>
<tr>
<td>Faculty of Veterinary Medicine</td>
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<td>4</td>
<td>15</td>
<td>17</td>
<td>21</td>
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</tr>
<tr>
<td>Total</td>
<td>674</td>
<td>631</td>
<td>1252</td>
<td>1165</td>
<td>1926</td>
<td>1796</td>
</tr>
</tbody>
</table>
interest to students and offering studies that can be easily included in degrees. Examples include the agreements between the Faculty of Medicine and Columbia University and between the Faculty of Science and Yale University as well as new bilateral university-level agreements in popular countries in Asia, Oceania and North America. Agreements were terminated with universities with which cooperation had proved unsatisfactory or where students did not wish to study. As the new Erasmus 2021–2027 programme will require the renewal of all agreements, suitable partner universities will be comprehensively assessed together with degree programmes as early as 2020.

The new funding model of Finnish universities will further underline the importance of completing degrees in the target duration, highlighting the necessity of the above measures to ensure that exchange studies do not unnecessarily delay student progress.

In recent years, grants and support have been provided for short exchange periods (less than two months), as well as for longer stays. Such grants have been popular among applicants to summer schools and intensive courses outside Finland. These 75 exchange periods have not been included in the statistics in this report. By increasing different types of exchange opportunities and supporting students with grants, the opportunities will be more readily available to students with families as well as working students.

The most popular exchange destinations and the countries of origin for incoming students have remained the same. The top-rated destination through the Erasmus agreement is the United Kingdom, which is significant as the country has voted to leave the EU. It is important to determine in 2019 how international education cooperation will continue with UK universities and how student exchange and other arrangements can be funded without Erasmus support.

For the student stories behind the statistics, please read the student blog (in Finnish)¹ or follow the Instagram profile.²

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¹ [https://blogs.helsinki.fi/vaihtokertomuksiaamailmalta/](https://blogs.helsinki.fi/vaihtokertomuksiaamailmalta/)
² [https://www.instagram.com/studyingabroad_uh/](https://www.instagram.com/studyingabroad_uh/)

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**BILINGUAL ACTIVITIES AND SWEDISH-LANGUAGE EDUCATION**

In 2018 the promotion of the University’s bilingual activities focused on the development of bilingual degrees in Finnish and Swedish. Since 2018, the Bachelor’s Programme in Molecular Biosciences has also offered the opportunity to complete a bilingual degree. Students can now complete a bilingual degree in eight degree programmes at three campuses. Bilingual degree programmes that have been offered for a longer time increased the support and tutoring available to students and enhanced communication. Funding was secured for a project improving the labour market relevance of bilingual degrees. The project began in January 2019. The objective of bilingual degrees is to provide students with specialist expertise in both Finnish and Swedish, making them well equipped to work in both languages.

The Uni på väg concept supports the recruitment of Swedish-speaking students to the University’s degree programmes. In 2018 a total of 53 lectures were offered as part of the concept to more than 1,200 Swedish-speaking general upper secondary school pupils throughout Finland. The talks were given by University students, and the aim was to provide pupils with an overview of academic education and the wide range of studies available at the University of Helsinki. The Uni på väg activities have reached more than 9,000 general upper secondary school pupils after their launch in 2013 and have proved important for the University’s visibility in the school world. It is also an excellent method of cooperation between upper secondary schools and universities, as required by the new Act on General Upper Secondary Education.

**COLLECTION OF STUDENT FEEDBACK**

The Finnish Bachelor’s Graduate Survey developed by Finnish universities was introduced in 2013. Since 2017, the questions included in the survey have been based on the University of Helsinki’s HowULearn survey. In addition, the Bachelor’s Graduate Survey has included 13 questions used by the Ministry of Education and Culture to allocate 3% of the universities’ core funding. The Bachelor’s Graduate Survey is sent to students who complete a bachelor’s degree at the University of Helsinki as well as medical students authorised by the National Supervisory Authority for Welfare and Health. The response rate has increased
slightly, from 67% in 2017 to 69% in 2018.

In the 2017 and 2018 autumn terms, the University obtained feedback on the commencement of first-year students’ studies through the HowULearn feedback system. HowULearn surveys assess the integration of students into their degree programmes, students’ belief in their abilities, their experiences in the learning environment, student fatigue, general career skills and work experience during studies. In autumn 2018, the new electronic Unihow system was introduced for surveys and for the provision of “counter-feedback” to students, i.e., written feedback on their studies and instructions for the enhancement of learning.

In 2018 the University also commissioned the International Student Barometer (IBS) survey from a European provider (1-graduate). Due to the education reform, this survey was carried out in two consecutive years, 2017 and 2018, but the aim is to conduct it at two-year intervals. The survey collected feedback from all international degree students and exchange students. The results will be available in spring 2019.

Nationwide career-tracking surveys were carried out in autumn 2018. They were coordinated by the Aarresaari network of career services at Finnish universities. The career-tracking survey of master’s graduates explores how their careers have progressed, how satisfied they are with their degree, how university studies developed their professional skills and what professional skills they feel they need in their current work. The response rate in 2018 was 42%, up two percentage units from the previous round. The number of respondents increased by some 120 people. This was the second time in a row that the University of Helsinki succeeded in increasing the response rate.

In the career-tracking survey of doctoral graduates, the response rate went up by as much as seven percentage units, with 60 more respondents than in the previous round, and the response rate now stands at 49%. The value of the improved rate is further enhanced by the high number of doctoral graduates in 2015; close to 530.

The results of career-tracking surveys will be analysed and reported in spring 2019. University-level reports on the career-tracking surveys of master’s and doctoral graduates will be published in Finnish, Swedish and English. The significance of career tracking will increase when its results are included in the university funding model. The model will include the results of master’s graduate-tracking surveys, including bachelor of science graduates in pharmacy as well as early childhood education teachers.

The Oodikone tool was introduced in October 2018 to support the management of degree programmes. The tool visualises study paths and produces a wide range of statistical data about individuals and groups. Oodikone is available to vice-deans and degree programme directors. It will be developed through feedback in cooperation between Teaching and Learning Services and the Department of Computer Science. Oodikone’s operating principles, user administration and user training were prepared in autumn 2018. The basic principles for developing Oodikone include user orientation and agile methods, which means the developers would like to receive as much feedback as possible and aim to respond to it efficiently.

Oodikone was originally developed at the TOSKA application development academy of the Department of Computer Science. The academy is a training programme for computer science students, which hires bachelor’s and master’s students for one year at a time. Oodikone uses data from the Oodi student information system and contains up-to-date information on students, studies and courses. Its clear and visually attractive interface offers data in a thought-provoking format. Oodikone makes it easy to, for example, view information on student progress in a degree programme, find bottleneck courses and access information course completion and grades.

The Academic Affairs Council created a basic outline of the model of quality management in degree programmes in October 2018. The quality assurance system of the University of Helsinki will be audited in 2021, with a strong focus on educational quality. This means that the development of quality management in degree programmes will support preparations for the audit.

The University of Helsinki Teachers’ Academy selects new fellows at two-year intervals. In autumn 2018, the Teachers’ Academy received 75 applications and selected 10 new fellows. The new fellows are leading experts in their field and passionate developers of teaching. Their work is based on a student-centred approach, a strong vision, innovation, and profound educational knowledge and understanding. They have shared their expertise widely within the University as well as in national and international forums.
The Teachers’ Academy contributes to community and collegiality in many ways. The fellows are leading developers of teaching in their respective fields and play an active role at the department, faculty and – almost invariably – University levels, usually also in the international arena. Their activities have had a strong impact on the collaborative development of teaching. In autumn 2018, University Lecturer Martin Björklund was selected as the board chair of the Teachers’ Academy for a two-year term.

CONTINUOUS LEARNING

The University of Helsinki plays an important role in Finland in providing opportunities for continuous learning. The University considers the provision of such content an important development area. The aim is to ensure the diversity of education and its socially appropriate content.

A number of elements at the University promote continuous learning: degree programmes, faculties, the Open University, the Centre for Continuous Education HY+ and University Services’ units. In the autumn, preparations began for outlining and specifying the responsibilities of the above parties and the division of duties in the provision of continuous learning. At the same time, the national discussion on education policy and the setting of related objectives were monitored.

In the 2018 autumn term, the University explored opportunities to strengthen the practices and provision of continuous learning. The Ministry of Education and Culture encouraged universities to plan projects and measures for diversifying and expanding the studies offered. Based on a project proposal by the University of Helsinki, the Ministry granted €4.6 million in funding for the development of continuous learning in 2019 and 2020. Some strategic funds will be allocated to the renewal of skills in the social welfare and health sector, and others to new services and platforms for continuous learning, particularly at the Open University, as well as to piloting a network model of learning and teaching at Kumpula Campus.

In the autumn, the Ministry of Education and Culture also provided special funding to address the need for experts. The purpose is to create sustainable models that enable universities to quickly respond to changing skills needs also in the future. In December 2018, the Ministry decided to fund two projects proposed by the University with a total of €1.5 million: the Flexible Study Modules in Software Engineering and ICT project received €1,014,600 and the establishment of a study track in social work associated with services for children and families in the Master’s Programme in Social Sciences received €495,000.
PUBLIC ENGAGEMENT

One of the University’s objectives for 2018 was to strengthen a sense of community and collegiality with support from the new leadership. The University took various measures to achieve this goal, including reorganising the distribution of duties associated with internal communication at on-site campus services on a faculty-focused basis, arranging campus tours of the rector and vice-rectors, and planning a strategic process that engages the community. An extensive project was also established to develop internal communications, including the redesign of the Flamma intranet.

External communications focused on furthering the University’s international impact and expanding target audiences. Visitor numbers to the helsinki.fi website grew, with more visitors from outside Finland. The news desk began its work, concentrating on topics important for the University both in Finland and globally. The number of international media hits surged by over 50%.

1400 SPEAKERS, PRESENTERS AND PERFORMERS AT THINK CORNER

Stakeholder relations were developed actively, for example, updating the University’s model for partnership management. Communications were supported by developing a story for the University, which links the University’s vision with the attractive brands of Finland and Helsinki. Think Corner consolidated its status in its first full year of operations as the number-one arena for science events and an urban space open to everyone. The University continued its active alumni engagement. The University’s new fundraising campaign, Ajattelun voimalla maailman parhaaksi (With the Power of Thought for the World), was launched in October 2018. The campaign aims to raise a total of €100 million in donated funds to support research and education.

PUBLIC EVENTS AT THINK CORNER

The University’s new Think Corner consolidated its status in 2018 as the number-one arena for science events and an urban space open to everyone in Finland. Think Corner hosted 518 events and more than 600,000 visitors during the year.

The University’s strategic profile was promoted through four thematic series: Helsinki Health Week explored the life sciences and health studies; Hope for Globe addressed issues of sustainability and climate change; Crazy World emerged as the most popular theme with its focus on politics, society, religion and advocacy; and Smart as HEL investigated learning, digitalisation and a changing knowledge society.

In addition to the high-profile thematic series, Think Corner organised relevant stakeholder meetings and events with decision-makers, alumni and media. Think Corner also supplemented the thematic series by piloting two recurring content formats: Fresh from Campus and the current affairs series Pinnalla.

Of the events, 242 (47%) were organised by units and individuals in the University of Helsinki community, including faculties, departments, research groups and partner networks. Events organised by Think Company or its clients totalled 128 (25%). External clients rented the facilities for 78 events (15%), mostly book releases and events for public bodies and organisations. Think Corner’s own content production team organised 65 events (13%). The events featured some 1,400 speakers, presenters and performers, and an audience of 45,000 people. Despite the large volume, event services staff received a steady stream of excellent feedback from clients. Think Corner Shop opened in spring 2018.

Think Corner had a high profile in the media (387 media hits), with particular attention paid to its architecture and events. Its shortlisting for the Finlandia Prize for Architecture was noted by several Finnish media outlets.

The concept and implementation of Think Corner has also drawn the attention of other international universities.
HIGH-LEVEL VISITS AND CULTURAL EVENTS

The University of Helsinki welcomed a high-profile visitor when Iceland’s President Guðni Thorlæus Jóhannesson gave a guest lecture in the University’s Great Hall during his state visit to Finland in May 2018. His topic was “The world is full of great and wonderful things.” Nordic realities, illusions and challenges. The large audience also had the opportunity to pose questions to the president, who worked as a historian before his political career.

During the Night of the Arts in August, the University’s Main Building played host to a variety of cultural events focusing on academic traditions, such as the conferment of degrees and singing traditions in student associations. Events at the University Museum in the Main Building included talks, guided tours and the chance to see facilities that are usually closed to the public. Many of the participants had never visited the Main Building.

COMMUNICATIONS AND VISIBILITY

In 2018 the University of Helsinki’s communications focused on international impact, the expansion of target audiences, and the promotion of community and collegiality in support of the leadership and the academic community. Communications were led by impact data, which are reported to the leadership and faculties at three-month intervals.

