



Strategy of the University of Jyväskylä 2019–2030
WISDOM AND WELLBEING FOR US ALL

DEVELOPMENT PROGRAMME FOR A CAPABLE, CREATIVE AND HEALTHY UNIVERSITY COMMUNITY

Strategic vision:

Working for JYU | Developing JYU | Leading for JYU

The University of Jyväskylä is an appealing academic community that attracts the best experts from Finland and abroad to work and study. The University is known for its supportive and motivating community spirit, in which both staff and students can achieve their goals and develop as top experts in their fields. Leadership at JYU is based on openness, trust, equality, collaboration, recognising the potential of individuals, and caring. The University promotes competence, creativity and wellbeing and is a platform for new knowledge and education, changing the world in constant interaction with society.

MAIN STRATEGIC GOAL 1

Working for JYU: Unity, equality and the JYU identity

The JYU identity stems from our legacy as an international university with societal impact. We are proud of this tradition and want to nurture it. Our uniqueness is recognised and widely respected in Finland and internationally. Our identity is central to our appeal. It leaves a positive impression on visitors and stakeholders. Diversity, a multidisciplinary approach and a sense of community are integral parts of everything we do. Our University has a diverse range of forums for goal-oriented interaction both internally and with stakeholders, and these forums are continuously developed. This promotes unity across disciplines and units, the valuing of a multidisciplinary approach and cooperation between the University's stakeholders and partners.



Strategic goal	Expected result
JYU is Finland's best university employer and study community, guaranteeing an equal and attractive working environment for all. As an equal and bias-free place for working and studying, JYU supports individual development and success.	The University's equality plan covers the whole staff and makes the community's goals to develop equality a reality. The members of the JYU community know what is expected from them and they achieve their own goals. The number of fixed-term employment contracts decreases and their duration increases. People with different employment statuses have equal working conditions. International staff is better integrated into our community.
We create a unique JYU identity. The identity is built and manifested in all our activities. The JYU identity is recognised and attracts national and international top experts.	The identity and operating culture of the University are truly and recognisably visible in our operations. The members of our community recognise the JYU identity and identify with it. We recruit top national and international experts and students who integrate with our community. JYU's ability to retain its staff and students is strong and the members of the community are committed to the University.
JYU is a responsible partner and actively produces additional value for regional, national and international cooperation networks. Members of the JYU community participate in networks in a goal-oriented and productive way.	Members of the community work responsibly in networks and contribute to development in their fields of expertise and JYU's image as an employer. There are definitions and an incentive system for social impact.

MAIN STRATEGIC GOAL 2

Developing JYU: Nurture individuals and a community with a passion for knowledge and creativity



Our multidisciplinary University offers an inspiring and innovative space for new knowledge and education with social impact. Through science-based expertise, JYU responds to the challenges of a changing world. Our encouraging and equal community is known for its open and interactive culture. It supports individual development, the wellbeing of staff and students, and sustainable careers. Creativity, participation and the valuing of individual competence and community spirit create an appealing environment for work and study that attracts employees and students from all over the world. Through cooperation across disciplines and close interaction with society, JYU is an innovative working community capable of breakthroughs in science and education and an attractive partner in both the public and the private sector.

Strategic goal	Expected result
We are a successful work and study community that promotes wellbeing. We support all members of community in the development of all areas of wellbeing	The wellbeing of staff and students improves. The University creates a management policy for wellbeing at work. The policy supports personal development in all positions and career paths. JYU has clear targets for the management of wellbeing at work. Increased wellbeing and work motivation of employees and students improve JYU's profitability. The University staff has time for creativity and creating new ideas (JYUTime for Creativity). A wellbeing team (JYUHyvinvointi) is established to develop the operating model of occupational wellbeing and the leadership path in cooperation with the University's partners.
We utilise the potential of the multidisciplinary University. We are a multidisciplinary and interactive community that unites national and international cooperation networks.	Multidisciplinary cooperation in research and education within and between faculties and with other operators of society increases. Increased cooperation supports the renewal of our research and education and societal impact.



The University's current and future domestic and international staff and students integrate into the University and commit to the common goals of our community.	Orientation for staff and students is high quality and supports commitment to the community. The JYULuotsi portal is launched and it facilitates a new working environment, renews prior learning and shows the way forward on one's career path. Various forms of mentoring are in use. Our alumni are proud of their background and experience at the University.
The University offers competitive career paths that encourage competence development and renewal in all staff groups.	The career paths and incentives of the University are defined and described and they are clear to everyone. Long-term personnel plans and competence development plans are created at the individual and unit levels and are updated regularly. People's skills match their tasks. Competence development utilises high-quality continuing education and opportunities for continuous learning. The incentive system is transparent, fair and motivating. Job descriptions and goals guide the implementation of core tasks (research, education, support services) as well as possible.

MAIN STRATEGIC GOAL 3

Leading for JYU: Leadership that creates inspiration and innovations



Leadership at JYU is based on openness, trust, equality, collaboration, recognising the potential of individuals, and caring. It is valued, fair and ethically sustainable. People show trust and pride in the leadership at JYU, and it is known outside the University as well. Leadership at JYU guides and inspires the University community and promotes commitment, enabling success in our activities and continuous renewal for all. Good leadership at JYU aims at productive activities, initiative, enthusiasm and innovativeness without compromising people's wellbeing. Leadership is seen as goal-oriented interaction that the entire community has a hand in developing through community development groups and the participation forums at the University. Leadership supports individuals' progress towards their own career and study goals. Development is supported by training that is based on competence existing at JYU. Leadership is supported by fluent, flexible and well-resourced services, transparent processes, relevant information and unambiguous indicators.

Strategic goal	Expected result
Our community has a shared understanding of good leadership. Good leadership and management are essential elements of the University's brand. The central goals for leadership are guided by our leadership values and principles.	Our University is managed well and its staff is thriving and satisfied at all levels of operation. The values and principles of good leadership, the "house rules" of University leadership, are communicated throughout the community and they form a uniform course of action. Good leadership and management support the University's competitive edge and attractiveness.
The University supports continuous development of leadership and growth as a leader at all career levels.	A systematic development path, JYULead, has been created for the members of our community. The path focuses on the development of relevant leadership and interaction competence in the context of the University.
We ensure the implementation of the JYU strategy by strengthening the abilities of the management teams, community development groups and individuals to carry out these principles.	We achieve our strategic goals at the levels of the University and units. The University's ability to lead development projects is strengthened by creating working models for project management and a staff training programme that covers different stages of project competence.



We ensure the implementation of the University strategy and continuous renewal through leadership that is based on dialogue and an ability to encourage participation.	A range of ways to participate are an integral part of our operations. Leadership interaction skills create inspiration and innovations.