

Faculty Council, 10 December 2024

Management Team, 11 October 2024

Operating Plan

Agreement period 2025 to 2028

Faculty of Sport and Health Sciences

HEALTH AND EXERCISE FOR ALL



JYVÄSKYLÄN YLIOPISTO
UNIVERSITY OF JYVÄSKYLÄ

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1 Mission

The mission of the unit, the purpose of its existence, its task and the concept of its activities, as set out in its strategy. The unit's mission must be aligned with the university's mission. The mission and vision are described in a format that fits on one page.

We are changing the world with cutting-edge research in sport and health sciences and by educating the experts of the future, ensuring a high-quality learning experience and a range of employment opportunities.

2 Vision 2035

The vision or objective based on the unit's strategy up to 2035. The unit's vision must be aligned with the university's vision. The mission and vision are described in a format that fits on one page.

We are an internationally significant and societally impactful scientific community that researches and promotes people's physical activity, health and functional capacity. We provide research-based education that ensures a high-quality and streamlined learning experience for students. Our wellbeing and sense of community are at a high level.

3 Profile and positioning

Description of the unit's education and research profile and societal impact, core fields, emerging areas and positioning in the national and international arena. Maximum length of the description is two pages.

The Faculty of Sport and Health Sciences has prepared a new faculty-specific strategy entitled Health and Exercise for All, which outlines our objectives up to 2035.

During the planning period, the faculty will develop its education and research activities and its societal interaction to achieve its vision by 2035. In 2035, the Faculty of Sport and Health Sciences aims to be among the top five European universities in research in sport and health sciences. This level requires the internationalisation of our research groups, support for the development of competence, increased international funding based on quality, and decisive development of the quality of international publications. In collaboration with its stakeholders, the faculty contributes to society's awareness and competence in promoting the physical activity and health of the population. The faculty's research and education profile covers all population groups, with an emphasis on physical education, the promotion of health and functional capacity, and the causal mechanisms as well as the societal significance of physical activity. We share the university's values of openness, trust, quality and integrity. We also foster creativity, freedom of research, and scientific renewal.

Among the research profiles of the University of Jyväskylä (research on wellbeing, learning and basic natural phenomena), the multidisciplinary profile of the Faculty of Sport and Health Sciences is positioned in the areas of wellbeing and learning research. In addition, the faculty's range of research methods covers basic methods in the natural sciences, most of which are maintained in the faculty's research laboratory. The University of Jyväskylä has identified research on ageing and functional capacity as its top area of research and the biological mechanisms of physical activity as an area that has the potential to become one of the top areas in the coming years. Research that contributes to the development of society is conducted particularly in the fields of physical education and health behavior, as well as in the social sciences related to physical activity. Our disciplines form a globally unique portfolio, characterised by health research with a focus on physical activity and sports research.

Our researchers actively participate in training organised by the university on applying for research funding. We aim for at least 30% of the faculty's total budget to come from external funding. In particular, we seek national and international funding to support cutting-edge research and renew science (ERC, Research Council of Finland, major national and international foundations). We are looking for strategic research funding to reform society, especially from the EU's Pillar 2 and Business Finland.

By international standards, our research laboratory is very comprehensive and versatile. The relocation of our laboratory to new facilities during the planning period will require streamlining and co-development with other units conducting laboratory research. Collaboration is emphasised in the development and profiling plan, particularly in the field of biological research methods. Our special expertise is in measuring the functional capacity and performance as well as physical activity and exercise of different population groups and developing measurement methods and equipment. As for the office spaces in the laboratory building, we will follow the University's facility strategy. As a new initiative, the faculty is developing approaches for citizen science, which can be applied, for example, to collect data on lifestyles, the environment and performance and functional capacity in people's living environments.

The Faculty of Sport and Health Sciences awards bachelor's, master's and doctoral degrees in sport and health sciences. The faculty's education portfolio is unique both nationally and internationally and draws on key parent disciplines such as natural sciences, social sciences and education. Our students are motivated and active, and most of them are progressing in their studies according to the target schedule. The faculty is committed to increasing the number of bachelor's and master's degrees in line with the university's objectives. Teaching resources are not expected to grow in proportion to the number of students. The increased number of students will require a reduction in the number of courses offered by the faculty and closer cooperation between disciplines.

