

2021-2030

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VISION

**ART
CREATES
THE FUTURE.**

MISSION

Uniarts Helsinki is an open meeting place for the arts – an ambitious university community for bold reformers and experts in tradition. We cultivate a unique environment that helps artists grow and strengthens the power of art as a driver of change.

VALUES

Skill Courage Openness

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VALUES

Skill

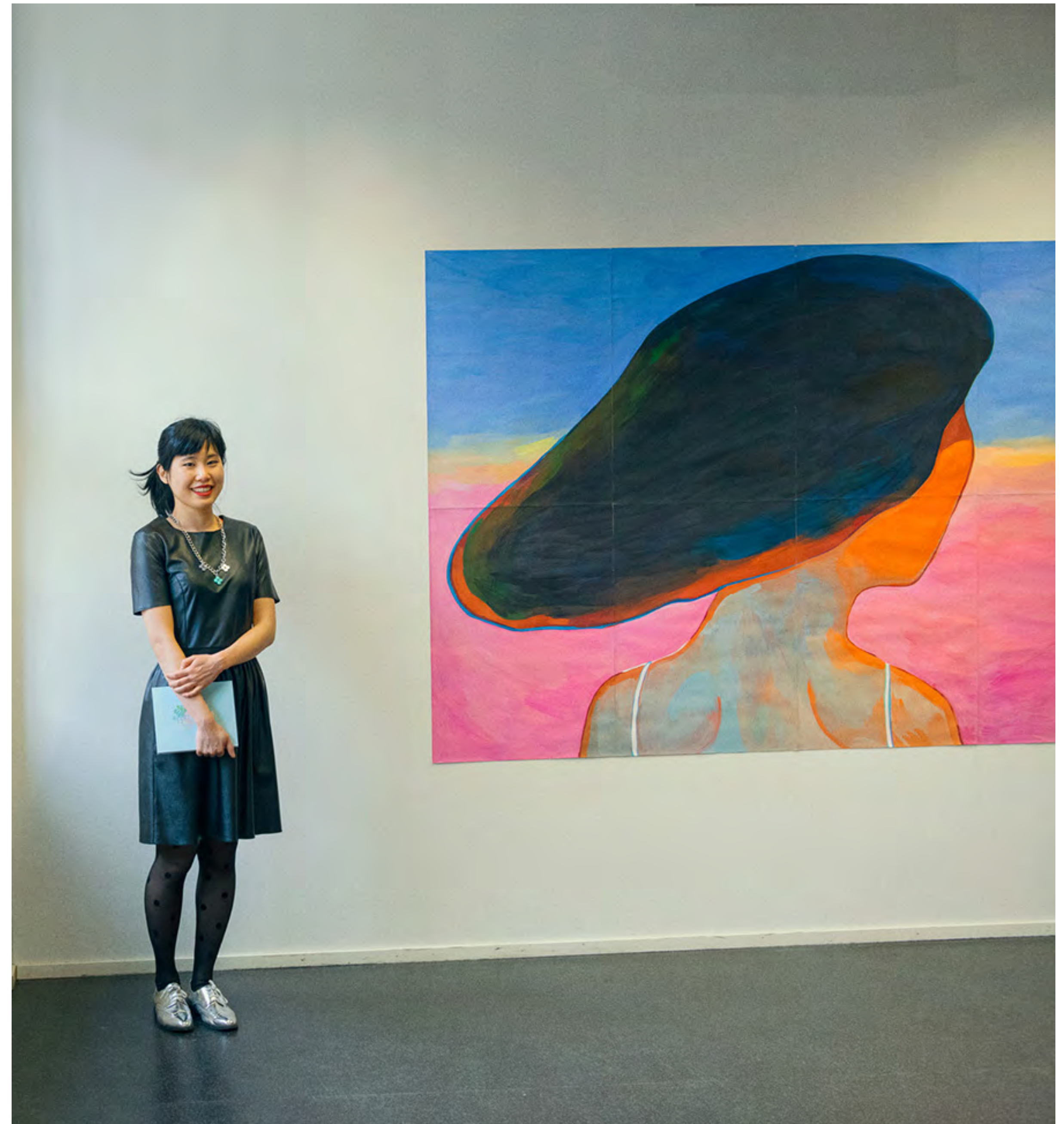
Our idea of skill is based on a comprehensive view of what it means to be human: we are skilful, knowledgeable and emotionally aware. We aim to achieve the highest possible quality and expertise. We draw inspiration from our traditions but also reinterpret them.