Communications aimed to increase to impact of the University’s strategic themes on selected target groups in Finland and abroad. The themes were Life Science/Health, Sustainability, Education, Nordic Welfare and Data Science, and encompassed strategic units or projects that received special communications support, such as the Helsinki Institute of Life Science (HiLIFE), the Helsinki Institute of Sustainability Science (HELSUS), Helsinki One Health and the Helsinki Centre for Data Science (HiDATA). The work of the news desk, which incorporates all digital channels and digital content marketing, proved particularly effective when communications were supported by systematically targeting content in search engines and social media to specific, mainly international, audiences.

Figure 8. Development in media visibility between 2014—2018 (Broadcasting, TV and printed media not included)
INTERNATIONAL MEDIA COMMUNICATIONS

Media communications stressed the international dimension. The target of 100 international media releases was achieved, and the number increased by 47% from the previous year. This activity was reflected in the considerable increase in international media hits (58%) to 18,500.

Medical news were the most popular items. Events independent of the University, such as Carles Puigdemont’s lecture at the University and the Helsinki summit with Presidents Putin and Trump, received a great deal of international media attention.

More than 100 international journalists visited the University. The largest group, 25 people, participated in an event preceding the Slush start-up and tech event, where journalists were introduced to innovations created by University researchers.

INTERNAL COMMUNICATIONS AND COMMUNITY

Determined efforts were made to enhance internal communications and a sense of community and collegiality in 2018.

In early 2018, a new development project was established, encompassing all internal communications projects, such as the redesign of the Flamma intranet and the development of student communications. One of the key focus areas is internal campus and faculty communications, particularly cooperation both between various University Services sectors and with academic staff. For this purpose, a network representing all University Services sectors was created.

The project aims to increase customer satisfaction with internal communications services and processes. Another aim is to raise the overall score for internal communications to at least 7 out of 10 in the University Services feedback survey. The results will also be examined by target group. Moreover, the goal is to raise the score for internal communications to at least 3.5 out of 5 in the University’s workplace well-being survey.

DIGITAL COMMUNICATION

In 2018 digital communication exceeded its targets in various ways.

The World 100 Reputation Network rated the digital brand of the University of Helsinki in the top ten for universities.

The University’s Helsinki.fi website was viewed some 39 million times in 2018, up 8% from the year before. The number of international visits increased by 56%, accounting for 30% of all visits.

After the education reform, efforts in 2018 focused on raising the digital profile of research and science. Research groups and researchers were supported with Digital Impact training, which concentrated on the creation of websites and the promotion of digital visibility.

By the end of 2018, websites had been created for 211 research groups, exceeding the target of 160. The digital audience for research expanded. The number of page views for the research webpages was 1.8 million (up 67%), and for the doctoral education webpages, 827,000 (up 81%). In addition, the website on open science was redesigned, and the HiLIFE research infrastructures were highlighted. Research and science were also the focus of communications on current news. The University’s News website was viewed 2.4 million times (up 48%).

Rating of the digital brand of the University of Helsinki

![World 100 Network](https://www.world100.com)

Congratulations @helsinkuni on standing out as a top 10 online brand amongst 100 leading global universities reviewed in our #W100BrandSnapshot research! #W100research theworld100.com /brandsnapshot theworld100.com /brandsnapshot
The University’s role as a reformer of teaching was showcased on the Future Education website1 and in a related social media campaign.

The reach of social media and, in particular, interaction increased during the year.

By the end of the year, 116,366 people had liked the University of Helsinki on Facebook (up 22%), an exceptionally high number even in international terms. The number of impressions for Facebook posts reached almost 12 million (up 87%). In addition, the University had 90,930 LinkedIn followers (up 13%) and 29,384 Twitter followers (up 26%). The University was in the top 100 on a list of leading Finnish influencers on Twitter and was ranked 20th among Finnish organisations on Twitter. The University’s most influential hashtags were #wearehelsinkiuni, #helsinkihealth, #ElementsofAI, #Slush18 and #SiksiTiede.2

Rector Jari Niemelä became the University’s most influential profile on Twitter and a brand ambassador for @helsinkiuni. Please see the image above.

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BRANDING AND MARKETING

In 2018 a unique story was developed for the University, linking the attractive brands of Finland and Helsinki with the University’s own vision of addressing global challenges through research and education. This story was disseminated through the University’s communication channels and presentation materials as well as the campaigns for fundraising and marketing to potential applicants.

The University’s visual identity was updated to meet today’s needs, for example, by considering how it can be applied in social media and videos. In addition, the University started to work on its brand hierarchy. The University’s Uni Material Bank was redesigned into a more user-friendly resource, and the material templates provided for the community were updated. The redesign of the faculty presentation materials also began. An advertising agency helped to produce photo and video material for faculties, and the production of faculty-specific presentation material commenced. An advertising agency was tasked with branding the University’s strategically important research areas, including HelsinkiOneHealth, Matters and Materials, MegaSense and HiDATA.

The marketing of degree programmes to potential applicants was successfully targeted, as applicant numbers increased in both the spring joint application procedure and the application processes for international master’s programmes.

INTERNATIONAL UNIVERSITY RANKINGS

Depending on the calculation method, there are approximately 17,000—23,000 universities in the world. In most general rankings, the University of Helsinki is listed in the top 100, i.e., among the leading 0.5% of all universities.

University rankings measure the amount and impact of research conducted at institutions of higher education, the quality of teaching, the reputation of the institutions in question among researchers and em-
employers, as well as the extent of their international outlook. The rankings use different methodologies and focus on different issues.

The ranking institutions request universities to provide data about students, degrees, academic staff and funding. These data are from two years before the publication year of each ranking.

Bibliometric data are obtained from the Elsevier Scopus and the Clarivate WoS databases. Citation figures are usually collected until the end of the year preceding the publication of the ranking.

Reputation surveys are mostly carried out in the spring of the year in which the ranking is published.

The University’s rankings and annual averages in the five best-known and most significant academic rankings between 2013 and 2018 are shown in Figure 9. Rankings by geographical area in 2017 and 2018 are displayed in Table 13. The results of discipline-specific and other special rankings are presented in Tables 15–17. The year appearing in conjunction with the name of the ranking indicates its year of publication. (NB! Some rankings cite the year following the year of publication.)

Figure 9 shows how the average ranking has changed each year from 2013 onwards. In 2018 the University’s average ranking in five assessments dropped to 87.4, a drop of 5.4 places. This was primarily due to results in the THE, US News and QS rankings. The University’s place in the Shanghai ranking also dropped slightly and rose only in the Taiwan ranking. A significant reason was the improved rankings of Asian, particularly Chinese, universities. However, this does not fully explain the clear drop in the University of Helsinki's placement because it also dropped in rankings of Nordic and European universities (see Table 13). The amount of funding and other resources allocated to universities clearly affects the rankings. For example, European universities not affected by funding cuts have performed steadily in rankings.

Shanghai University's ARWU ranking placed the University of Helsinki at No 57 in 2018, a drop of one place from the previous year. Of the areas assessed in the ARWU, the University of Helsinki slumped in the indicator for the number of publications, but went up in the indicators for the quality of research, such as the HiCi index of the most highly cited researchers as well as the number of articles published in Nature and Science. The University of Helsinki remained at No 3 in a comparison of Nordic universities.

The QS ranking placed the University at No 110, down eight places. The most dramatic drops were recorded for three indicators: the ratio of academic staff to students, the ratio of international students, and academic reputation. The University’s scores for two indicators improved: the reputation scores given by employers to the University of Helsinki (see Table 15 on the placement of the University of Helsinki in the reputation surveys of different rankings) and the indicator measuring the quality of research (citations of publications in relation to the number of academic staff). The University of Helsinki remained at No 4 in a comparison of Nordic universities.

The Taiwan NTU ranking placed the University at No 79, up two places from the year before. The Taiwan ranking is based solely on publication and citation data. It uses eight indicators, some of which are assessed over a longer period (the last 11 years) and others for a shorter time (the last two years or the last year). The University of Helsinki improved its standing particularly in the long-term citation index, publications in key scientific journals and the h-index, which measures the number and significance of publications. The University of Helsinki’s score did

<table>
<thead>
<tr>
<th>ARWU</th>
<th>QS</th>
<th>THE Times</th>
<th>NTU</th>
<th>US News</th>
<th>Five ranking mean</th>
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<tbody>
<tr>
<td>Shanghai</td>
<td>57 (56)</td>
<td>110 (102)</td>
<td>99 (90)</td>
<td>79 (81)</td>
<td>92 (81)</td>
</tr>
<tr>
<td>Europe</td>
<td>18 (16)</td>
<td>38 (35)</td>
<td>33 (31)</td>
<td>23 (25)</td>
<td>31 (24)</td>
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<tr>
<td>Nordic countries</td>
<td>3 (3)</td>
<td>4 (4)</td>
<td>4 (3)</td>
<td>3 (3)</td>
<td>4 (3)</td>
</tr>
<tr>
<td>Finland</td>
<td>1 (1)</td>
<td>1 (1)</td>
<td>1 (1)</td>
<td>1 (1)</td>
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</table>
not drop with regard to any indicator. The University of Helsinki remained at No 3 in a comparison of Nordic universities.

The **THE (Times Higher Education) ranking** placed the University at No 99, a drop of nine places from the year before. The University of Helsinki also dropped from third to fourth place in a comparison of Nordic universities. This was due to the decline in, for example, corporate funding and the ratio of international students. However, the University’s ranking improved by 14 places to No 101 in the reputation indicator (Table 15).

The **US News ranking** placed the University at No 92, down 11 places from the year before. The University of Helsinki also dropped from third to fourth place in a comparison of Nordic universities, and went down seven places, to No 31, in a comparison of European universities. The key reason relates to the indicators measuring the relative shares of the most highly cited publications. A small increase was seen in the indicator measuring the number of international joint publications. **The THE Employability ranking** (Table 14) placed the University at No 48, up 35 places from the year before. The ranking represents the views of employers in various countries concerning the employability of university graduates. The data are based on the responses of approximately 7,000 people working in HR management and recruitment, with no Finnish employers represented. Since 2012 the University of Helsinki has improved its ranking almost every year. The University of Helsinki currently ranks at No 2 in a comparison of Nordic universities, while last year it ranked fifth. The only Finnish universities on the list include the University of Helsinki and Aalto University, the latter at No 140. This ranking is not implemented by THE, but it acquired exclusive rights to publish the results in 2015. The ranking is designed by the French HR consulting company Emerging, and the related interviews were conducted by the German Trendence recruitment company between May and September 2018.

Both THE and QS carried out their university reputation surveys independently (Table 15), whereas US News commissioned its survey from Clarivate.

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### Table 14. Position of the University of Helsinki in THE Employability rankings, which describes the perceptions of employers in different countries about the labor marketability of graduates

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<tr>
<td>THE Employability ranking</td>
<td>103</td>
<td>99</td>
<td>91</td>
<td>72</td>
<td>70</td>
<td>83</td>
<td>48</td>
<td>35</td>
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### Table 15. Position of the University of Helsinki in reputation survey. Surveys are mainly carried out in spring after the ranking publication.

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<tbody>
<tr>
<td>THE Reputation Overall</td>
<td>&gt;100</td>
<td>&gt;100</td>
<td>&gt;100</td>
<td>81-90</td>
<td>119</td>
<td>115</td>
<td>101</td>
<td>14</td>
</tr>
<tr>
<td>THE Reputation Research</td>
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<td></td>
<td></td>
<td>117</td>
<td>113</td>
<td></td>
<td>100</td>
<td>13</td>
</tr>
<tr>
<td>THE Reputation Teaching</td>
<td></td>
<td></td>
<td></td>
<td>112</td>
<td>112</td>
<td></td>
<td>123</td>
<td>-11</td>
</tr>
<tr>
<td>QS Academic Reputation (only research)</td>
<td>81</td>
<td>82</td>
<td>86</td>
<td>92</td>
<td>94</td>
<td>92</td>
<td>106</td>
<td>-14</td>
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<tr>
<td>QS Employer Reputation</td>
<td>239</td>
<td>239</td>
<td>197</td>
<td>192</td>
<td>177</td>
<td>218</td>
<td>184</td>
<td>34</td>
</tr>
<tr>
<td>US News Global Research Reputation</td>
<td></td>
<td></td>
<td></td>
<td>115</td>
<td>123</td>
<td>123</td>
<td>130</td>
<td>-7</td>
</tr>
<tr>
<td>US News Regional Research Reputation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>37</td>
<td>0</td>
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The surveys were primarily carried out in the spring of the year when the ranking was published by sending a questionnaire to researchers selected on specific grounds. Reputation indicators also count towards the results of overall rankings. The weight of the reputation results in the overall ranking is the highest, 50%, in QS, 33% in THE and 25% in US News.

The University of Helsinki’s ranking increased in THE’s sections for overall reputation and research reputation, but decreased in the section for teaching reputation when compared to the year before. The University’s ranking in the QS section for research reputation dropped, but went up in the section for employer reputation in different countries. The University’s research reputation saw a slight decrease in the US News ranking.