While the faculty's degree programmes have been attracting large numbers of applicants, the demographic change is expected to result in a decrease in the number of domestic students in the future. The faculty is preparing for this by developing its international education offering in addition to the three existing international master's programmes and by refocusing student recruitment. We make sure that international students and staff are integrated into our community. We support all students throughout their learning pathways and improve accessibility for students coming from different backgrounds and life situations. We operate according to the principles of a top-level sports-friendly university.

The faculty's range of continuous learning courses has increased recently and the demand for MOOCs is at an exceptional level. In the coming period, we will focus on launching new open university paths in the biology of physical activity, sports coaching science and the social sciences of sport. For cross-university studies, we will add study modules that attract students from other institutions.

Business cooperation and advocacy work with ministries are central to the faculty's activities. Longitudinal studies funded by the Ministry of Education and Culture have been going on for decades, particularly on the physical activity of children and young people. We make a concrete impact on policy programmes and knowledge-based decision-making by researching health and physical activity habits. We also support national initiatives to promote physical activity, such as the Make a Move programme (2024 to 2027). We also influence recommendations on physical activity and mobility for older people through gerontological research. We are promoting this especially in the Gerontology Research Center, which is a joint project of the Universities of Tampere and Jyväskylä. In terms of projects, we are involved in urban innovation ecosystem agreements funded by the Ministry of Economic Affairs and Employment in Jyväskylä and Kajaani. In terms of fundraising, our key theme is Active life: Getting children and adolescents moving – active ageing.

Together with the Finnish Institute of High Performance Sport KIHU, we have established a network for RDI in sport and we are one of the key members of this network. We have advanced the sports data strategy together with the Olympic Committee, IT Center for Science CSC, the Faculty of Information Technology of the University of Jyväskylä and KIHU. In the future, we aim to expand our cooperation, especially with technology companies participating in their development projects. We want to strengthen our culture of innovation to grow the faculty's competence and technology transfer to businesses in the future.

In the coming strategy period, we will develop cooperation in particular with sports technology and healthcare technology companies, as well as with companies providing sports and well-being services. We are working with the National Defence University and NATO, and in the coming years we will implement the tender won by the faculty for the performance monitoring of soldiers. Ongoing cooperation with the Football Association will be continued if possible.

The faculty has three associate professorships together with the wellbeing services county of Central Finland (HYVAKS). In addition, the position of Chief Physician at the sports medicine outpatient clinic at the NOVA hospital is partly shared between the faculty and HYVAKS. The joint professorships and biobank collaboration create a strong basis for research and development work to promote wellbeing and health. The people currently working on joint projects and in associate professorships are relatively recently appointed, so there is an active phase of co-creation and co-development underway that will deliver significant public health and economic benefits when successful. We will develop a national model for promoting physical activity, wellbeing and health in cooperation with HYVAKS, KIHU and the City of Jyväskylä. As part of this work, we are developing models at the municipal and provincial level, such as mobility programmes and population mobility monitoring.

The municipality of Sotkamo is an important partner that provides essential support to the Vuokatti sports technology unit. In Vuokatti, measurement technology is being developed for top-level sports, especially for the development of Nordic skiing sports. These activities have been pursued in cooperation with the Centre for Measurement and Information Systems CEMIS organisations and put into practice with the Vuokatti-Ruka Olympic Training Center and Sports Academy. We will also harness the potential of data analytics and artificial intelligence in top-level sport in the field of sports technology applications.

Service business, such as the provision of sports science testing services to sports clubs and companies, can be significantly increased. Communication needs to be improved in order to make the faculty's expertise and research results more prominent in societal discussion. In particular, communication will be focused on partners and stakeholders, and key communication themes will be selected for each target group. The faculty's most important development targets in social interaction are the purposeful strengthening of stakeholder cooperation and the increase in collaborative projects. To achieve this goal, alumni activities will be developed in the coming strategic period.

4 Strategic development programmes

The unit's strategic development programmes are built around the three development programmes of the university's strategy. The unit's development targets tie in with the main objectives of the university's strategy development programmes. However, a unit is not required to have development targets for all the main objectives, but these are defined and selected on a unit-by-unit basis. Development targets are described at a general level in the tables below. The indicators of the university's main strategic objectives will be defined after the contract negotiations with the Ministry of Education and Culture in September 2024. The development priorities will be projected and managed in the Thinking Portfolio system, which describes the phasing of the development targets over the four-year contract period.

The development programmes of the Faculty of Sport and Health Sciences cover the whole strategic period and are reviewed annually. Only some of these programmes will be launched in 2025.