Courage

We cultivate an environment based on trust where we encourage each other to be sensitive and responsible and to experiment fearlessly. We evaluate our operations critically and reform ourselves with a bold attitude.

Openness

We make decisions in a transparent and responsible way. We value diversity and consider it a resource. We seek an active dialogue with the world that surrounds us.



SOCIETAL IMPACT



STUDENTS AND LEARNING

Graduates from Uniarts Helsinki change the world as artists, researchers and experts. Our students discover their own potential as artists and influencers, and don't shy away from their responsibility.

ART AND RESEARCH

We explore art and its practices and impact in our research and development activities. The unique quality of our research is based on artistic and art-pedagogical activities and our interaction with both the artistic and scientific communities.





SOCIETY

Art is a basic right and something that contributes to a meaningful life. Art, artistic thinking and creativity are tools that help us build an equal and sustainable world.

THE STRATEGIC FOCAL POINTS

OUR GOALS

1. We enable the growth of our students and help them become highly skilled and broadminded artists and changemakers
2. Our multidisciplinary research is internationally esteemed
3. Art and artistic thinking have a strong role in society
4. Art is part of the solution to the ecological sustainability crisis
5. Our community is characterised by its wellbeing, international appeal and lack of discrimination
6. Uniarts Helsinki makes way for renewal and bold initiatives

GOAL 1/6

We enable the growth of our students and help them become highly skilled and broadminded artists and changemakers

We offer a unique environment for our students to grow into artists. They discover their personal strengths, renew the arts sector with a bold attitude and bring change to the world. They have the chance to apply their skills in various contexts during their studies and find employment as experts even outside the arts sector.

GOAL 1/6 - MEASURES

✘ We introduce curricula that are based on shared principles

✘ We widen the choice of study opportunities available in continuous learning

✘ We strengthen our education, teaching and pedagogy by basing them on research and artistic activities

✘ We boost the international pull and impact of our degree programmes

✘ We help artists adopt increasingly diverse professional profiles

✘ We support sustainable digitalisation

✖ **We introduce curricula that are based on shared principles**

- We establish collective, strategy-based principles for educational development and launch university-level planning of curricula.
- We strengthen the role of individual study paths and enable student-driven projects.
- We increase the selection of joint studies so that all students have the chance to include them in their degree.

✖ **We strengthen our education, teaching and pedagogy by basing them on research and artistic activities**

- We develop our education, teaching and pedagogy using a research-based approach.
- We make way for new educational pilots, where students, teachers and researchers develop innovative ways to teach art.

✕ **We help artists adopt increasingly diverse professional profiles**

- We contribute to students' employment prospects by strengthening their competence and helping them to develop the entrepreneurial skills required for the ever-changing job market.
- We develop services that utilise artistic practices and strengthen their link to our studies, stakeholder cooperation and partnership building.
- We strengthen our practices and expertise related to guidance and mentoring.

✕ **We widen the choice of study opportunities available in continuous learning**

- We strengthen and clarify the academic role of the Open Campus as a joint platform for the academies and the artistic fields.
- We increase the choice of study opportunities available in continuous learning through Open University studies, continuing education and professional specialisation education.
- We support students to graduate within the normative timeframe and provide them with study opportunities in continuous learning to complement their skills.
- We also provide study opportunities for continuous learning in non-artistic fields.

✕ **We boost the international pull and impact of our degree programmes**

- We develop our degree programmes by utilising our international networks, the strong reputation of our academies, and our unique profile, which is characterised by a dialogue between the arts and related research.
- We increase our international impact and the competitiveness of our programmes in the global education sector within our chosen fields.
- We make it possible for all our students to spend time abroad and introduce a language policy that supports internationalisation.

✖ We support sustainable digitalisation

- We take part in digital projects aimed at higher education institutions in Finland.
- In our joint curriculum planning, we set learning objectives that recognise the effects and opportunities created by digitalisation in the arts.
- We develop our digital learning environment and improve the practical technology skills of our students and teachers.