The table of comparison depicting general rankings and equivalent reputation rankings shows that although the University has fared well in reputation rankings, the results are nevertheless not as good as those in the equivalent general rankings in both 2017 and 2018. Because the results of reputation rankings also affect the results of general rankings, they drag down the University’s general ranking. If their impact were to be eliminated from the results of general rankings, the differences in the last two columns in the table of comparison between general rankings and equivalent reputation rankings in 2017 and 2018 would be even more marked than what is currently the case.

Table 16 indicates that the University of Helsinki is not valued as highly as it should be if reputation rankings were directly dependent on other factors associated with the University, such as bibliometric

Table 16. Comparison of general rankings and similar reputational bonds in 2017 and 2018

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</thead>
<tbody>
<tr>
<td>THE Reputation Overall</td>
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<td>101</td>
<td>90</td>
<td>99</td>
<td>-25</td>
<td>-2</td>
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<td>110</td>
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<td>-12</td>
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<tr>
<td>US News Global Research Reputation</td>
<td>123</td>
<td>130</td>
<td>81</td>
<td>92</td>
<td>-42</td>
<td>-38</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>118.4</strong></td>
<td><strong>117.5</strong></td>
<td><strong>91.0</strong></td>
<td><strong>100.3</strong></td>
<td><strong>-27</strong></td>
<td><strong>-17</strong></td>
</tr>
</tbody>
</table>

* Calculated weighting the ranks of QS Academic and Employer Reputation by those relative weights, which QS uses in its general ranking (corresponding the relation 4:1, so the weights are 0.8 and 0.2 here).

Table 17. The number and shares of the top 100 disciplines of the University of Helsinki in the rankings of disciplines 2017–2018

<table>
<thead>
<tr>
<th>Fields in ranking, count</th>
<th>Teaching and research at UH in fields, count</th>
<th>UH in the best 100 in 2017, count</th>
<th>UH in the best 100 in 2018, count</th>
<th>UH in the best 100: Change between 2018-2017, count</th>
<th>(UH in the best 100 in 2017) per (Teaching and research at UH in fields), %</th>
<th>(UH in the best 100 in 2018) per (Teaching and research at UH in fields), %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shanghai Subjects</strong></td>
<td>55</td>
<td>32</td>
<td>16</td>
<td>18</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td><strong>THE Fields/Subjects</strong></td>
<td>11</td>
<td>9</td>
<td>6</td>
<td>3</td>
<td>-3</td>
<td>67%</td>
</tr>
<tr>
<td><strong>QS Fields</strong></td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>60%</td>
</tr>
<tr>
<td><strong>QS Subjects</strong></td>
<td>48</td>
<td>33</td>
<td>24</td>
<td>21</td>
<td>-3</td>
<td>73%</td>
</tr>
<tr>
<td><strong>US News Fields/Subjects</strong></td>
<td>22</td>
<td>19</td>
<td>14</td>
<td>14</td>
<td>0</td>
<td>74%</td>
</tr>
<tr>
<td><strong>Taiwan Fields</strong></td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Taiwan Subjects</strong></td>
<td>14</td>
<td>14</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>161</td>
<td>118</td>
<td>71</td>
<td>67</td>
<td>-4</td>
<td>60%</td>
</tr>
</tbody>
</table>
indicators (e.g., the number of publications and their impact, as assessed by citation indices). A possible interpretation is that the University of Helsinki is in fact an even better institution than its reputation in the rankings suggests. The University’s distant and northern location, the small size of Finland, and the fact that it is not an English-language country are probably some of the factors explaining the University’s reputation rankings.

Table 17 shows the University of Helsinki’s success in discipline-specific rankings. The five rankings featured a total of 161 fields and subjects, of which the University carried out teaching and research in 118. Of these, the University ranked in the top 100 in 65 fields and subjects, a relative rate of 55%. In other words, the University has also succeeded quite well in field- and subject-specific rankings despite a drop of six fields or subjects from the year before.

**PUBLIC ENGAGEMENT**

Foodio MasterClass organised as part of the Food Kick project in food sciences. Multidisciplinary and multinational teams from four countries (Finland, Germany, Spain and Israel) developed new products from material side-streams in the food industry. The project included companies from three countries. The Elements of AI massive open online course (MOOC) developed with Reaktor proved tremendously popular: close to 100,000 people registered for the course and some 10,000 completed it. A follow-up course commenced in late 2018. In addition, a coding school was organised with Microsoft, and the MegaSense project launched with Nokia Bell Labs made great strides.

The University objectives for the next government programme were approved in the spring. They served as the basis of meetings with decision-makers at the SuomiAreena event and numerous other forums. In 2018 the University invited members of parliament and parliamentary groups to find out more about the University and its objectives. In November, the University launched its Siksitiede (Researchmatters) communication campaign to highlight the significance of science and science-based education for Finland and the world and to lobby ahead of the Finnish parliamentary election so as to ensure that both candidates and decision-makers understand the social significance of science.

This year’s Thinkfest forum was aimed for the first time at decision-makers. The forum explored higher education and science policy particularly from the perspective of what the next government should do in issues relating to skills and research. Held in December, Thinkfest featured five roundtable discussions with 51 influential people talking about the improvement of Finns’ education and skills, issues of continuous learning, internationalisation, the prerequisites of high-quality research, and methods for obtaining more funding for Finnish research, development and innovation. The discussions were followed by a panel discussion in which politicians from various parties analysed the same issues.

**STAKEHOLDER RELATIONS AND PARTNERSHIPS**

The internal cooperation model of University Services, particularly for handling key corporate relations, remained in place in 2018. Teaching and Learning Services, Research Services, and Communications and Community Relations together updated the University model for partnership management. To implement target-oriented business collaboration management and the model for partnership management, the rector appointed a director of partnerships. The development of business collaboration was also supported by establishing a group for business collaboration and innovation to work under the leadership of Vice-Rector Paula Eerola.

Examples of successful partnership cooperation in 2018 include the endowed professorships enabled by partners, the multidisciplinary MasterClass programme and the MiniChallenge events organised with companies. A new initiative in 2018 was the MiniChallenge events organised with companies. A new initiative in 2018 was the

100 000
PEOPLE REGISTERED FOR ELEMENTS OF AI MASSIVE OPEN ONLINE COURSE

In 2018 alumni and the University’s associates were invited to participate in University activities, strengthen employer connections and help to support the University’s fundraising and internationalisation.

Alumni Day in April and its sustainable development
theme (“Sustainable health – sustainable world”) engaged alumni and the University community in a joint discussion on sustainable choices and well-being. The popular Think&Lead series of discussions continued, supporting the development of alumni from specialists into leaders. A new initiative in the autumn was the Think Forward series of workshops for recent graduates, in which design thinking was applied in developing a meaningful life. The scientific book club brought alumni together with the University’s specialists. Many alumni also participated in faculty alumni events and the alumni get-togethers organised in conjunction with Think Corner events.

Recently graduated alumni were invited for the first time to the Yliopistosta urapolulle (Career Paths for University Graduates) events, at which alumni who had been in the job market for some time shared their experiences. Alumni also made a valuable contribution to supporting students through the group mentoring programme, organised for the seventh time.

International alumni engagement continued actively. In 2018 several alumni events were held outside Finland: one on climate issues in Beijing in November, another on teacher education in Stockholm and a third on the Arctic Café theme in Washington in December.

Alongside the Think Letter Alumni newsletter, the number of followers on social media as well as their commitment continued to grow. A new initiative in 2018 was the publication of faculty-specific alumni newsletters, which enabled the tailoring of content to meet the needs of alumni in various fields. In addition, alumni received an annual subscription to a digital edition of Yliopisto magazine. By the end of 2018, the University had a total of 30,407 registered alumni (25,115 registered alumni by the end of 2017).

The significance of alumni activities further increased in 2018. Alumni play an important role for the University, for example, in building partnerships and promoting internationalisation, continuous learning and the professional relevance of studies. The University wishes to provide even better services to all alumni in the future.

FUNDRAISING

The Ajattelun voimalla maailman parhaaksi (With the Power of Thought for the World) campaign aims to support research and education. By the end of 2018, the campaign had raised €56.37 million, of which the result for 2018 was €7.035 million in donations and pledges (€5.98 million in paid donations and €1.055 million in pledges). A total of 913 private individuals and organisations made donations.

Fundraising focused on launching the new campaign and developing initiatives to obtain major donations. The year 2018 also saw pilot projects for an international fundraising campaign and the continuation of planning for international fundraising. Fundraising was developed by not only University-level services, but also faculty committees for fundraising.

Members of the Club Giraffe donor community were invited to eight events at the University. The club members as well as all donors, partners, the University community and the general public were also invited to a campaign kick-off in October 2018. The occasion was used to communicate broadly about the fundraising campaign both at the University and to the public, for example, for the first time on the digital screens of public transport stops, trams, and metro trains and stations. The activities of Club Zebra, geared especially to major donors, were also developed in 2018.

REGIONAL COOPERATION IN THE HELSINKI METROPOLITAN AREA

In 2018 the cities of Espoo and Vantaa joined the Urban Academy cooperation of the University of Helsinki, Aalto University and the City of Helsinki. The new cooperation agreement expanded the urban studies cooperation and the funding of postdoctoral researcher positions at the universities from 2018 to 2023. The cities have provided a total of €2.72 million in funding for research supporting the development of the Helsinki Metropolitan Area during the agreement period. The aim is to further promote the interaction between the universities and the cities, support the high quality and social impact of urban research in the Helsinki Metropolitan Area, and increase the use of research-based knowledge in urban development. The purpose of the agreement is also to enable the establishment and operation of a robust research community focused on urban studies in the Helsinki Metropolitan Area. The international Master’s Programme in Urban Studies and Planning coordinated by the Urban Academy and jointly run by the University of Helsinki and Aalto University is one of the University of Helsinki’s most popular master’s programmes. The Urban Academy has been
defined as one of the focus areas in the strategic partnership between the University of Helsinki and the City of Helsinki.

The University also strengthened its own multidisciplinary urban research by establishing the Helsinki Institute of Urban and Regional Studies. The Institute’s opening in conjunction with the Jätkäsaari Housing Fair in August generated a great deal of interest. A science exhibition titled Urbana was also organised at the fair.

Other focus areas of cooperation in 2018 included Health Capital Helsinki and its expansion to include cooperation with universities of applied sciences, as well as the development of the Helsinki Think Company at Think Corner, the Terkko Health Hub and the Viikki Campus, with the University also preparing for the launch of operations at the Kumpula Campus. The University participated in the report commissioned by the City of Helsinki on the promotion of research, business collaboration, and development and innovation opportunities at the Viikki Campus.

Cooperation with the City of Helsinki has increased in projects incorporating air quality measurements, smart sensors and 5G networks. The City of Helsinki is a key partner and funder in the MegaSense project. The University and the City also cooperated in the Helsinki Clean Air initiative: the City of Helsinki, the Helsinki Metropolitan Smart & Clean Foundation and the University of Helsinki are together planning the international marketing of air quality expertise and the establishment of international partnerships. With support from the City of Helsinki, the University initiated the two-year UrbanSense project to construct an open air-quality testing platform at the Kumpula Campus. In addition, the City and the University have together with business partners received three-year Urban Innovative Action funding from the European Union for their HOPE project, as part of which the University will develop 5G network environments for the transfer of real-time air quality data.

**THE UNIVERSITY OF HELSINKI ELSEWHERE IN FINLAND**

The University has six research stations, Tvärminne, Lammi, Kilpisjärví, Hyytiälä, Muddusjärví and Värriö, which offer services for research and education to the University and its stakeholders. In late 2018 the University began to redesign the management model of the stations.

The University of Helsinki coordinates the Lahti and Mikkeli university consortia and is involved in the Seinäjoki University Centre via the Ruralia Institute.

**REGIONAL COOPERATION IN LAHTI**

The Lahti research and teaching network comprising the operations in Lahti is part of the operations of several faculties, independent institutes and University Services. All research and teaching relate to the development of an ecologically, socially and culturally sustainable urban environment. The network cooperates with LUT University and the City of Lahti. The LUT Group began to operate in early 2018, when the Lappeenranta University of Applied Sciences was incorporated into the Group as a subsidiary. LUT’s operations in Lahti were simultaneously expanded. These changes will be reflected in the cooperation between the universities’ and institutions’ higher education in many ways, but they did not affect the €1.4 million in funding the University received from the City of Lahti. In the spring, a description of the partnership between the University of Helsinki and LUT University was completed, specifying the targets and measures of the cooperation in Lahti. The partners defined the environment and sustainability as well as business collaboration and entrepreneurship as their common themes, which are in line with the strategic spearhead projects of the City of Lahti. At the same time, work began to consolidate the Helsinki Institute of Sustainability Science (HELSUS) as a key cooperation platform for the universities and the city.

