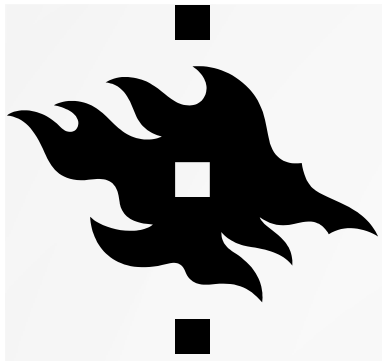




UNIVERSITY OF HELSINKI

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SUHF Arbetsgivarlag
KTH 12.11.2019



FINNISH HIGHER EDUCATION POLICY DOCTRINES

Academic-traditional doctrine

Static, academic disciplines, elitist professions

Development doctrine from mid 1960' s

Massification, regional development

State-planning bureaucracy and input allocation

Efficiency doctrine from mid 1980' s

Societal needs, strategic policy papers

Plump sum budgeting and output targets, RAM 1993

Entrepreneurial doctrine in 2000' s...

Innovation policy, profiling, social accountability, global competition

Private funding, performance indicators



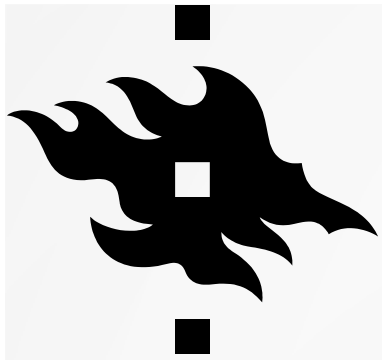
UNIVERSITY REFORM 2010 - AIMS

Universities wanted

- Freedom from detailed state-scrutiny
- Competencies for decision-making
- Leverage for new activities

The State wanted the universities to be better able to:

- deepen the relationship with surrounding world
- professionalise leadership and enhance their strategic leadership
- rationalise their internal structure, administration and processes
- manage actively staff and finance
- encourage diversification of funding (e.g. friend- and fundraising)



UNIVERSITY REFORM 2010

Legal status changed

- Independent public universities and 2 private foundation universities
- Capitalisation through university estates and direct investments
- Detachment from state concern regulations and state liabilities

Leadership changes

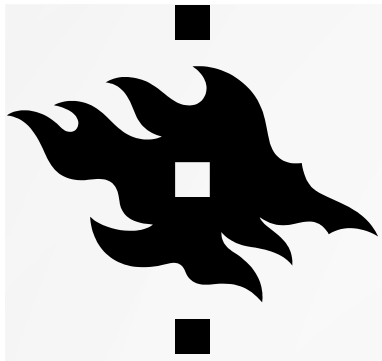
- External board members incl chair (40%)
- Rector (and other leaders) recruited instead of election
- Independent employers - civil servants to contracted employees

Structural changes

- Mergers of universities (3 megers, 2 megers later)
- Internal structural changes
- Group structure through investments, inhouse companies, spinouts and shared companies

Steering and funding

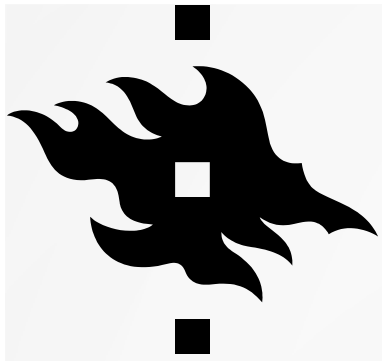
- From short term to 4 year contracts with KPIs and RAM
- Fundraising encouraged (2,5 time top up)
- Business activitiees encouraged



INDEPENDENT EMPLOYER (1)

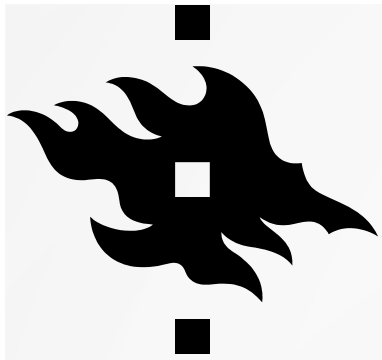
Employer / employee relationships

- Civil servant status abolished (recruitment / employment / termination)
 - Leaner and more flexible professor recruitment, long public documents abolished, leaders recruit instead of councils / committees / boards
 - New practices: headhunting, termination contracts.
- Director agreements, work agreement conditions (e.g. IPR)
- Flexibility to increase / reduce staff
- Flexibility in career track development
- Flexibility in compensation systems
- No pressure to participate in the state HR administration and shared services
- Private pension and social security provider
- Flexibility to organise health care



INDEPENDENT EMPLOYER (2)

- **New employers' Association (Bildningsarbetsgivarna <https://www.sivista.fi>)**
 - Independent negotiations (kollektivavtal)
 - Training and legal advice & support
 - The whole chain of education represented in one.
 - Power of Finnish Industries (EK, Finlands Näringsliv)
 - Private sector reporting, trends & analyses
- **Other relevant aspects**
 - Capital and fundraising – salaries for staff members
 - Property and land ownership – freedom to move and change
 - Inhouse companies, shared companies, spinouts - outsourcing



EVALUATION (1)

- **Stronger leadership, staff engagement needed**
 - Engagement with society much stronger, profiling and reorganisations on...
 - Some want to strengthen collegial decision-making (Tampere, Helsinki)
- **Funding base changing**
 - Yet diminishing budgets and cuts have caused dissatisfaction
 - Fund-raising strong, diversification of funding to some extent
- **Academic freedom unchanged, yet dependa**
 - Fear of losing the civil servant status?
 - Strategies and profiling activities defining future



EVALUATION (2)

- **Contractual framework has changed ownly slightly**
 - Local labour tarif contracts possible, salary system renegotiated
- **Many renewals done together – at least in the beginning**
 - E.g. Director agreements, emplyee contract forms, social security and pension and employee insurances – gradually new and separate solutions
 - Tenure tracks introduced – variations, professors of practice widely used
- **University-specific decisions from the beginning**
 - Recruitment policies, recruitments from private sector more common, salaries, bonus systems, employee agreement requirements e.g. IPR, health care services,
 - Reorganisations and mergers, lay-offs, outsourcing, consolidations (shutting down campuses), transfers of business (företagsöverlåtelse)