



UNIVERSITY OF LAPLAND

# **Internationalisation programme 2013–2016**

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Approved by the University Board on 19 November 2012

# Introduction

The University's vision is to become an internationally recognised university of science and arts in the areas of its strategic focuses. The strategic focuses are defined in the University profile.

The University profile has two stated strengths: Arctic and Northern research on people, societies, the environment, and their interaction; and international tourism research benefiting the region. In these areas of stated strengths, the University's strategic focuses are: (1) sustainable development, law, and justice, (2) Northern well-being and changing work, and (3) service design. Multidisciplinary research programmes supporting the University's strategic focuses are currently under way. Examined through several criteria, our University is one of the most international universities in Finland. This shows in both education and research. Our Arctic research is more widely known internationally than nationally. Considering the number of disciplines the University represents, we have produced a significant number of international high-profile scientific publications. Then again, the University community should aim for more international research co-operation that would eventually generate projects based on internationally competed research funding. The percentage of incoming and outgoing exchange students out is extremely high compared to other Finnish universities. International mobility of our teaching and research personnel is twice as high as the mobility objective set for universities. The Internationalisation Programme aims, among other things, to strengthen the link between staff mobility and the University's objectives in international contexts. In addition to traditional research and educational co-operation, the University is engaged in international development work that will also be connected more closely with the implementation of the University strategy.

The University's strategic objective is to continue internationalising research, artistic activity, and education especially in the areas of our strategic focuses, and to create a stronger and more influential co-operation network. Regular assessment and active work form an intrinsic part of the effort needed for developing co-operation relations. In autumn 2012, the University has more than 300 international co-operation partnerships. The partnerships cover student exchange, teacher and researcher exchange, and research co-operation.

The work is steered according to the Strategy for the Internationalisation of Higher Education Institutions in Finland 2009–2015 by the Ministry of Education and Culture. The strategy specifies internationalisation objectives in Finnish higher education institutions for 2009–2015. The strategy points out five primary aims for internationalisation:

1. a genuinely international higher education community
2. increasing the quality and attractiveness of higher education institutions
3. promoting the export of expertise
4. supporting a multicultural society
5. promoting global responsibility.

It is stated in the Ministry's follow-up report, dated 22 February 2012, that internationalisation as a practice and as a theme affecting the working culture is not shown clearly enough. According to the report, universities do not bring out their high-level infrastructures, and international researchers are not integrated into universities for sufficiently long periods of time. Furthermore, universities do not provide enough teaching of the official domestic languages and cultures, and universities do not have management plans in terms of ethical guidelines, global responsibility, and sustainable development.

We consider the challenges set by the Ministry as opportunities that the University – being a university of science, art, and education – is prepared to take and meet. The University approaches the challenge through its scientific and artistic strengths, its regional context, and international interest groups.

This document guides the University toward its strategic objectives and the objectives set by Finnish higher education policy for international contexts.

## 2. Development measures

### 2.1. Research, artistic activity, and doctoral education

Development target 2.1.1:

#### **Strategic focuses of the University profile**

##### **Situation in 2012**

The University has defined strategic focus areas for both scientific and artistic activity and appointed professors and expert groups to take responsibility for each area; their work has already started. Research projects based on strategic funding are proceeding as planned.

##### **Objective 2013–2016**

The University will be an internationally recognised university of science and arts in its focus areas.

##### **Measures**

With the Vice-Rector Responsible for Research leading the process, the strategic focuses will be substantiated into interdisciplinary research programmes. International research funding instruments that support the implementation will be identified in 2013.

The professors appointed responsible for the focus areas, in co-operation with expert groups, will establish the University's Graduate School. The Graduate School will be home to international doctoral programmes that support the University's strategic focus areas. The professors and expert groups will apply for implementation funding from international sources. Work will be done to commit internationally recognised scientists and artists to supervise the doctoral programmes. The professors of the focus areas form the Graduate School's steering group. The University profile will be reinforced by international experts (associate professorships).

The University will enhance its public image to become identified as the EU's Arctic university, strongly recognising the Arctic Centre and the Multidimensional Tourism Institute (MTI) in its public image as well.

Research conducted in the focus areas will undergo an international assessment in 2013.

Strategic funding will be reserved for strengthening the focus areas.

## Development target 2.1.2: **Strategic international partnerships**

### **Situation in 2012**

The University has more than 300 international co-operation partners: ERASMUS co-operation 174, BILATERAL co-operation 34, n2n partners 42, FIRST partners 14, NORD PLUS partners 39, and CBU partners 8. The UArctic network is the University's salient strategic partner in international contexts.

### **Objective 2013–2016**

The five most important universities or research institutes of co-operation will be identified from the viewpoint of our strategic focus areas.