Close cooperation continued with the City of Lahti. In early 2018, the University of Helsinki participated in the city’s strategic planning, and in the spring, the council approved the city’s new strategic plan, with the vision “Lahti – a bold environmental city”. The University has also engaged in concrete cooperation with the Lahti Urban Environment service area, viability and competitiveness services, and the Educational and Cultural Services area. The University has produced information to support urban planning and decision-making, and has participated in projects that promote the wellbeing and learning of children and adolescents and develop general upper secondary education.

Other important partners included, as before, the Lahti University of Applied Sciences and Lahti Region Development LADEC Ltd. The University of Helsinki
participated in the LADEC-administered project for an entrepreneurial ecosystem. For the second time, it carried out the Lahti Venture Programme in which students from universities and the Lahti University of Applied Sciences created solutions for corporate development challenges. As part of the project, the University also participated in the creation of the [http://www.businesseventslahti.fi](http://www.businesseventslahti.fi) service. Together with LADEC, the University continued to promote connections between students and the local business community by organising student visits in Lahti and to companies in the region.

The dialogue between research and practice was increased, and the results of research were highlighted through communications. Members of the University community wrote several columns for the local newspaper, and communications were significantly increased, particularly on social media. Various events were organised to create collaborative arenas, raise the profile of the University’s operations as well as people’s awareness of them, and to distribute new research-based knowledge in the region. For example, a seminar on the challenges of climate change for local authorities was organised in May to develop new business-based solutions. In November, the 16th Lahti Science Day was organised together with partners.

The Päijät-Häme LUMA Centre expanded its operations, with the new SOLU science class proving to be highly popular. SOLU serves as a laboratory for visitors from science clubs, science camps, training providers and educational institutions. In the autumn, a new programme commenced to provide all year 9 pupils in Lahti with the opportunity to visit SOLU during the academic year. The first cooperation and sponsoring agreements between the LUMA Centre and companies were also concluded in 2018.

**REGIONAL COOPERATION IN MIKKELI**

The University of Helsinki cooperates with Aalto University and LUT University in the Mikkeli University Consortium. In addition, the University operates the Finnish Organic Research Institute together with the Natural Resources Institute Finland in Mikkeli.

Student numbers continued to grow in the Co-op Network Studies network coordinated by the Ruralia Institute at the Mikkeli University Consortium. Ruralia celebrated its 30th anniversary in 2018 in Mikkeli, Seinäjoki and other locations in Finland under the theme of “Rural and urban regions – more sustainable together”. Activities organised under the theme included the national meeting of rural researchers in Mikkeli in August. An anniversary seminar took place in Helsinki in November.

The National Library of Finland’s [digi.kansalliskirjasto.fi](http://digi.kansalliskirjasto.fi) system developed and maintained in Mikkeli recorded close to 13 million page views. The National Library also plays a key role in the Memory Campus development platform of the City of Mikkeli.

The relocation of the National Repository Library under the National Library’s Mikkeli unit was prepared together with the Ministry of Education and Culture and local partners. The project was axed, however, when the responsible minister withdrew the related proposal from the government session agenda.

The positive developments of the previous year continued in Mikkeli in 2018, reflected in particular in the expansion of research activities. The research positions established at the Ruralia Institute in 2017 have led to the development of several research projects, which are about to be established with funding from providers such as the Finnish Cultural Foundation, the Kone Foundation and the Foundation for Municipal Development. Research on the availability of the National Library’s digital resources will be promoted, and the availability and quality of the resources will be improved, for example, through the NewsEye project, which received Horizon 2020 funding and also involves several University of Helsinki units.

The Mikkeli University Consortium helped to organise numerous events, such as the International Mikkeli Day, the Mikkeli Science Day and many public lectures. Universities participated in many working groups and networks involving organisations such as the South Savo Chamber of Commerce, the Regional Council of South Savo and the viability programme of the City of Mikkeli. Joint communication channels included the [Yliopistokeskus](http://www.yliopistokeskus.fi) magazine, a newsletter, bulletins and social media.
A SUSTAINABLE AND RESPONSIBLE UNIVERSITY

The University promotes sustainability in both the academic and wider communities. In October, the rector established a committee for sustainability and responsibility to organise activities related to sustainable development at the University level. One of the committee’s duties is to prepare a programme for sustainability and responsibility for the University. The committee chair is Vice-Rector Tom Böhling.

The new programme for sustainability and responsibility will adjust the University’s management so as to be increasingly in line with the principles of sustainable development. Related measures will include sustainability training for students and all staff, the offsetting of carbon emissions caused by flights in 2018, and a report on the impact and costs of the commitment to make the University carbon neutral by 2035.

HELSINKI INSTITUTE OF SUSTAINABILITY SCIENCE

A significant step in promoting research in sustainability issues was the development of the Helsinki Institute of Sustainability Science (HELSUS), a new cross-faculty research unit officially established at the University of Helsinki in January 2018. HELSUS brings together research and education in sustainability science at an interdisciplinary and cross-campus hub. It provides researchers with an inspirational multidisciplinary environment that encourages investigating, experimenting with and looking for the best possible solutions for a sustainable future.

The Institute participates in the sustainability transformation of Finnish society and promotes the adoption of sustainable solutions through cross- and interdisciplinary research and education. The Institute’s research focuses on cities, consumption and production, the Global South and the Arctic, and the theoretical and methodological development of sustainability science.¹

Sustainability is one of the University’s key goals. In practice, it is pursued in education, research and public engagement as well as campus operations. Social demand for sustainability experts is continuously increasing. All teaching is founded on a scientific understanding of current sustainability phenomena. Students of sustainability science graduate as sustainability experts with the skills needed for systemic thinking and strategic action as well as strong communication skills.

Bachelor’s studies in sustainability science are available to all University students in an open, multidisciplinary module focusing on environmental and sustainability issues. Most courses are offered in Finnish. At the master’s level, two international programmes are available: the Master’s Programme in Environmental Change and Global Sustainability and the Master’s Programme in Urban Studies and Planning. Postgraduate studies can be pursued in several doctoral programmes, which carry out research in topics such as natural resources, the environment and society.²

ENVIRONMENTAL ACTION AND NEW PERSPECTIVES

In October, the University was accepted into the Climate Leadership Coalition, which challenges businesses and society to curb climate change. In November, a tool was introduced that was targeted to help organisations to reduce their carbon footprint, implemented by the University of Helsinki and funded by the Finnish Innovation Fund Sitra.

In a large organisation, choices concerning food also constitute important environmental acts. The food served at the conference receptions held in the University’s Main Building have from autumn 2018 been vegetarian, and the aim is to extend this practice to the food and drink at other meetings and events as well. Furthermore, UniCafe is selling surplus food, thus reducing its food waste.

The University’s commitment to healthy and low-emission commuting was particularly evident at the Viikki Campus, which introduced parking permits and enforcement in the parking spaces outside all buildings, making all visitor and staff parking subject to a fee. This has been the practice at other campuses for some time now. Ten charging stations for electric cars were also installed in the parking zone at Latokartanonkaari 5–7.

Campus staff participated in the Kilometrikisa bike-a-thon for the fourth time, clocking up a total of over 280,000 kilometres, which corresponds to a distance of seven times around the world. The Meilahti Campus recorded the highest number of kilometres cycled.

Think Corner’s public Hope for Globe events presented new perspectives on climate policy, eco-anxiety, the plastic economy and the sufficiency of natural resources, and offered tools to support sustainable choices. Campuses participated in Fair Trade Week and switched off the lights as part of the WWF’s Earth Hour event.

ENERGY AND WATER CONSUMPTION IN BUILDINGS

The University is committed to a 10% reduction of energy and water consumption in its buildings by 2025. In 2018 electricity consumption increased in University buildings by 3.6% from the year before. The increase was largely due to the exceptionally warm summer, which increased electricity consumption, particularly related to air conditioning and cold storage. In July 2018, electricity consumption exceeded that in July 2017 by 15.5%.

Heat consumption increased by 3.5% and water consumption by 5.8% from 2017. The increased heat consumption is explained by, for example, the new

MOST WIDELY-READ ON-LINE NEWS 2018

Northern peatlands will store more carbon as the planet warms

Rising temperatures will cause northern peatlands to store more carbon than was previously believed, but the effect will weaken over the coming decades if the warming continues.


Photo:123rf
air conditioning units installed in conjunction with facility changes and the extension of the running time of air conditioning units in a few buildings. The increase in water consumption was due to the increased irrigation need in the summer in the Viikki experimental greenhouses and the botanic gardens as well as the increased occupancy rate at the Maneesikatu 4 accommodation. The sports facilities at UniSport Kluuvi were opened after a renovation in September 2017 and remained in use throughout 2018.

The University aims to generate at least 5% of its energy consumption on site through renewable energy sources by the end of 2025. In 2018 the solar power plant at the Viikki Campus was expanded onto the roofs of buildings on Latokartanonkaari and at the Veterinary Teaching Hospital. Following this expansion, a total of 12 buildings have solar panels on their roof to produce electricity for the campus.

In 2018 the renovation of the Tvärminne and Hyytiälä biological stations began to be planned, with the key goal of producing a large share of the energy through renewable energy wells and solar energy.

The solar panels at the Viikki Campus, Yliopistonkatu 4 and Aleksanterinkatu 7 produced a total of more than 500 MWh of electricity in 2018, and the wood chip power plant at the Lammi Biological Station produced 2,000 MWh of heat energy. Independently produced renewable energy covered some 1.3% of all energy consumption in University buildings.

The energy efficiency and reliability of liquid nitrogen storage, or cryogenic storage, clearly exceed those of electric freezers. An extensive energy inspection was conducted at Biocenter 3. In addition, the energy efficiency of buildings was improved through numerous measures as part of building maintenance and upkeep.
In autumn 2018, the University community was engaged in work aimed at establishing a vision for the University of Helsinki as an employer, with contributions accepted at the campus visits of the director of human resources and through electronic channels. This vision will lay the ground for the future development of the University of Helsinki as an employer. A total of nearly 650 ideas were collected, ranging from dream work communities, good supervisory work, and management and careers to skills development and the attractiveness of the University of Helsinki as an employer.

SIZE AND STRUCTURE OF THE STAFF

At the end of 2018 the number of University staff measured in full-time equivalents (FTE) was 7,144. This shows a decrease of 60.5 FTEs (-0.8%) compared to the previous year. As regards teaching and training schools personnel, there were 55.4 FTEs at the teacher training schools in 2018, which is 13.4% less than in 2017. The number of teaching staff at the teacher training schools was 37.1 FTEs, a decrease of 17.6% compared to the previous year. The number of other teaching and research staff (part-time) was 0.3 FTEs.

Figure 10. FTEs at the University of Helsinki by staff group 2012–2018

Figure 11. Change in FTE of teaching and research personnel and in training schools
research assistants, the statistical method changed in 2017. For 2017 and 2018, they were included in other staff instead of teaching and research staff. Figures and numbers concerning earlier years have also been presented using the new statistical method. An increase of 60.7 FTEs (1.5%) was seen among teaching and research staff compared to 2017. In this group, growth was particularly pronounced among assistant/associate professors and university researchers (level 3), as well as university instructors (level 2), while the number of FTEs decreased for doctoral students (level 1) and hourly paid teaching.

FTEs for the specialist and support staff decreased altogether by 121.5 (-3.9%) compared to the previous year. The largest decrease in this group was in the technical staff (269 FTEs), a result of dividing the Centre for Properties and Facilities into the Facilities and Properties sector and a new company, University of Helsinki Property Services Ltd. Despite the reduction in staff numbers caused by the transfer of business completed at the beginning of the year, the number of staff at the end of 2018 was 55 higher than a year earlier. This increase in staff numbers was the result of a strong growth in the number of teaching and research support staff (222 individuals). In December 2018, the number of staff was 7,838. Teaching and research staff comprised 4,458 employees,

MOST WIDELY-READ ON-LINE NEWS 2018

Unique Finnish genomics scene attracts top US scientist to University of Helsinki

University of Helsinki has recruited Professor Mark Daly, of the Broad Institute of MIT and Harvard and Massachusetts General Hospital, to lead the Institute for Molecular Medicine Finland (FIMM). Daly is a distinguished scientist who has made major contributions to human genetics and genomics during his 20-year career.


Photo: Linda Tammisto
specialist and support staff 3,236 employees, and teaching staff at the teacher training schools 144 employees. The number of teaching and research staff increased by 75 persons compared to the previous year.

An increase of 54 FTEs was seen in international staff compared to the previous year. This is primarily due to the FTE increase of the teaching and research staff (63 FTEs). Among this group, the largest FTE increase was seen on level 2 (46 FTEs), comprised of postdoctoral researchers and university instructors, among others. The second largest increase (14 FTEs) was seen on level 3, comprised mostly of university lecturers and university researchers. FTEs for the specialist and support staff decreased altogether by 9 (-5.5%) compared to the previous year. The largest decrease in this group was in the technical staff (28.4 FTEs), while the largest increase was seen in the support staff for teaching and research (17.8 FTEs). In December 2018 the number of international staff was 1,306, of which teaching and research staff comprised 1,121, including the teachers of the teacher training schools, and other staff 185. Compared to the previous year, the number of international staff grew by 72 employees.