4.1 Strong research university

The target state of the development programme The key strengths and appeal of the University of Jyväskylä are based on its internationally high-level, responsible research and education as well as on its identity as a progressive research university.	
Main objective 1: A unique research profile that reshapes society	Objectives - Sharpening the University's education and research profile valuing its multidisciplinary traditions. - Strengthening the connection of our research and education and nourishing forward-thinking dialogue.
Main objective 2: A community of thriving and innovative researchers, teachers, and experts	Objectives - Fostering the openness and freedom of science, research and teaching and strengthening a dynamic academic culture. - Coaching the members of our community to continuously develop their competence and wellbeing, aiming at high quality, development, and results in research and teaching. - Our leaders encourage participation and we motivate and inspire our community to reach our ambitious goals.
Main objective 3: A competitively strong and vibrant university	Objectives - Ensuring the financial impact and effectiveness of our activities. - Strengthening the working conditions for multidisciplinary and high-quality research and education in our community. - Creating a hybrid campus of inspiring and innovative physical and virtual environments for research, teaching and learning.

LTK – Strong research university development targets 2025–2028		
Main objective 1: A unique research profile that reshapes society Qualitative growth in the areas of top-level and strategic research	Ensuring that professors can focus on research. Support for research project funding will be developed together with RIS. Training staff in the use of open data in teaching and research. (2025) Promoting multidisciplinary laboratory collaboration and interaction. (2025) Planning the working time of the methodological expertise support team. (2025) Taking inventory of existing materials and samples held by the faculty. Investigating the possibility of collecting a shared demographic data set for the faculty, for example in cooperation with the wellbeing services county or the biobank.	Funding: Success in international funding applications: -Number of ERC projects -Number of projects funded by large international foundations -Number of MSCA projects Success in RCF funding applications Success in BF funding applications
Main objective 2: A community of thriving and innovative researchers, teachers, and experts Supporting people with the potential to reach the top	Mentoring, teaching arrangements. Allowing for time in the work plans by adapting the educational portfolio and pedagogical solutions. Supporting career development, also in teaching and management. Providing support to increase teaching competence.	Successful progress on the career path Better success of project applications Senior Lecturers as members of research projects Support for AI, pedagogical and guidance competences, workshops

Main objective 3: A competitively strong and vibrant university Advancing the faculty's data strategy and prioritising objectives Planning the operation and facilities of the new laboratory taking into account the needs of future research.	Updating the data strategy and continuing to contribute to it; prioritising targets (e.g. for common minimum data sets for projects within the faculty) and allocating resources for implementation. Activating a lab planning working group in collaboration with key stakeholders. Updating the research equipment inventory. Preparing to move to Ylistönrinne.	Data strategy plan completed Laboratory plans completed Moving plan completed Equipment purchases made
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4.2 University with societal impact

The target state of the development programme The University of Jyväskylä is an influential, independent, and responsible university whose education and research are widely recognised and visible in society. Our operations are closely linked to regional, national, and international research, development, and innovation activities.	
Main objective 1: Educator of brave, responsible, and influential academic experts while re-shaping competence in society	Objectives • Deepening cooperation with regional, domestic and international partners to renew our bachelor's, master's and doctoral education and strengthen our societal impact. • Becoming the leading provider of continuous learning and developing our offering in the digital operating environment in an agile manner to renew working life and competence in society.
Main objective 2: Research, development and innovation activities closely connected to society and working life	Objectives • Systematising our stakeholder cooperation with domestic and international partners. • Creating a service and cooperation platform for businesses, communities and individuals to unite RDI activity, continuing education and the open university. • Renewing the business world by enhancing the commercialisation and scaling of research-based innovations.
Main objective 3: Sustainable and responsible university	Objectives • Promoting social, cultural and economic sustainability, carbon negativity and nature positivity – aiming for planetary wellbeing. • Developing our campus as a platform for academic, corporate and civic collaboration while respecting its cultural heritage and natural values.