### **Measures**

In spring 2013, the University Board will define the University's salient strategic partnerships based on preparations made by the Rector, Vice-Rectors, and the deans/vice-deans and unit directors responsible for international contexts.

In 2013, the Rector and Vice-Rectors together will define the responsibility areas in preparing partnership agreements, organising their implementation, and supervising the advancement.

Strategic funding will be reserved for preparing partnerships and organising co-operation.

Development target 2.1.3:

## **Internationally competed research funding, incl. bilateral research programmes of Tekes and the Academy of Finland**

### **Situation in 2011**

The University had circa 1% of the internationally competed research funding of Finnish universities. It is worth mentioning that the University has a considerable amount of international research funding that is not included in the competed international funding defined by the Ministry of Education and Culture but is, in reality, intensely competed funding (Interreg and ENPI funding).

### **Objective 2013–2016**

We aim to increase the University's share of internationally competed research funding to 2.5% by 2016. Each faculty, along with the Arctic Centre, participates in research projects based on internationally competed funding.

### **Measures**

We will explore the strengths of the University's strategic focus areas in relation to the content and implementation of the Horizon 2010 programme and other academically competed international funding sources. The work will be supervised by the professors of the focus areas and carried out in 2013 in co-operation with vice-deans responsible for research in the faculties.

Some of the University's internal preparation resources will be reserved for building research programmes and projects in the focus areas.

Development target 2.1.4:

## **Co-operation between the Arctic Centre, UArctic, and other units in the internationalisation process**

### **Situation in 2012**

The Arctic Centre and faculties have joint international research projects. The University coordinates four thematic networks of the UArctic network: Arctic Law, Arctic Sustainable Arts and Design, Digital and Media Arts, and Geopolitics and Security. The University is also a partner in five UArctic thematic networks.

### **Objective 2013–2016**

The units will present documented proof of support provided by UArctic thematic networks in implementing the objectives set for the units.

### **Measures**

Units and UArctic thematic networks, in which the units work as coordinators or partners in autumn 2012, will be given objectives in the University's internal financial negotiations (study credits obtained at the University, teacher exchange, researcher exchange, artistic activity, joint publications, joint professorships, etc.).

Co-operation between the Arctic Centre and faculties will be assessed in the Rector's reviews on the basis of joint publications, projects, and positions.

International refereed publications and artistic productions carried out in co-operation between faculties, the Arctic Centre, and/or the UArctic will be taken into account in the University's internal distribution of funds using the coefficient 1.5.

## Development target 2.1.5: **International research/art personnel and researcher/artist**

### **Situation in 2009–2011**

On average, 19 person-years of foreign employees (i.e. not Finnish citizens) were carried out annually at the University in positions of teaching, research, and artistic activity. Their mobility (mobility periods of at least one week) was at 0.87.

### **Objective 2013–2016**

At least 30 foreign teachers/researchers/artists will work at the University at the end of the period.

One of our specific aims is to recruit new employees internationally to strengthen the University's profile areas and strategic focuses.

The number of international staff mobility (i.e. a minimum of one week for teaching and research personnel) set by the Ministry is 0.40 in the upcoming agreement period.

### **Measures**

From now on, when a teaching or research position becomes vacant, units will always assess the possibility of international recruitment. They will also take care of the integration of foreign teachers and researchers into their units and the University community. The recruitment process is described in the University's recruitment instructions.

In the future, mobility is assessed through achieved results (international research projects, refereed articles emanating from them, and artistic productions). Researcher and artist mobility will be target-oriented activity and taken into account in the renewal of working time plans in 2013.

Operationally strategic international partnerships will be preferred over other partnerships in researcher and artist mobility.

The expected effects of mobility to the University's internationalisation will be defined and their implementation systematically supervised.

## Development target 2.1.6: **International refereed publications**

### **Situation in 2011**

The University's has produced 0.8% of all international refereed articles produced by Finnish universities.

### **Objective 2013–2016**

The percentage will rise to 1.2%. This means that the number of publications will at least double.

### **Measures**

Internationally recognised publications and artistic activity will be rewarded according to separate instructions.

Working time plans of teaching and research personnel will include personal objectives for international publications and artistic productions; the progress will be supervised. Skills to produce international publications form one selection criterion in research-oriented teaching and research posts. The ability to carry out international artistic activity is a criterion in positions filled on artistic grounds.

Resources for supporting international publications will be allocated to the Language Centre annually. It will also be ensured that the resources needed for publishing are reserved, the funding source permitting, in projects based on supplementary funding. Units can also purchase translation and proofreading services from external service providers.

In their basic degree studies, students are, to a certain degree, prepared for writing international articles.

International research writing, i.e. producing a refereed publication, is included in doctoral students' personal study plans.

The University hands out grants to doctoral dissertations written in article form in English.