In December 2018 women accounted for 56.7% and men for 43.3% of all staff; the ratios were unchanged from the previous year. Among the teaching and research staff, women accounted for 50.3% and men for 49.7%.

Figure 13. FTE of International Staff by Personnel Group 2012—2018

Figure 14. Change in FTE of international teaching and research personnel and in training schools between 2017—2019

Figure 15. Change in FTE of international administrative staff between 2017—2019
HUMAN RESOURCES PLANNING AND STAFF RECRUITMENT

HUMAN RESOURCES PLANNING

In 2018 the human resources planning of operational units was consolidated as part of the University’s operational planning. The focus in human resources planning was increasingly on the longer term, the skills needs of the staff, research focus areas and profile-building activities. Furthermore, degree programme needs, short- and long-term measures aiming to increase occupational wellbeing, the impact of retirements and the allocation of future vacancies or the possibility of not filling a position were taken into consideration in the human resource plan in addition to the financial indicators.

STAFF RECRUITMENT

During 2018, recruitment principles for the University level were updated and confirmed. University Services updated its good practices for recruitment, while the recruitment processes for teaching and research staff were further developed.

Various communications channels were diversely utilised for improving the University’s image as an employer. The content of the University’s redesigned career websites targeted particularly at international applicants were continuously expanded with new sections. In fact, their visitor numbers grew by more than one-third (the pages were loaded 33,974 times in 2018), with the increase in website visits originating outside Finland. In addition, the visibility of open positions was improved on the website and social media. In LinkedIn, content on the University as an employer was produced for the all company profile (93,387 followers), while calls for applications for specialist and support positions continued to be announced through a separate profile (1,367 followers, annual growth of over 50%). Furthermore, a new dedicated website was established to advertise academic positions, while marketing material was produced to support recruitment. During the year, campaigns to bolster the University’s image as an employer were also carried out.

Communications with applicants to the positions open at the University were developed by establishing a process for current and informative applicant communications and by drawing up shared message templates targeted at applicants. The University’s recruitment system was developed to improve the applicants’ experiences and to simplify the administration of recruitment processes.

Recruitment of teaching and research staff was improved by describing and establishing a service model which supports units in planning the recruitment of international staff and attracting experts. In terms of the support offered to the spouses of international experts, a survey was conducted on the nature of the support potentially available for integration and employment. Spousal support was strengthened by making training which supports integration and certain services also available to spouses, as well as describing support services offered to spouses via various communication channels. Support for the settling of international experts in Finland was improved, among other things, by increasing the competence of on-site services.

Recruitments for assistant/associate professorships and professorships funded by PROFI3 funding awarded by the Academy of Finland were completed, while calls for applications funded by PROFI4 funding were initiated. The positions open at the Helsinki Institute of Life Science HiLIFE unit are a prime example of the strong interest in tenure track positions at the University of Helsinki. Five assistant/associate professorships open at the unit received altogether 400 applications. A total of 81 positions for assistant/associate professorships and professorships were open in 2018, for which 2,106 applications were received.

The recruitment of specialist and support staff was developed by investing particularly in job advertising and applicant communications. Supervisors involved in recruitment were supported by producing material related to job advertisements, profile building, scheduling and interviews. The recruitment process was specified and described. Attempts to attract skilled staff and enhance the employer image were made by attending a handful of recruitment events, such as Walk for Jobs, a Recruitment and Matching Morning for ICT and communications staff with international potential at Think Corner, and Kumpu-
Staff’s Potential, a recruitment event for students at Kumpula Campus.

The University’s HR Services also contributed to the open-source Wide Hackathon, a session organised by Helsinki Think Company, the National Library of Finland and the University’s IT Centre to attract sought-after IT staff. Almost 80 programmers took part in the weekend competition.

General competences were defined for University Services, categorised into skills related to services, development and administration. In future, these will be used as part of recruitment and the development of skills. Additionally, a job rotation model was established for University Services staff to support internal mobility. The internationalisation of University Services was bolstered with an international traineeship programme, through which ten international master’s students were recruited to University Services.

SKILLS DEVELOPMENT

The University has deliberately started to develop a standardised model of project management and project work. Related support for skills development has been widely available for project owners and steering groups, as well as for all University employees contributing to project work.

All supervisors at the University have been offered training to prevent conflicts in the work community, with the aim of learning to employ a solution-oriented and constructive approach in potential conflict situations.

Degree programme directors have been supported in their work with targeted management training. The training opportunities described above have combined contact teaching and online training more than before.

A joint leadership arena has been provided for the development of target-oriented and interactive management skills. Other themes in the leadership arena have included safety and security management and questions of ethics that confront leaders daily when leading themselves and others. In addition, training to improve good leadership was organised in support of Board operations.

Teaching has been supported by training in university pedagogy and extensive offerings related to the use of educational technologies. Training has also been organised for planning, writing and shooting instruction videos.

Staff have been offered coaching, work supervision and mentoring with the aim of supporting the devel-
opment of employees’ personal work or the practices of the entire work community. This has been implemented on both individual and group levels.

Training related to the practices of the University community has been offered in an extremely wide range of themes, including online communications, the use of electronic tools, media work, presentation, good administrative practices, knowledge of cultures, orientation, information security, first aid skills, the handling of chemical substances, facilitation, work community skills and the addressing of difficult matters. In addition, language courses in English, Swedish, French and Finnish for various target groups have been on offer.

OCCUPATIONAL WELLBEING, COMMUNITY AND EQUALITY

OCCUPATIONAL WELLBEING

In 2018 the units carried on with their work on drawing up plans for the development of occupational wellbeing on the basis of the workplace wellbeing survey conducted in autumn 2017, also implementing measures related to the development targets identified in the plans. HR Services supported the establishment of the plans and coordinated their monitoring. Occupational wellbeing committees were established at several University units, in addition to which occupational wellbeing was increasingly highlighted as part of existing well-functioning cooperation forums.

HR Services developed tools for disability management by compiling indicators for units whose development is to be annually monitored in conjunction with action plan meetings related to occupational healthcare cooperation. Among other factors, the indicators describe the trends for sick days and accidents, as well as unit-specific occupational healthcare costs. Correspondingly, measures taken by units to support occupational wellbeing and their impact are also observed.

The University carried on with implementing an action programme drafted on the basis of the workplace wellbeing survey completed in the previous year and Professor Sue Scott’s report, published in late 2017, by actively participating in staff events on the campuses and contributing to the promotion of an open communications culture, among other measures.

In cooperation with the occupational healthcare providers, the process related to the model for early support was developed by introducing Esimieskompassi, an electronic system that makes it easier for supervisors to react to emerging crises related to working capacity. The system was deployed in the form of a pilot carried out at two units, in addition to which a pilot for a model of adapted work was initiated.

COMMUNITY

Fostering a collegial and positive atmosphere as well as trust among the work community remained the University’s goal in 2018. The University feels that a sense of community springs from the individual actions of each member of the community, as well as its units. To promote such activity, community, diversity and equality were chosen as focus areas.

During the year, the Good Social Skills campaign, consisting of several events, was organised. These events included an annually held afternoon seminar on job satisfaction, during which the Aleksanteri Institute was awarded a work community prize. For the first time, the Ask Me! campaign for new students was also directed at new employees. The University of Helsinki also took part in the Work Does Not Discriminate campaign organised by the Confederation of Finnish Industries aimed at making equality in the workplace a matter of course. In addition, employees across the University took part in a campaign concerning the workday of their dreams with the goal of engaging community members to organise events and develop measures that increase everyday occupational wellbeing.

The workplace wellbeing survey conducted in 2017 highlighted the special attention and skills development required by addressing difficult matters. Various training events related to this were organised, including conflict resolution training for supervisors and drama-based training targeted at the entire University community on cooperation skills. To engender a sense of community among University employees, all staff also had an opportunity to take part in the national Kilometrikisa bike-a-thon in the winter as well as the summer edition of Kilometrikisa intended for campus teams.
PROMOTING EQUALITY, DIVERSITY AND ACCESSIBILITY

The actual progress of 19 chosen measures were monitored at the meetings of the University’s equality and diversity committee, while related communications were carried out, for example, on the campus info screens. Measures taken included the publishing of equality videos and training targeted specifically at equality liaisons. The University community had the opportunity to comment on the equality and diversity plan throughout the year, as the updating of the plan for the next term commenced in the autumn.

The results of a survey on sexual harassment in academia conducted by the Helsinki Association of Women Researchers were published in a Minna Canth–themed equality event organised by the University’s equality committee. In the afternoon seminar on job satisfaction, the Maikki Friberg Award was granted to two recipients, both receiving half of the prize, or €3,000. The awards were granted to the Viikki Postdoctoral Association (ViPA) for project grants and to the Viikki Women’s Life Science Network headed by Johanna Englund and Kira Holmström.

During Helsinki Pride, the topics of equality and the prevention of discrimination were taken up, as the equality committee organised an event under the heading ‘Do we hear the (critical) voice?’ In addition, all campuses flew the flag for equality. The Simply Trilingual campaign, organised as part of the University’s Good Social Skills campaign, aimed at collecting good language practices as well as experiences of situations where multilingualism does not work. This work will carry over into spring 2019. The BIAS training on unconscious bias organised late in the year turned out to be popular. Its goal was to influence the unconscious bias associated with recruitment and other situations.

An annual training event concerned with challenging supervision and teaching situations was organised for teachers and the academic administration staff. In cooperation with the special arrangement expert panel, a session was organised twice on special arrangements at the University and their extent beyond just the additional time allocated in examinations.

On the national level, the University participated in the equality network of institutions of higher education. Contributions to international equality work were made by taking part in the activities of the Gender working group of the LERU research universities, where promoting the identification of unconscious bias was in the focus.
The University’s total income in 2018 was €677.3 million. The core funding granted to the University by the government totalled €399.9 million, consisting of a core appropriation based on the university funding model, the last instalment of the pharmacy compensation, the funding allocated by the Ministry of Finance to teacher training schools and various separate instalments allocated to the University by the Ministry of Education and Culture. The core appropriation was reduced by €3.3 million from the year before. The government core funding granted to the University of Helsinki since 2015 has declined by a total of €53.8 million. Elimination of the €4.4 million single instalment of the pharmacy compensation and the fact that the University did not succeed as well as before in the Ministry of Education and Culture’s funding model mean that the University’s core funding will continue to decline in 2019. The lack of success in the Ministry’s funding model was mostly down to a change in the Publication Forum classifications in 2015.

In addition to the core funding cuts, the government froze the university index referred to in the Universities Act for the years 2016–2019, as a result of which core funding will not be raised in a manner corresponding to the annual cost rise based on the university index. Universities must cover this rise by adjusting their operations.

The University of Helsinki’s operating deficit was €16.7 million.

The instructions of the Ministry of Education and Culture for the financial administration codes for universities were amended in 2018 with regard to investment-related entries. As of 2018, changes to securities prices must be entered under the result. Due to the changed entry method and the downturn in the stock market, the University’s investment activities generated a deficit of €19.2 million.

Income from investment activities totalling €6 million was allocated to the University’s operating activities, including the instalments to the Future Development Fund, the 375 Future Fund and the University of Helsinki Funds.

The deficit in the University of Helsinki’s financial statement for 2018 was €36 million.

The cuts affecting the higher education sector decided by the government in 2015 will total €610 million in 2016–2020. The share of the University of Helsinki has been estimated as €107 million, presuming that the cut of the university index does not affect 2020.

Figure 16. Result 2010–2018
Further financial information is available in the University of Helsinki financial statements and other financial publications: https://www.helsinki.fi/en/university/financial-statements.

**SURPLUS/DEFICIT FOR THE PERIOD**

The University of Helsinki’s operating deficit was €17 million. The deficit for investment activities was €19 million. The University’s overall result for 2018 was negative, showing a deficit of €36 million.

The University of Helsinki’s operating activities recorded a deficit for the third year running.

**INCOME**

The University’s total income in 2018 was €677 million, down €26.8 million (3.8%) from the year before. Sources of total income include core funding, external funding and the University’s own income (investment activities, income from the University of Helsinki Funds and fundraising). Core funding includes income from the Ministry of Education and Culture and the Ministry of Finance. Core funding decreased by €3.3 million (0.1%), totalling €400 million and accounting for 59% of the University’s total income.

![Figure 17. Revenues 2010–2018](image)

Income from external funding comprised €267 million, or 39% of the total income, which is an increase of 3% from the year before. The bulk of external funding comprises research funding (€199 million, or 74%), with other funding making up the rest (€68 million, or 26%). Research funding increased by €5 million from the year before.

Income from investment activities, the University of Helsinki Funds and fundraising totalled €10 million. Income from investment activities was €8 million. Income from the University of Helsinki Funds was €2 million. No income was generated from fundraising, i.e., such income declined by €11.2 million because the campaign of the University’s 375 Future Fund had concluded in 2017.