STRATEGY INDICATORS

- 1. Students' opinions on whether their studies are relevant to their professional life**
(career monitoring survey)
- 2. Internal mobility**
(ECTS credits for studies completed at other academies and at the Open Campus)
- 3. ECTS credits for continuous learning**
(incl. Junior Academy, Open University, continuing education, professional specialisation education)



GOAL 2/6

Our multidisciplinary research is internationally esteemed

Uniarts Helsinki is recognised as a dynamically evolving research community. We have a distinct research profile, our researcher community has extensive networks and our research has an international impact. The structures laid out for our research activities are clear and support the researcher community in their pursuit of external funding.

GOAL 2/6 - MEASURES

- ✘ We define a joint strategic profile for our research
- ✘ We increase our research activities and gain a larger share of international research funding
- ✘ We promote the internationalisation of our researchers

✕ We define a joint strategic profile for our research

- We establish arts research as an umbrella term to cover research in the arts, research in arts education and artistic research.
- We define a university-level research profile that is based on a vibrant connection between artistic activities, university education in the arts and the surrounding society. We develop and renew the focus areas for our research during the strategy period. We establish university pedagogy in the arts and research into the education of artists as the new cores of our research profile.
- We develop structures that support multidisciplinary and artistic research and promote researcher skills in our doctoral education.
- When applying for funding, we emphasise the most significant funding organisations from a strategic perspective.

✖ **We increase our research activities and gain a larger share of international research funding**

- We carry out a review of our research activities.
- We actively contribute to the activities of EU programmes and cooperate with Nordic and European strategic partners.
- We increase our opportunities to apply for competitive international research funding and compile a long-term strategy concerning research funding applications and EU engagement.
- We allocate the core of our research funding to extensive multidisciplinary research projects.
- We enhance the profile and impact of the university's publishing activities.

✕ **We promote the internationalisation of our researchers**

- We set up an international network with the focus on researching the education of artists.
- We strengthen our Nordic cooperation especially in the areas of doctoral education and research in the education of artists.

STRATEGY INDICATORS

1. The number and quality of scientific and artistic publications in our core and emerging fields
2. The national and international value of our competitive research funding
3. The total number and value of our multidisciplinary research projects



GOAL 3/6

Art and artistic thinking have a strong role in society

We strengthen the role of art and artistic thinking in society by placing them in new contexts: discussions on social issues, public decision-making and working life. We create a national vision for arts education by collaborating as a network that brings together all levels of education and those in the field.

GOAL 3/6 - MEASURES

- ✘ We establish Uniarts Helsinki as a compelling collaboration partner for creating, testing and piloting new ideas
- ✘ We promote the accessibility and impact of art
- ✘ Together with other higher education institutions in the metropolitan area, we make the Helsinki metropolitan area the most appealing learning and innovation ecosystem in the world
- ✘ We outline a national vision for arts education

✖ **We establish Uniarts Helsinki as a compelling collaboration partner for creating, testing and piloting new ideas**

- We advance experimental forms of collaboration, which result in new ways of thinking, education-related innovations and research topics.

✖ **We promote the accessibility and impact of art**

- We strengthen our strategic partnerships with cities, cultural institutions and the private sector, for example.
- We create and test out new types of activities that increase the accessibility of art and strengthen the impact of art and artistic thinking outside the arts sector.

✖ **Together with other higher education institutions in the metropolitan area, we make the Helsinki metropolitan area the most appealing learning and innovation ecosystem in the world**

- We increase the international visibility and appeal of the metropolitan area.
- We cooperate to establish practices that make it easier for applicants with an international or immigrant background to apply to the university, complete studies and find employment in Finland.

✕ We outline a national vision for arts education

- We develop a national vision for arts education. Our goal is to improve the accessibility of arts education and to make the opportunity to engage in the arts as a hobby or to pursue a degree in the arts an equal one.

STRATEGY INDICATORS

1. Performance in rankings
2. The university's appeal as a collaboration partner
3. Number of ECTS credits and projects completed with central collaboration partners



GOAL 4/6

Art is part of the solution to the ecological sustainability crisis

The ecological sustainability crisis will become an increasingly defining factor for the development of society, changing the relationship between humans and the biosphere. We provide the tools to discuss this major change through art and artistic thinking. Ecological thinking permeates operations across the entire university.

GOAL 4/6 - MEASURES

- ✘ We define a strategy and measures that promote ecological sustainability to steer our operations
- ✘ We integrate the theme of ecological sustainability into our teaching, research and artistic activities

✖ **We define a strategy and measures that promote ecological sustainability to steer our operations**

- We review the current situation and use the review to compile a plan and an operational programme for achieving the desired goal of a sustainable future.
- We monitor how the plan progresses based on agreed indicators.