LTK - University with societal impact, development targets 2025–2028		
Main objective 1: Educator of brave, responsible, and influential academic experts while reshaping competence in society Developing societal interaction to be systematic, high quality and effective.	• Making representation in key stakeholder groups visible, prioritising key representative positions, establishing clear selection processes and improving communication with the management team. • Developing thesis cooperation and clarifying the cooperation process. (2025) • Developing alumni activities. Making use of existing university networks and planning ways to stay connected.	Number of representative positions: Regular reports to the management team on the most important representative positions Number of theses completed in cooperation with businesses and stakeholders Create a plan for alumni activities
Main objective 2: Research, development and innovation activities closely connected to society and working life Developing connections with working life and cooperation with businesses. Establishing processes for business cooperation and making them visible.	• Service business: building a model, services and pricing for collaboration. (2025) • Focusing strategic communication on the business community and selecting key themes. (2025) • Monitoring societal interaction activities and defining metrics for it. Development of reporting. (2025) • Defining key partners and deciding with whom the faculty will seek strategic cooperation in the future. • Ensuring the continuation of cooperation networks, for example, in case of retirement. (2025) • Increasing innovation competence and awareness in research. (2025) • Building networks for future applications such as the Flagship programme, EU Pillar II, BF.	Turnover from services business Website visits, content engagement, media visibility Amount of donations Volume of business cooperation The faculty's key partnerships have been selected and a plan for developing cooperation has been drawn up. Invention disclosure notifications, patents, licences Amount of funding

		Number of projects
Main objective 3: Sustainable and responsible university Monitoring the Faculty's financial readjustment plan We work actively for equality, equity and accessibility.	Implementing the Faculty's financial readjustment plan. Staff training will be organised as necessary. Immediate action will be taken to address shortcomings.	We will meet our annual targets Staff and student wellbeing improves and this is reflected in surveys

4.3 Internationally attractive university

The target state of the development programme The University of Jyväskylä is an internationally attractive and competitive place to work and study, as well as a trusted partner. We will continue to strengthen our position in the higher education sector in Finland. We offer a successful student experience and working environment and promote the wellbeing of the entire university community.	
Main objective 1: An internationally renowned, high-quality degree education portfolio	Objectives • Transforming our bachelor-level education into extensive and multidisciplinary degree programmes, which prepare students for specialised master's degree programmes. • Significantly expanding our offering of international degree programmes and joint degree programmes.
Main objective 2: A first-class student experience for everyone	Objectives • Planning and implementing all our education in an accessible way for students with diverse backgrounds. • Supporting a goal-oriented study ability, wellbeing and attachment to the community throughout the study path. • Building innovative pedagogical and digital solutions that support smooth, meaningful and flexible teaching and learning.
Main objective 3: The best employer among universities in Finland: an inspiring university for creativity and growth with a strong community spirit	Objectives • Offering attractive career paths that encourage development and renewal of expertise. • Ensuring that international students and staff integrate into our academic community and Finnish society. • Supporting and strengthening opportunities for international networking and mobility especially for young researchers.

LTK – Internationally attractive university, development targets 2025–2028		
Main objective 1: An internationally renowned, high-quality degree education portfolio High quality and competitive educational offering Bold, innovative programmes, teaching. Adapting the curriculum and teaching methods to allow for increasing degree goals Targeted measures to increase internationalisation	-A dynamic education portfolio, with new initiatives such as the national offering of intermediate studies in sport pedagogy and diagnostic health sciences together with MLTK. (To be launched in 2025) -Investigating the viability and funding opportunities for other education initiatives. -Increasing the intake of bachelor's degree students in particular (new open university paths in 2026). Only first-time applicants will be admitted through certificate-based admission (from 2025 onwards). -Actions to reduce the work involved in teaching management. -Modelling how to reduce teaching and analysing the advantages and disadvantages of different options, including: A common basic studies package for all bachelor level students, the use of JYU's methodological teaching, more effective supervision of theses, increased LYT-RESPO synchronisation, the provision of national sport pedagogy studies to facilitate basic studies. -Creating conditions for the growth of internationalisation by increasing opportunities to study in English. -Participating in the international doctoral training network applications (MSCA applications). -KUL benchmarking and facilitating cooperation	Funding base secured for sport pedagogy and DG health sciences (2025). The number of bachelor's degrees is increasing. There are fewer individual courses. Teaching is cost-effective. There are new models for thesis supervision. Number of courses in English. Number of MSCA-DNs Increase in the number of international students and staff. Number of international visits and guests. Increased cooperation with KUL