In 2018 the University obtained €199 million in external research funding: €166 million from Finland and €38 million from abroad. International research funding accounted for 19%.

The University’s most important provider of external research funding was the Academy of Finland. However, funding from the Academy decreased by a total of €3 million due to the conclusion of the Centre of Excellence programme for 2012–2017 and the beginning of a new programme period, as the University’s share of funding in the new programme declined from 80% to 70% and the number of centres of excellence at the University also diminished. The decline was also affected by the reduction of the Academy of Finland’s research infrastructure funding (FIRI). This funding was exceptionally high in 2017, but returned to its previous level in 2018, amounting to €2.6 million. The Academy of Finland’s funding for profile building increased by €4.1 million from the year before.
The Academy of Finland provided 52% of the research funding received by the University of Helsinki.

EU research funding increased by €5 million from the year before, totalling €25 million. The rate of growth was the highest at the Faculty of Medicine and the Faculty of Science.

The share of research funding from Finnish foundations remained the same, at €23 million (11%), while the funding from Business Finland increased by €2 million to €16 million (8%).

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**Figure 18. External funding**

**Figure 19. External research funding**
The University’s total expenditure was €690 million, up 1.4% from the year before. The biggest expenditure items were labour costs (58%) and facility rent (13%). Labour costs accounted for €403.2 million and rental costs for €88.7 million, a total of €492 million, or 71% of the total expenditure. Labour costs increased by €1.5 million despite the transfer of 300 staff members to the newly established University of Helsinki Property Services Ltd, a subsidiary of the University of Helsinki. Due to this change, other expenditure increased by €22 million.
SOURCES OF INCOME BY CAMPUS

The ratio between core and external funding differs in different units. External funding accounts for 58% at the Meilahti Campus, 55% at the Kumpula Campus and 49% at the Viikki Campus. The ratio is the lowest at the City Centre Campus, where external funding accounts for 34% of all income (Figure 22).

Faculties used a total of €5.2 million of income from investment activities.

External funding accounted for 52% of the total funding of research institutes and 29% of the total funding of service institutes (Figure 8).

Independent institutes used a total of €70,000 of income from investment activities.

Independent research-focused institutes comprise the Helsinki Collegium for Advanced Studies, the Helsinki Life Science Centre (HiLIFE), the Finnish Museum of Natural History (Luomus) and the doctoral schools, while the service-focused independent institutes comprise the Language Centre, the IT Centre, UniSport, the Open University, the National Library of Finland and the Helsinki University Library.

Figure 22. Revenue sources for faculties by campus

Figure 23. Revenue sources for independent institutes

Figure 24. Government funding for universities 2013–2019
FINANCES

GOVERNMENT FUNDING FOR UNIVERSITIES

Since 2012, government funding has been distributed according to a core funding formula based on performance criteria. The share of governmental core funding granted to the University of Helsinki is 24.1% in 2019. The figure 24 shows the government funding for the University of Helsinki and other Finnish universities based on the funding formula as a time series.

The share of the University of Helsinki declines by 0.11 percentage units, which means a drop of €2.4 million from the year before. Of the reduction in core funding, €0.7 million is due to the reduction of overall funding to universities, and €1.7 million to the University of Helsinki’s poorer performance under the specified criteria. The table shows the factors that influenced the amount of core funding granted to the University. The funding to be received in 2019 will depend on the results achieved in 2015–2017. The negative result can be primarily attributed to the score given for publications. This is affected by the change of calculation criteria in 2015, which had a particularly negative impact on the natural and medical sciences. These are the fields with the highest publication numbers at the University of Helsinki. The result was positively affected above all by other (than international) competitive research funding, the amount of which has increased more at the University of Helsinki than at other universities.

Table 18. University of Helsinki’s share in the university funding model by performance criteria in 2016–2019

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<tbody>
<tr>
<td>Master’s degrees</td>
<td>18.5%</td>
<td>18.3%</td>
<td>18.0%</td>
<td>18.0%</td>
<td>-0.05%</td>
<td>13%</td>
</tr>
<tr>
<td>Bachelor’s degrees</td>
<td>20.1%</td>
<td>19.6%</td>
<td>19.4%</td>
<td>19.6%</td>
<td>0.27%</td>
<td>6%</td>
</tr>
<tr>
<td>Students completing 55 credits per academic year</td>
<td>18.7%</td>
<td>19.9%</td>
<td>19.0%</td>
<td>18.8%</td>
<td>-0.25%</td>
<td>10%</td>
</tr>
<tr>
<td>Credits completed at Open University, non-degree studies</td>
<td>19.5%</td>
<td>19.3%</td>
<td>18.9%</td>
<td>18.4%</td>
<td>-0.50%</td>
<td>10%</td>
</tr>
<tr>
<td>International exchange studies</td>
<td>17.7%</td>
<td>17.6%</td>
<td>17.9%</td>
<td>18.1%</td>
<td>0.14%</td>
<td>2%</td>
</tr>
<tr>
<td>International master’s graduates</td>
<td>12.8%</td>
<td>12.9%</td>
<td>11.8%</td>
<td>10.4%</td>
<td>-1.39%</td>
<td>1%</td>
</tr>
<tr>
<td>Employed master’s graduates</td>
<td>17.2%</td>
<td>18.4%</td>
<td>18.4%</td>
<td>18.3%</td>
<td>-0.11%</td>
<td>2%</td>
</tr>
<tr>
<td>Student feedback (2015–2019)</td>
<td>16.9%</td>
<td>16.8%</td>
<td>16.8%</td>
<td>17.5%</td>
<td>0.75%</td>
<td>3%</td>
</tr>
<tr>
<td>Education total</td>
<td>18.5%</td>
<td>18.7%</td>
<td>18.3%</td>
<td>18.3%</td>
<td>-0.04%</td>
<td>39%</td>
</tr>
<tr>
<td>Publications</td>
<td>30.6%</td>
<td>31.6%</td>
<td>30.6%</td>
<td>29.8%</td>
<td>-0.78%</td>
<td>13%</td>
</tr>
<tr>
<td>Doctoral degrees</td>
<td>27.5%</td>
<td>28.9%</td>
<td>29.0%</td>
<td>29.0%</td>
<td>0.03%</td>
<td>9%</td>
</tr>
<tr>
<td>International funding</td>
<td>36.6%</td>
<td>35.5%</td>
<td>35.4%</td>
<td>35.6%</td>
<td>0.16%</td>
<td>3%</td>
</tr>
<tr>
<td>Other competitive research funding</td>
<td>25.3%</td>
<td>26.6%</td>
<td>27.5%</td>
<td>28.3%</td>
<td>0.78%</td>
<td>6%</td>
</tr>
<tr>
<td>International teaching and research staff</td>
<td>27.1%</td>
<td>26.5%</td>
<td>26.3%</td>
<td>26.1%</td>
<td>-0.18%</td>
<td>2%</td>
</tr>
<tr>
<td>Doctoral degrees completed by international students (–2016)</td>
<td>24.1%</td>
<td></td>
<td></td>
<td></td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>Research total</td>
<td>29.0%</td>
<td>30.0%</td>
<td>29.8%</td>
<td>29.6%</td>
<td>-0.15%</td>
<td>33%</td>
</tr>
<tr>
<td>National duties</td>
<td>41.0%</td>
<td>42.5%</td>
<td>42.5%</td>
<td>42.5%</td>
<td>0.00%</td>
<td>7%</td>
</tr>
<tr>
<td>Field-specific contribution</td>
<td>18.8%</td>
<td>16.9%</td>
<td>16.9%</td>
<td>16.9%</td>
<td>-0.00%</td>
<td>9%</td>
</tr>
<tr>
<td>Strategic funding</td>
<td>25.0%</td>
<td>25.2%</td>
<td>23.0%</td>
<td>22.6%</td>
<td>-0.34%</td>
<td>12%</td>
</tr>
<tr>
<td>Other targets total</td>
<td>27.5%</td>
<td>26.3%</td>
<td>25.9%</td>
<td>25.7%</td>
<td>-0.15%</td>
<td>28%</td>
</tr>
<tr>
<td>Total share for University of Helsinki</td>
<td>24.3%</td>
<td>24.5%</td>
<td>24.2%</td>
<td>24.1%</td>
<td>-0.11%</td>
<td>100%</td>
</tr>
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</table>
SERVICES

The most significant change to the University’s services was the launch of the new University of Helsinki Property Services Ltd company at the beginning of 2018. At the same time the Facilities and Properties sector was established within University Services with the responsibility for managing the University’s facilities and properties. During the year, new cooperation activities have been established between these two parties, and their services have been developed.

Technical support services for laboratories were brought under one roof and made a separate entity under Research Services in University Services. The laboratory support services include the coordination of laboratory staff pools, instrument maintenance services, acquisitions and oversight of the storage of supplies, as well as the coordination of permits and chemical registrations.

University Services spent the year 2018 primarily consolidating and facilitating its operations. A service feedback survey conducted in the spring hinted of a gradual rise in user satisfaction, as the overall grade improved from 4.7 in 2017 to 5.4 on a scale of 0 to 10. User satisfaction improved at all campuses.

Several development and lean projects were ongoing in 2018, with University Services training the first lean coaches from among its staff. Data system projects were advanced in several services; system development was particularly robust at Teaching and Learning Services. Financial Services deployed its first robotic systems, while Communications prepared to introduce the new intranet and broke in a new partnership register.

The number of University Services staff grew by 80 FTEs over the year, with the growth partially attributable to the transfer of laboratory services to University Services, the establishment of the Facilities and Properties sector and the additional resources allocated to Teaching and Learning Services for a fixed term.

YPA-HELP

The project for the development of a new electronic service channel for University Services initiated a preliminary survey in spring 2018 with the goal of outlining a ‘one-stop’ electronic customer service model alongside the on-site services. The aim is to establish an easily approachable electronic guidance channel for everyday questions, thus improving the accessibility and ease-of-use of services. Another goal is to decrease the fragmentation of guidance work, increase the uniformity of service quality and provide University Services staff with better customer service tools.

In the autumn, the key duties of YPA-Help were defined in cooperation with University Services and campus team staff in order to ensure the user-orientation of YPA-Help by consulting its users. A user panel was established to support the development.

SERVICES FOR OPEN ACCESS PUBLISHING AND RESEARCH DATA MANAGEMENT

The University has continued developing open access publishing services in accordance with the principles approved by the rector in 2017. All scientific publications produced at the University must be stored in the digital repository HELDA, where their long-term preservation and continued use are ensured.

In 2018 the Helsinki University Library launched a self-archiving service where the library verifies the publication rights and archives the publication in accordance with the publisher’s terms.

A project to establish a service centre for open access publishing continued in 2018. The project supports
researchers’ open publishing through both entirely open channels and channels subject to subscription fees, handles article processing charges and their monitoring, pilots various support models for open publishing and consults with researchers in matters related to open publishing. Under the service centre project, a joint publication series under the name Helsinki University Press (HUP) was issued by the Gaudeamus publishing house and the University Library. HUP is an open access academic publisher with all its publications openly available online. Its first publications will come out in 2019.

Demand for research data management services continued to grow in 2018. Services deserving a mention include the guidance service and the service for commenting on research data management plans, whose demand doubled from the previous year. Educational offerings related to research data were increased and diversified by introducing monthly basic training in data management available to all.

QUALITY MANAGEMENT

Bringing quality-related documentation up to date was a key task in the University’s quality management in 2018. One particular focus in the development of quality documentation was the description of the quality assurance system and processes. A decision was made to base the quality assurance system description on the PDCA (plan-do-check-act) cycle, while its actual implementation will be carried out in 2019 and 2020.

Skills related to processes were promoted by training approximately 60 specialists in the basics of process description and using a process description tool. From spring onwards, support clinics were organised for those involved in describing processes. Drawing up descriptions according to a standardised model as part of the University’s enterprise architecture descriptions was launched in stages for service processes. This work will continue in 2019.

The year 2018 saw the University enhance its quality culture, as the operations of its quality management network were consolidated. By the end of the year, the network had more than a hundred members. The network came together to discuss topical themes, sharing good practices and working on, among other things, the first draft of the quality assurance system description. During the year, the network also conducted benchmarking visits.

To support lean development, 20 specialists were trained as lean coaches. Lean cafés, aimed at supporting the coaches, launched operations in February. Supported by the coaches, several lean projects were initiated around the University, with a particular focus on developing service processes. Lean forums were organised for the entire University community where the University’s lean development projects and lean coach activities were presented.

In autumn 2018 the University’s Academic Affairs Council and the steering group for doctoral education laid down a policy on the introduction of annual monitoring and regular reviews of degree programmes. The annual monitoring of degree programmes will be linked with the University’s operations management process, while reviews concerning all degree programmes will be carried out at three-year intervals. Systematic annual monitoring, the planning of degree programme operations, and reviews comprise the foundation for the quality management of degree programmes. Whenever possible, degree programme reviews will be linked with other assessments or audits conducted at the University. The practical implementation of annual monitoring and reviews will be prepared in spring 2019.