## 2.2. Education

### Development target 2.2.1:

#### **International student and teacher exchange**

##### **Situation in 2009–2012**

On average, the mobility volume of outgoing exchange students and trainees and incoming exchange students was 381; the volume of student exchange continues to grow. According to statistics, there were 10,554 exchanges nationally in 2011 (duration at least three months). Our percentage of this total was 3.7%.

##### **Objective 2013–2016**

The objective set by the Ministry for 2013–2016 about the average number of incoming and outgoing exchange students is 420; the duration of an exchange period is to be at least three months.

The indicator of international staff mobility set by the Ministry is 0.40 in the upcoming agreement period. A member of teaching and research personnel should take an exchange of at least one week.

##### **Measures**

Participation of teachers and teacher tutors in the planning and implementation of student exchange will be included in working time plans. An exchange period will be included in a student's personal study plan. It must be ensured already in the planning phase that the exchange will become part of the student's degree. The Communications and External Relations and the International Relations will ensure that outgoing exchange students and staff members have the necessary tools and skills for promoting the University as a high-quality exchange destination.

The faculties assess the possibilities to start teaching courses at master's level in English. They will systematically consider teacher and researcher exchange, teaching given by visitors from partner universities, double degrees and summer schools in their planning.

Teacher mobility will be more systematically linked to teaching plans. The added value of teacher exchange to researcher co-operation will be recognised. Teacher mobility will be assessed based on study credits offered and obtained.

The possibility of teachers and students to make joint visits will be considered when planning exchanges.

University students and personnel will be given language and culture training that supports mobility and is required for exchange visits.

## Development target 2.2.2: **International degree students**

### **Situation in 2009–2011**

In 2009–2011, foreign students completed on average 18 degrees at the University. This is 0.2% of all the degrees completed by foreigners at Finnish universities.

Only few degree students have enrolled to the University through student exchange.

### **Objective 2013–2016**

The aim is that 50 foreign students complete a degree at the University in 2016.

Each faculty will have foreign degree students.

The objective set by the Ministry, 150 degrees obtained by foreign students, is not realistic in light of the comparisons made by the OECD on foreign students in various fields of education.

### **Measures**

The exchange student's path (also within the LUC) will be improved to recruit more degree students.

Student housing and subsistence will be secured through active co-operation between relevant interest groups.

The Career Services together with the faculties will help foreign students to prepare for working life.

## Development target 2.2.3: **International teaching**

### **Situation in 2011**

The University offered 330 courses in foreign languages (1,371 study credits). A total of 7,163 students participated in the courses. The University's degree students completed 8,500 credits and exchange students 5,469 credits in foreign languages. A total of 2,800 study credits were obtained in contact teaching arranged by the faculties.

### **Objective 2013–2016**

By 2016, we aim to offer a total of 2,000 study credits in foreign languages. The most prominent subjects to be taught in foreign languages are e.g. master's studies in International Relations, Media Education, and Tourism Research, and methodology studies offered by the Faculty of Social Sciences.

### **Measures**

International teaching will be supported by recruiting foreign teachers and researchers.

The University will allocate resources to staff training, teaching of multicultural groups, and teaching in foreign languages.

## Development target 2.2.4: **Internationalisation at Home**

### **Situation in 2012**

The University has pursued to prepare students for international and multicultural contexts in many ways. Some students have been on a student exchange. Most have completed part of their studies in English in an international and multicultural group, and sometimes part of the teaching has been provided by a foreign teacher. Internationality has been considered as an integral part of all activities. The Language Centre has given a great deal of teaching in foreign languages, and the courses have been actively advertised to degree students as well. Café Lingua meetings and the Finnish Friend Programme are also forms of Internationalisation at Home.

### **Objectives**

Every student will be offered a possibility to internationalise.

### **Measures**

The faculties will ensure that Finnish and foreign degree students, and exchange students, will be integrated into the same courses and that Finnish first-year students are aware of the possibilities and requirements of getting an international degree.

The International Relations organises activities through which students, teachers, researchers, and other personnel are activated to promote Internationalisation at Home.

Students are offered enough possibilities to study languages as widely as possible. There must also be a sufficient offer of Sámi language courses.

# 3. Support services

## **Situation in 2012**

Services to support international activities are produced by the International Relations and international coordinators and development managers in the faculties. Part of the services is also produced by other personnel, teaching and research personnel, and other support personnel.

### *Research and development and artistic activity*

The centralised support services of research have not been organised systematically. The University has, however, organised its services related to international publishing, i.e. translations, proofreading, publication advice, and publishing. The work of the Lapland University Press has been established.

International research projects are planned by a support person shared by Rovaniemi University of Applied Sciences and the University of Lapland. Support for writing research project plans has been provided by means of separate funding in 2012.

The faculties' development managers assist, to a certain degree, in the preparation of international R&D projects. Contractual and other judicial services for projects are centralised.

The financial administration of international projects is handled by the LUC's joint RDI service.