Main objective 2: A first-class student experience for everyone Closer cooperation with subject associations at all levels. Expanding national education offerings	-Annual meetings of the subject association and the management team -Extension of the sport pedagogy subject studies to the Universities of Helsinki, Tampere, Oulu, Eastern Finland and Lapland -Increasing the availability of LTK study modules in other universities	Feedback from bachelor's degree students. Other student feedback. Increased educational offering. Number of ECTS credits.
Main objective 3: The best employer among universities in Finland: an inspiring university for creativity and growth with a strong community spirit Supporting teachers in the use of modern pedagogical and digital solutions Developing forms of contact and remote teaching and working	-Regular joint faculty training seminars as a platform to support teachers in creating pedagogical and digital solutions that support smooth, accessible, meaningful and flexible teaching and learning. -Developing forms of contact and remote teaching. Exploring the implementation of intensive courses in contact teaching. -Developing doctoral training in line with the JYU policies and expanding cooperation with other universities (e.g. UEF pilot, joint international degrees).	Workplace well-being surveys Shorter completion times for doctoral studies. Monitoring the number of articles published in doctoral theses.

5 Personnel plan

5.1 Personnel resourcing plan

The resourcing plan includes key recruitments the unit will use to strengthen the implementation of the strategy. The planning will take into account upcoming retirements, possible changes in employment relationships and the need for permanent staff as identified in the periodic review. PowerBI reporting will be used in the planning process.

Recruitments	Action	Schedule	Responsible party
Professor or Assistant Professor / Associate Professor, health science, in particular Sports and Exercise Medicine	Finalising the recruitment	2024–2025, starting on 1 April 2025	Dean HR Partner
Professor, Sport Pedagogy (tenure track)	Starting the invitation procedure	2024–2025, starting on 1 September 2025	Dean HR Partner
Professor, Physical literacy and Sport Pedagogy (tenure track)	Starting the invitation procedure	2024–2025, starting on 1 September 2025	
Professor, Physiotherapy and rehabilitation (tenure track)	Starting the invitation procedure	2025, starting on 1 November 2025	
Professor, Exercise and Health Research	Starting the invitation procedure	2025, starting on 1 January 2026	
Professor, Health and Exercise Promotion	Starting the invitation procedure	2025, starting on 1 January 2026	
Associate Professor, Sport and Exercise Psychology	Assessment procedure from the assistant level to the associate level	2025	Dean HR Partner

Associate Professor, Exercise Gerontology (tenure track)	Starting the recruitment	2025	Dean HR Partner
Professorship / associate professorship based on the cooperation agreement with the National Defence University	Starting the recruitment, based on negotiations with the National Defence University	2026	Dean HR Partner
Professor of practice (joint professorship with the Football Association of Finland)	Continuation	2025	Dean HR Partner
Senior Lecturer, Sport Pedagogy Senior Lecturer, Physical Literacy and Sport Pedagogy Senior Lecturer, Health Education or Health and Exercise Promotion	Starting the recruitment Starting the recruitment Starting the recruitment	2025, starting on 1 September 2025 2025, starting on 1 September 2025 2025, starting on 1 January 2026	Dean HR Partner
1 or 2 Senior Lecturers, Sport Pedagogy (national organisation of subject studies in sport pedagogy)	Starting the recruitment		Dean HR Partner
University Teacher, Health Education	Starting the recruitment	2025	Dean HR Partner
Doctoral Researchers (graduate school of the faculty, 7–10 per year)	Starting recruitment in spring and autumn	2025	Vice dean responsible for research HR Partner

5.2 Workplace community development plan

In 2024, the unit's work community development plan will be revised only in terms of wellbeing at work on the attached PPT template.

6 Quantitative objectives

6.1 Target number of degrees

The degree targets are defined in autumn 2024 based on the targets set for the 2025 to 2028 agreement period between the University and the Ministry of Education and Culture.

[Degree target table to be added here]

6.2 Others quantitative targets

For the contract period 2025 to 2028, the University has submitted the following monitoring indicators to the Ministry of Education and Culture, to be confirmed during the contract negotiation in September 2024. Units can propose quantitative targets linked to these monitoring indicators or targets connected to the university funding model.