Research assessment was launched in spring 2018 after the assessment plan was completed, with the assessment to be completed by the end of 2019.

The University management outlined that the next audit of the quality assurance system will be international in nature, to be carried out in 2021. The audit will be conducted by the Finnish education evaluation centre (Karvi). To facilitate its implementation, a project was initiated in the autumn, which progressed to the planning stage.

ENTERPRISE ARCHITECTURE

Enterprise architecture at the University of Helsinki supports the development of operations and information systems to enable the University to succeed in implementing its strategic plan and fulfilling its mission. The work supports management and decision-making, strategic planning and operations management, quality management, the development of operations and data systems, as well as the management of projects and change.

The University invested heavily in developing the quality and content of its architecture descriptions at the end of 2018, as the descriptions and methods
of description related to quality management were standardised. This work will continue, with the aim of maintaining a current overview of the University’s operations and supporting descriptions with comprehensive guidelines.

A project model was deployed at the University, and a supporting project portfolio tool was piloted. Enterprise architecture work will be integrated into the stages of the project model and related decision-making.

The application portfolio, which serves as a tool for managing data system assets, was developed to better support the management of information pertaining to data systems, for example, from the perspective of the General Data Protection Regulation of the European Union.

Enterprise architecture work at the University is directed by the Enterprise Architecture Board whose term closed at the end of the year. The duties of the board appointed for the term 2019–2022 include the implementation of enterprise architecture work and architectural planning on the strategic level, the provision of support for decision-making and digital development by providing an overview of the enterprise architecture, the provision of support for identifying benefit objectives and assessing their financial impact, the handling of identified overlaps and the potential for unification (shared architecture solutions at the University), and the creation of policies for the management, development and description of architecture in matters concerning the University as a whole and its cross-sections.

Figure 25. Service requests for IT center in 2017–2018

PROJECT MANAGEMENT MODEL AND PROJECT PORTFOLIO

In 2018 the project management development initiated in the previous year was continued. A standardised model will clarify and strengthen project management, as well as increase the transparency of development activities across unit boundaries. Project management also plays a key role in the implementation of the University’s strategic plan.

Over the year, the project management model of the University of Helsinki was piloted in five units. Training was organised and material drawn up to support the model. During the year, project portfolio software was acquired for the University to be used to improve the comprehensive management and transparency of projects. Project portfolio coordinators were appointed to support the use of the project management model and portfolio, comprising a network in charge of maintaining and developing the model and portfolio. The aim is to deploy the project management model at new units during 2019.

IT SERVICES

The University’s digitalisation roadmap was completed in January 2018. A chief digitalisation officer was appointed to promote digitalisation projects, in addition to which a steering group for digital development was established to steer and coordinate related activities. In late 2018–early 2019, an update of the digitalisation roadmap was initiated.

The roadmap is a vision of how digital tools could increase the effectiveness of operations, automate processes, as well as develop both students’ and researchers’ user experience in online services. Even though the approximately €5 million required in annual additional investment to implement the roadmap was denied in 2018, certain projects introduced in the roadmap did advance, such as a tool for analysing study progress, the Kumpula Ubikampus project and the redesign of the systems used in financial, HR and academic administration. Regardless of the digitalisation goals, the funds used for IT acquisitions have in recent years decreased.

Solution-based consulting in IT affairs received an emphasis. Research groups were supported in drawing up data management plans, as well as in questions of information security and data protection. Development of the new Flamma intranet progressed
well. New framework agreements were concluded, and partners were selected for workstation acquisitions through competitive tendering. The IT acquisition process for users was developed; for example, computers, software and phones are now procured from a single source. The number of service requests continued to increase, as the graph illustrates.

The EU’s General Data Protection Regulation came into full force in the spring, increasing restrictions on the processing of personal data and the reporting of data leaks, if any. Systems that contain personal data were mapped out and reviewed, resulting in a new operating model for guiding administrative and research staff in matters related to the GDPR. The review of old systems is progressing, but will still take several years and require a financial investment.

In the spring an exceptionally extensive IT outage caused an interruption to almost all services for a couple of days. Another notable issue was seen in the form of a lengthy phishing campaign in the autumn with the aim of gaining University account credentials. However, IT services at the University function primarily well, and the feedback collected from community members remained excellent.

### DIGIHUB

DigiHub is a coworking space and competence community that promotes the customer-oriented and open development of digital services at the University of Helsinki. DigiHub activities aim to promote an open and experimental operational culture through agile methods and to standardise the methods of digital development at the University.

The operations were launched in 2015, relocating to the City Centre Campus in 2017. In 2018 the number of workstations in the joint development facilities grew from 17 to approximately 50. All of the projects focused on developing shared digital services for the University started using DigiHub, enabling the establishment of an active community and the full-scale launch of operations.

Software developers, the University’s product owners, and researchers from different projects and units worked in the same facilities. Research groups from across the University were invited to participate. Regardless of their home organisation, the individual digital service teams worked at the shared facilities, in addition to which they came together in DigiHub’s diverse community meetings.

### UNISPORT

UniSport is an independent institute operated by the University of Helsinki, Aalto University and, from 2018 onwards, the Hanken School of Economics, whose mission is to encourage people to adopt an active lifestyle by offering diverse fitness services for the University community.

The year 2018 was auspicious for UniSport: visitor numbers grew, exceeding one million visits. The positive trend was particularly influenced by the popularity of UniSport Kluuvi, as well as the comprehensive and diverse fitness services on offer. UniSport offered over 11,000 hours of group classes in more than 40 types of activities, as well as more than a hundred courses. Gym services remained highly popular. Over the year, the six fitness centres in the City Centre, Kumpula, Meilahti, Töölö, Viikki and Otaniemi were open almost daily for a total of approximately 25,000 hours.

### OVER

1 000 000 VISITS AT UNISPORT

UniSport’s customer satisfaction was at a very high level. In a customer survey, particular praise was given to the good price–quality ratio, diverse fitness services, friendly customer service and the location of the facilities.

As part of the digital leap in operations, a project on developing a new operations management system was launched in 2018 with the aim of increasing investment in customers, as well as developing customer insight and customer relationship management.

UniSport continued its investment in occupational
wellbeing and a sense of community by organising several staff events and opening a digital community messaging service. The aim is to put into practice the values of UniSport: courage, joy, a sense of community and responsibility.

INTERNATIONAL CONFERENCE ACTIVITIES

Helsinki is among the most popular conference cities in the world, and the University of Helsinki has a central role in organising conferences. To bolster this role, the City of Helsinki and the University conducted a two-year conference pilot, completed at the end of 2018, with the following goals:

- Improving the University’s international reputation in the scientific community, particularly through conference activities
- Developing a new operational model for international conferences hosted by the University and its representatives
- Attracting new conferences to be held in Helsinki and increasing the number of conference visitors
- Increasing the visibility and recognition of the University and the City of Helsinki as an attractive conference location and innovation platform

During the pilot in 2017–2018, the University’s conference team contributed to convening, planning and/or organising more than 200 conferences held between 2017 and 2026. If all planned conferences are held, their total number of visitors will be approximately 56,400.
High-quality and appropriate facilities support the implementation of the University’s strategic plan and long-term operational development. The central objectives of the facilities programme approved by the Board of the University are concerned with the management, use, maintenance and development of facilities, as well as the implementation of the investment plan. It is essential to keep University-controlled buildings in good shape and safe to use through a systematic renovation and decommissioning policy, as well as appropriate and sufficient maintenance. Facilities, infrastructures and related services must effectively support University operations. Energy efficiency and other environmental aspects comprise an important premise for facility planning.

In accordance with the University’s Change Programme, a central goal has been to relinquish 80,000 m² in net floor area compared to 2015. The Board of the University adjusted the goal to 60,000 m² in net floor area to be relinquished by 2024. Between 2015 and 2018, the area used for the University’s core duties has decreased by approximately 17,000 m² in net floor area. When drafting a vision for the University’s facilities and campuses in 2040, a long-term target for the number and location of campuses and facilities will be determined.

At the beginning of 2018, significant changes were made to the organisation of the Centre for Properties and Facilities, an independent institute since 2011. A new sector, Facilities and Properties, was established within University Services, to which approximately 15 individuals responsible for the strategic functions of the sector transferred. Nearly all service functions were transferred to the University of Helsinki Property Services Ltd, an in-house company that provides its services exclusively to the University Group on the basis of a service-level agreement. At the same time, a new company entitled Unihome Oy was established to manage the University’s housing and accommodation services, as well as accommodation services for international students. Phone services were transferred to the IT Centre.

The Facilities and Properties sector operates as part of University Services, coordinating duties related to property and facility management, as well as providing facility management services, including planning related to facility changes and removals.

University of Helsinki Property Services Ltd (HY247) launched and organised its operations, continuing the development of services with the Facilities and Properties sector. The company’s duties include facility cleaning, repairs and maintenance, property development, porter and security services, as well as furnishing and transport services.

The leases concluded with the University Group are based on the net rent principle, which means that the rent includes triple net rent, real estate taxes, insurances and the owner’s overhead costs. Facility costs for operations, utilities and user services are covered by the University.

<table>
<thead>
<tr>
<th>Owners</th>
<th>FTE floor space</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helsinki University Properties Ltd</td>
<td>328 346</td>
<td>62%</td>
</tr>
<tr>
<td>University of Helsinki funds</td>
<td>143 224</td>
<td>27%</td>
</tr>
<tr>
<td>Real estate and housing companies</td>
<td>23 017</td>
<td>4%</td>
</tr>
<tr>
<td>State (Senate Properties)</td>
<td>5 605</td>
<td>1%</td>
</tr>
<tr>
<td>Others</td>
<td>30 188</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>530 380</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The figures include all facilities including apartments and guest rooms, garages, further rented, repairable and vacant spaces.
FACILITIES AND FACILITY USE

In 2018 the share of facility use by unit is presented in the figure below.

Figure 26. Distribution of spaces for use by units

![Distribution of spaces for use by units](image)

*Facilities
- Faculties
- Other independent institutes
- Other units*
- Central national units**

** In 2018 the University of Helsinki leased altogether 530,380 m² of net floor area from various property owners, 455,766 m² of which were used for University operations. Facilities not used for University operations included apartments, subleased facilities, car parks, as well as facilities under renovation and vacant facilities. Most of the University’s facilities were located in Helsinki, the City Centre Campus being the largest campus, while less than 10% of the facilities were located elsewhere in Finland. Actual operational facilities were found in 19 localities, in addition to which there are small unmanned seismographic stations and other similar facilities in 18 localities.

Table 20. Utilization of space by campuses¹

<table>
<thead>
<tr>
<th>Campus</th>
<th>Floor space</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>City centre Campus</td>
<td>197,999</td>
<td>37.3%</td>
</tr>
<tr>
<td>Meilahti Campus</td>
<td>82,128</td>
<td>15.5%</td>
</tr>
<tr>
<td>Viikki Campus</td>
<td>143,855</td>
<td>27.1%</td>
</tr>
<tr>
<td>Kumpula Campus</td>
<td>55,369</td>
<td>10.4%</td>
</tr>
<tr>
<td>Other Helsinki area</td>
<td>4,457</td>
<td>0.8%</td>
</tr>
<tr>
<td>Other national area</td>
<td>46,573</td>
<td>8.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>530,380</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

¹ The figures include all facilities including apartments and guest rooms, garages, further rented, repairable and vacant spaces. Facilities were located elsewhere in Finland. Actual operational facilities were found in 19 localities, in addition to which there are small unmanned seismographic stations and other similar facilities in 18 localities.

Table 21. Utilization of space in different categories¹

<table>
<thead>
<tr>
<th>Category</th>
<th>FTE floor space</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office space</td>
<td>113,127</td>
<td>21.3%</td>
</tr>
<tr>
<td>Teaching and research space</td>
<td>102,045</td>
<td>19.2%</td>
</tr>
<tr>
<td>Special spaces</td>
<td>68,879</td>
<td>13.0%</td>
</tr>
<tr>
<td>Social and staff facilities</td>
<td>27,603</td>
<td>5.2%</td>
</tr>
<tr>
<td>Storage spaces</td>
<td>63,463</td>
<td>12.0%</td>
</tr>
<tr>
<td>Common Areas</td>
<td>23,411</td>
<td>4.4%</td>
</tr>
<tr>
<td>Dining and kitchen areas</td>
<td>12,019</td>
<td>2.3%</td>
</tr>
<tr>
<td>Housing and accommodation</td>
<td>13,261</td>
<td>2.5%</td>
</tr>
<tr>
<td>Traffic and technical facilities</td>
<td>106,571</td>
<td>20.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>530,380</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

¹ The figures include all facilities including apartments and guest rooms, garages, further rented, repairable and vacant spaces. Facilities were located elsewhere in Finland. Actual operational facilities were found in 19 localities, in addition to which there are small unmanned seismographic stations and other similar facilities in 18 localities.