✕ **We integrate the theme of ecological sustainability into our teaching, research and artistic activities**

- We develop and deepen our knowledge of ecological practices and their continuously changing values and concepts in the arts.
- We strengthen the university community's critical understanding of ecological sustainability and its role in the arts.

STRATEGY INDICATORS

- 1. Students' experience of how ecological sustainability is discussed in their studies**
- 2. The ecological impact of the university's operations**
(e.g. its carbon footprint)



GOAL 5/6

Our community is characterised by its wellbeing, international appeal and lack of discrimination

Our community has shared values and policies that support everyone's wellbeing, ensuring equality and the experience that their work and studies are meaningful. We appreciate and embody diversity, strengthen academy-level and university-level inclusivity and create a culture of constructive interaction.

GOAL 5/6 - MEASURES

- ✘ We develop our operations in a goal-oriented way to increase the wellbeing of our staff and students, as well as monitor our performance using agreed indicators
- ✘ We strengthen the kind of leadership and operational culture that honours our values
- ✘ We increase the diversity of our university community and strengthen the experience of inclusivity
- ✘ We will strengthen the goal-oriented recruitment of staff

✖ **We develop our operations in a goal-oriented way to increase the wellbeing of our staff and students, as well as monitor our performance using agreed indicators**

- We improve the wellbeing of our staff and students with the help of preventive measures.
- We define measures, indicators and feedback processes that support wellbeing and diversity.

✕ **We strengthen the kind of leadership and operational culture that honours our values**

- We strengthen the skills needed for implementing and managing change processes.
- We establish university-level principles to guide our activities and management, all the while taking into consideration our different academy cultures and the special characteristics of each artistic field.
- We promote openness and transparency by clarifying the university's decision-making processes and the role of academic expertise.
- We create an operational culture that emphasises open dialogue and equality with the help of training and workshops aimed at the university community.

✖ **We increase the diversity of our university community and strengthen the experience of inclusivity**

- We evaluate our operations, identify and break down barriers to equality and take into account any special support needed.
- We strengthen the opportunities for different groups to participate in the university's development work and decision-making.
- We establish inclusive ways of working and ensure that information flows and our services are digitally and physically accessible.

✘ **We will strengthen the goal-oriented recruitment of staff**

- We take advantage of the tenure track system of our academic staff to recruit the best possible talent and encourage loyalty and commitment.
- We develop our personnel structure so that it better reflects our increasingly international and diverse society.

STRATEGY INDICATORS

1. Results of wellbeing questionnaires aimed at staff and students
2. The internationality and diversity of the community



GOAL 6/6

Uniarts Helsinki makes way for renewal and bold initiatives

We streamline and refocus our operations in a way that best serves our common goals and the implementation of our strategy. Our operational planning is based on our overall knowledge, and we make sure that the university's voice is heard in our decision-making. We actively seek external funding for our operations.

GOAL 6/6 - MEASURES

- ✘ We enable experiments and initiatives
- ✘ We make our services smoother, harmonise them based on user feedback and utilise digitalisation
- ✘ We strengthen the conditions for external funding and fundraising

✕ We enable experiments and initiatives

- We introduce an internal funding model that steers resource allocation between the academies based on two sets of criteria: the criteria that ensure the realisation of the strategy and the chosen criteria in the Ministry of Education and Culture's funding model.
- We allocate income from investment capital to the strategic development of the university.
- We evaluate our operations with a critical eye and examine our work in relation to the strategy and the ever-changing needs of society, and as a result, free up and redirect our resources by removing overlaps and hierarchy.

✖ **We make our services smoother, harmonise them based on user feedback and utilise digitalisation**

- We design a shared user-driven selection of services, taking into consideration the opportunities provided by two campuses as well as the needs of different fields of art.
- We make our service processes smoother, simpler and more consistent on all levels of the university.
- We develop digital services.

✖ **We strengthen the conditions for external funding and fundraising**

- We build long-term partnerships with Finnish and international funding organisations.
- We place an emphasis on socially significant and wide-scale projects when applying for funding.

STRATEGY INDICATORS

1. Quality of services
2. Academic staff as a percentage of the total number of employees
3. Amount of external funding



THANK YOU!



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