### *Doctoral training*

The University has an expert on international relations. In addition to this person, international doctoral programme applications have been written by fixed-term workers.

### *International teaching*

Current support services of staff exchange and international development projects function well. No separate resources have been allocated to the recruitment of international degree students or teaching and research personnel.

## The organisation of support services, 1 January 2013

|   | Management   | Supervision of the support process   | Centralised services  | Unit-specific services   |
|---|--|--|---|--|
| <b>International research and development and artistic activity</b> | Vice-Rector responsible for Research/ science vice-deans, unit directors | Research Service Manager (new position that is set up through internal arrangements) | International publishing / LUP, Planning and Financing<br><br>Translation and proofreading / Language Centre      | Development managers and other project personnel<br><br>ENPI project support: Faculty of Education, development manager<br><br>Contractual services: Faculty of Law, development manager |
| <b>International doctoral training</b>                              | Vice-Rector responsible for Research/ science vice-deans, unit directors | Research Service Manager   | Preparation of doctoral programme applications / UHelsinki  | International coordinators   |
| <b>International teaching</b>                                       | Rector/deans, unit directors   | Director of International Relations  | International Studies Coordinator (Faculty of Social Sciences), Career services: orientation to the labour market | Faculties' international coordinators  |

|   | Management  | Supervision of the support process                             | Centralised services                         | Unit-specific services                                |
|---|---|--|--|---|
| <b>Student, teacher, and researcher exchange</b>              | Rector/deans, Director of the Arctic Centre, Director of MTI          | Director of International Relations                            | International Relations personnel            | Kansainvälisten asioiden suunnittelijat               |
| <b>Recruitment of foreign teaching and research personnel</b> | Vice-Rector responsible for Administration / deans and unit directors | Directors of HR and International Relations                    |  | International coordinators<br>Heads of administration |
| <b>International communications and marketing</b>             | Rector/deans, unit directors  | Head of Communications and Director of International Relations |  | International coordinators<br>Heads of administration |
| <b>Financial services of the International Relations</b>      | Rector/deans, unit directors  | Director of Planning and Financing and Finance Manager         | RDI financial administration services in LUC | Financial secretaries                                 |

When preparing projects that belong to international framework programmes, the University will put out to tender services of the TEKES expert network and create a writer network of its doctoral graduates.

International student communication and marketing will be combined. This area will be the responsibility of both the Communications and External Relations and the International Relations.

Expertise on financial planning and administration of international projects will be gathered to the LUC support service centre. Financial administration of every international research and development project will be carried out by the LUC support service personnel.

## 4. Resources

As a starting point, we consider all University operations international. Therefore, it would not be rational to differentiate between the resources of international and other activities.

The table below is an estimate of the funding (€1,000) required from the University in the upcoming agreement period for the implementation of the Internationalisation Programme.

### Funding estimate for the implementation of the Internationalisation Programme (€1,000)

| Internationalisation objective   | Basic funding<br>(1 000€)<br>2013–2016<br>per year | Other funding<br>(1 000€)<br>2013–2016<br>per year |
|--|--|--|
| Planning the research programmes of the strategic focus areas              | 50   |  |
| Implementing the research programmes of the strategic focus areas          | 150 (own contribution)                             | 1 000 (on average)                                 |
| Recruitment of experts to the strategic focus areas                        | 80 (2014–2016)                                     | 80 (2014–2016)                                     |
| Implementing the doctoral programmes of the strategic focus areas          | 50 (own contribution)                              | 400 (10 places)                                    |
| Assessing research activity in the strategic focus areas                   | 50   |  |
| Recruitment of foreign students as well as teaching and research personnel | 30   |  |
| <b>Total</b>   | <b>410 000 € per year</b>                          | <b>1 480 000 € per year</b>                        |

To observe the implementation of the internationalisation objectives specified in this document, a progress report will be produced by the International Relations annually.

## Appendix 1. Objectives of international activity 2013–2016, average / year

|  |            |
|--|------------|
| Foreign exchange students .....  | 420        |
| Foreign basic degree students .....  | 100        |
| Foreign doctoral students .....  | 50         |
| Percentage of international degree students arriving<br>through exchange .....                     | 10 %       |
| Percentage of doctoral students arriving through exchange .....                                    | 5 %        |
| New foreign teachers and researchers .....   | 2 per year |
| New projects based on competed international<br>research funding (coordination) .....              | 1 per year |
| Of which those concerning the University's strategic<br>focuses and profile areas in general ..... | 1          |
| International refereed articles .....  | 240        |
| International doctoral programmes (total in the planning period) .....                             | 2          |

## **Appendix 2. International co-operation agreements**

The University's international co-operation agreements can be found online in the SoleMOVE system: <https://saas.solenovo.fi/solemove/dispatch/2/en/public/nop/nop>



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