CHANGES IN FACILITY USE, FACILITY DEVELOPMENT

Relinquishing facilities by 60,000 m² in net floor area, a target approved by the Board of the University, requires new kinds of facility use, such as open office environments, shared workstations, as well as the increased sharing of teaching and laboratory facilities. In 2018 the total net floor area used by the University decreased by approximately 1,500 m². A total decrease of 16,700 m² was achieved between 2016 and 2018. In practice, this has been implemented through a number of facility rearrangements and removals. Increasingly efficient work facilities that support a sense of community have been built on all campuses. This has been piloted by University Services, which has set as its goal to have all staff working primarily at flexible workstations in multipurpose offices. For those working on digital projects, DigiHub provides team facilities at Porthania.

New office space types have been introduced also for researchers of several faculties, libraries or even entire campus communities, such as the Terkko Health
Facilities

Hub in Meilahti and Ubikampus in Kumpula. As digital datasets increase in number, libraries have reduced their physical collections, while the scope of teaching facilities has also decreased due to phasing out individual teaching facilities. Campus-specific plans and schedules have been drawn up for facility reductions. On the University level, savings will only be realised after freed-up facilities have been leased or after the sale of properties by the University of Helsinki Group. To enable facility arrangements, some facilities must be kept as temporary substitute premises. At the end of 2018, the total area of unused net floor area in all facilities available to the University was 22,000 m² (4.0%).

Among the facilities decommissioned in 2018 were Pohjoinen Hesperiankatu 23–25, Eteläinen Hesperiankatu 4 and the Aalto Inn in Otaniemi, used for accommodation, but these facilities remain available for leasing through Unihome Oy. Among the facilities used for actual University operations, the Viikki Environment House and the Hakkila storage facility were decommissioned.

The Facilities and Properties sector participated in the University’s digital leap project, with the objective of modernising teaching facilities to better support learning. On every campus, the aim is to redesign facilities into open, adaptable and interactive learning environments. In cooperation with researchers from the Faculty of Educational Sciences, a teaching facility was planned for Siltavuorenpenger to be used in investigating a new kind of learning environment. The project considered the effect of acoustics, lighting and furnishings on learning. Furthermore, lobby help was further digitalised, as info screens were expanded to all campuses.

In the University’s facilities, internationalisation was evidenced in an increased need for multilingual signposts and guidance. Open interaction was promoted by establishing campus-specific meeting points. After the completion of its facilities at Kumpula, the operations of the entrepreneurial community Think Company expanded to all campuses. Events targeted at all members of the University community and the public are held at the meeting points. The introduction of facilities open to all has required special consideration of security.

For laboratory facilities, the focus areas were the centralisation of the research infrastructure and support for shared use, as regards instrument maintenance, cold storage and other laboratory services. In 2018 the cryogenic storage facilities were completed in Meilahti.

The modernisation of building engineering systems, as well as centralised instrument maintenance, laboratory and cold storage services enable the development of a strategically important research infrastructure for the University. Indeed, experts of the Facilities and Properties sector and HY247 closely participated in planning the acquisition of research infrastructures and preparing the necessary facility changes.

<table>
<thead>
<tr>
<th>Campus Type</th>
<th>2015</th>
<th>2017</th>
<th>2018</th>
<th>Change 2015—2018</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>City centre Campus</td>
<td>182 880</td>
<td>180 590</td>
<td>181 072</td>
<td>-1 808</td>
<td>-1%</td>
</tr>
<tr>
<td>Meilahti Campus</td>
<td>57 418</td>
<td>52 927</td>
<td>54 062</td>
<td>-3 356</td>
<td>-6%</td>
</tr>
<tr>
<td>Viikki Campus</td>
<td>135 483</td>
<td>124 601</td>
<td>122 403</td>
<td>-13 080</td>
<td>-10%</td>
</tr>
<tr>
<td>Kumpula Campus</td>
<td>54 189</td>
<td>52 481</td>
<td>52 611</td>
<td>-1 578</td>
<td>-3%</td>
</tr>
<tr>
<td>Other Helsinki area</td>
<td>160</td>
<td>160</td>
<td>160</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other national area</td>
<td>42 341</td>
<td>46 540</td>
<td>45 469</td>
<td>3 129</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>472 471</strong></td>
<td><strong>457 299</strong></td>
<td><strong>455 776</strong></td>
<td><strong>-16 694</strong></td>
<td><strong>-4%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Campus Type</th>
<th>2015</th>
<th>2017</th>
<th>2018</th>
<th>Change 2015—2018</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>City centre Campus</td>
<td>204 352</td>
<td>199 950</td>
<td>197 999</td>
<td>-6 353</td>
<td>-3%</td>
</tr>
<tr>
<td>Meilahti Campus</td>
<td>106 513</td>
<td>90 611</td>
<td>82 128</td>
<td>-24 385</td>
<td>-23%</td>
</tr>
<tr>
<td>Viikki Campus</td>
<td>157 492</td>
<td>147 687</td>
<td>143 855</td>
<td>-13 637</td>
<td>-9%</td>
</tr>
<tr>
<td>Kumpula Campus</td>
<td>57 231</td>
<td>55 391</td>
<td>55 369</td>
<td>-1 862</td>
<td>-3%</td>
</tr>
<tr>
<td>Other Helsinki area</td>
<td>6 516</td>
<td>5 936</td>
<td>4 457</td>
<td>-2 059</td>
<td>-32%</td>
</tr>
<tr>
<td>Other national area</td>
<td>47 255</td>
<td>50 920</td>
<td>46 573</td>
<td>-682</td>
<td>-1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>579 358</strong></td>
<td><strong>550 495</strong></td>
<td><strong>530 380</strong></td>
<td><strong>-48 978</strong></td>
<td><strong>-8%</strong></td>
</tr>
</tbody>
</table>
TEACHING FACILITIES

In 2018 there were 292 individual teaching facilities available through the centralised booking system. Their mean usage rate was 75%. The number of teaching facilities and teaching hours reduced equally, preserving the facility usage rate on the same level with the previous year. The City Centre Campus had the highest usage rate, 82%, while the corresponding rates were 65% for Kumpula and Meilahti, and 63% for Viikki. The highest building-specific usage rates were achieved by Biomedicum, Fabianinkatu 26 (Language Centre), Fabianinkatu 28 and the Main Building rooms.

A facility’s rate is considered to reach 100% when it is in use 1,000 hours per year (approximately 7 h/d, 5 d/w and 28 w/y).

FACILITY COSTS

In 2018 the total facility costs for the University’s basic operations were €112 million. Two-thirds of the costs consisted of triple net rent and maintenance charges for property owners, in addition to which the costs include costs for operations, utilities and user services.

Facility costs are internally charged from the University’s units by dividing actual costs equally between different buildings by locality. Facility-specific costs are calculated by facility type, while the internal leases are charged for net floor area, including the value of shared corridors, lobbies and other similar spaces. In the open market, a lease is generally charged by net floor area. For example, the internal rent of an office space in Helsinki paid for by the University units was approximately €19.6 per 1 m² of net floor area per month. These prices are not, however, directly comparable with those of external facilities, since the University’s internal rent also includes the costs for operations and user services of the facilities in a broader manner.

The largest individual items in maintenance costs were heating (€5.9 million) and repairs (€2.6 million). The largest operating cost items were cleaning services (€7.5 million) and electricity (€5.2 million), while the largest item for user services was the University of Helsinki Property Services Ltd invoicing (€5.8 million). The costs for user services also included a depreciation of acquisitions (€2.8 million).

DEVELOPMENTS BY CAMPUS, LARGE PROJECTS

CITY CENTRE CAMPUS

Facility arrangements in the National Library block continued with the renovation and remodelling of Fabiana, to which the Research Library Services had already earlier relocated from Topelia. At the beginning of 2019, the Library Network Services also relocated to Fabiana from the former bread factory in the Sörnäinen district. As a separate project, the Fabiana façade was renovated, a project completed in late 2018.

Preparations for the renovation of the Main Building were initiated in the summer as an alliance project, with the project plan for the renovation completed in November 2018. In the renovation of the listed building, the teaching facilities will be redesigned.

Table 24. Space costs (1000 €)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Rents and Discounts</td>
<td>74 200</td>
<td>75 539</td>
<td>74 154</td>
</tr>
<tr>
<td>Real Estate Services</td>
<td>14 001</td>
<td>12 420</td>
<td>14 400</td>
</tr>
<tr>
<td>Total rental cost</td>
<td>88 201</td>
<td>87 959</td>
<td>88 554</td>
</tr>
<tr>
<td>Space services</td>
<td>14 904</td>
<td>13 412</td>
<td>14 442</td>
</tr>
<tr>
<td>Total cost of space</td>
<td>103 105</td>
<td>101 371</td>
<td>102 996</td>
</tr>
<tr>
<td>Ancillary Services *</td>
<td>9 044</td>
<td>8 346</td>
<td>8 645</td>
</tr>
<tr>
<td>Wide total cost of space</td>
<td>112 149</td>
<td>109 717</td>
<td>111 641</td>
</tr>
</tbody>
</table>

* includes depreciation of investment write-down
accessibility as well as facility and fire safety and security will all be improved, and structural risk factors will be eliminated and building engineering systems replaced almost in their entirety.

At Porthania, new work facilities were completed at the Fabianinkatu and Vuorikatu wings for DigiHub and the Helsinki Institute of Sustainability Science HELSUS.

In the Topelia block, a significant sequence of facility arrangements was initiated, resulting in the centralisation of Faculty of Arts operations in Topelia and Metsätalo. Space planning for Metsätalo was initiated. At both properties, facility use will be made increasingly effective, among other measures, by increasing open multipurpose work environments and developing new kinds of learning environments in cooperation with the Faculty.

In remodelling the D and E wings of Topelia, some workspaces were turned into multipurpose environments. The project also included improving routes to other University properties by establishing a new route from the Topelia courtyard to Fabianinkatu, with the work to be completed in February 2019.

The discipline of psychology relocated the rest of its functions from Siltavuorenpenger to Meilahti. Planning was initiated for a new purpose for the buildings at Siltavuorenpenger.

KUMPULA CAMPUS

The reduction of the collections at the Kumpula Campus Library continued. The collections in the top floor of the library were removed and replaced by work space dedicated to students, a student guidance environment entitled Guidance Hub, as well as a multipurpose office for the Faculty of Science’s units. The entire structure, including the lower library floor, comprises the Ubikampus pilot premises, to be equipped with information systems for quick facility booking and displays that show the booking status and conditions of the premises. In addition, the premises serve as a living lab where the Department of Computer Science also studies the systems.

MEILAHTI CAMPUS

The renovation of the F wing at Haartmaninkatu 3 for dissection activities in anatomy and research activities in psychology and logopedics was completed during 2018. A new cryogenic storage facility was built in the basement of the F wing with the purpose of decreasing the number of power-consuming cryogenic freezers in the long term.

In conjunction with the ongoing adoption of electronic examinations at the Faculty of Medicine, electric sockets were installed next to the seats in the auditoriums of Biomedicum 1 in early autumn 2018.

Planning aimed at relocating the operations of the dental clinic to Haartmaninkatu 1 was initiated in summer 2018 in cooperation with the owner of the property, the Hospital District of Helsinki and Uusimaa and the City of Helsinki.

VIIKKI CAMPUS

Building D in Viikki (Latokartanonkaari 11) was renovated to be used by the Finnish Environmental Institute SYKE. The renovation was completed in October 2018. The phased renovation of Biocenter’s building engineering systems was completed, with finishing touches to be added in 2019. Extensive functional remodelling was carried out in the imaging facilities of the Veterinary Teaching Hospital.

A meeting centre planned for shared use by the University, the Natural Resources Institute Finland and the Finnish Environment Institute was completed and opened for use in the multipurpose wing of Building A (Latokartanonkaari 9).

Project planning for the repairs and renovation to be carried out in Info Centre Korona was launched in autumn 2018 with a preliminary survey.
The objective of the University of Helsinki Group is to support the strategy, operations and stability of the University of Helsinki, while creating conditions for operations not enabled by the University’s core and external funding.

The Group strengthens the University’s ability and freedom to conduct science, to experiment and to have an impact.

In addition to the University of Helsinki’s securities portfolio, University assets are managed by the University of Helsinki Funds Group and Helsinki University Properties Ltd, including its subsidiaries. The University’s assets consist mostly of properties, securities and limited companies.

The Group has a total staff of approximately 9,500 employees and an overall income of €1.0 billion, while its balance sheet amounts to €1.7 billion. In 2018 the Group’s returns were €19.3 million in the negative, with an equity ratio of 67%.

The University of Helsinki Group is comprised of (see the figure)

- University of Helsinki (parent entity)
- Helsinki University Properties Ltd and its subsidiaries
- University of Helsinki Funds Group
- University of Helsinki Research Foundation
- Kumpula Sports Hall Foundation

Further information: University of Helsinki Group-

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