Progression of studies and completion within the target time

- *Proportion of those graduating within the target period among all bachelor's and master's degree graduates*
- *Percentage of students who completed 55 credits in the previous academic year among those registered as present in the autumn*

Wellbeing

- *Staff: job satisfaction index from the wellbeing at work survey*
- *Students: point average of responses to a wellbeing-related question on the bachelor's degree feedback questionnaire*

Internationalisation

- *The development of the number of international staff (percentage of person-years of those of the whole staff)*
- *Percentage of international degree students of all degree students*

Strengthening of RDI activities and funding

- *Corporate funding (domestic and foreign) and Business Finland funding in euros*
- *Horizon Europe research projects, Pillars II and III*

Target number of degrees	Average for 2025–2028
Doctoral degrees	23
Master's degrees	260
Health and welfare and services	
Bachelor's degrees	155

Monitoring indicators of the Ministry of Education and Culture	Actual 2023	Target 2028
Corporate funding for R&D	€124,000	€700,000
International competitive research funding	€312,000	€1,100,000
Employment of foreign graduates in Finland, %	NA	75%
Percentage of international staff of all staff	8%	20%
Percentage of international degree students of all degree students	3.5%	12.2%
Percentage of those graduating within the target time among bachelor's / master's degree graduates	58% / 38%	70% / 50%

7 Expected changes in the operating environment

A concise assessment of the foreseeable changes in the national and international environment of the unit and the university that will affect its operations in the medium term (contract period 2025 to 2028). Maximum length of the description is two pages.

Changes in the operating environment concern security, population age structure, climate change, technological developments and changes in the focus of research funding. Changes in the global environment are particularly related to climate change and security threats, such as Russia's war of aggression on Ukraine and the situation in the Middle East. Climate change mitigation will be taken into account in the faculty's research and teaching and is expected to become increasingly important during the planning period. Russia's war of aggression in Ukraine and the situation in the Middle East increase the risk of escalation, potentially weakening Finland's international attractiveness. NATO membership may increase opportunities for international research cooperation.

The COVID pandemic has subsided, although we are still working to remedy its effects. The balance of local and remote working and studying is still finding its form, causing difficulties in getting things done smoothly. Climate change mitigation is included in the faculty's research and teaching, and will become increasingly important during the planning period.

The declining birth rate and the longer life expectancy of the population are causing changes in the skills needed in society: declining numbers of children will lead to school closures and the number of domestic students is expected to fall in the future. More experts are needed to promote physical activity, functional capacity and inclusion for older people. Research and training offerings need to be adapted to the changing demand for expertise.

The faculty's professor staff is still undergoing a generational change. Successful recruitment gives the faculty the opportunity to renew and strengthen its competence and competitiveness. Success in the competition for funding for strategic research may lead to a reduction in science-based research. For this reason, researchers' competence in designing science-based research and applying for funding for it must be maintained and possibly improved. The poor financial situation of universities leads to a need for adjustment, which may reduce wellbeing at work.

Conceptual research, the development of new methodologies and the collection of innovative research data based on these are needed at the forefront of research. Producing scientifically high quality and innovative research knowledge requires staying up to date with technological developments, a multidisciplinary approach and the rapid application of new methodologies to issues in the field of sport science, increasing the need for international cooperation. Applying AI to research opens up new opportunities.

The development of wearable measurement devices and mobile technology is building the foundation for the development of citizen science in physical activity and health, enabling the faculty to become a more influential societal actor in physical activity and health research. The expansion of biobanks has improved data availability and led to an expansion of research and

publishing in sport and health sciences and the emergence of new parties in the field, increasing competition and the need for a common data strategy also within the faculty. Universities of applied sciences are raising their profiles as research communities and may become viable competitors for, for example, skilled staff and research funding. Interest in physical activity and health continues to grow.

A solution for the physical environment for research in the faculty is in the process of being created in Ylistönrinne, which already houses the laboratories of the Faculty of Mathematics and Science. The biobank cooperation launched with the wellbeing services county of Central Finland and the University of Eastern Finland creates opportunities for more multidisciplinary research and the addition of further expertise. Postgraduate education is undergoing changes as the doctoral training pilot progresses. The funding model based on the number of degrees leads to a risk of decline in the fields not covered by the pilot, and this applies to the Faculty of Sport and Health Sciences.

The profiling work funded by the Research Council of Finland has improved the quality of research and increased research activity. The faculty's profiling areas are Physical activity across the life-span (PACTS, Profi2), Molecular mechanisms of physical activity (PACTS2, Profi5), Brain research in physical activity (Brain, Profi3), Active ageing and care (ACC, Pro4), Change in physical activity behaviour (Bc-Well, Pro6), Wellbeing research (JyuWell, Pro7), and Ageing, environment and functional capacity (ENVIS-AGE, Pro8; funding decision pending).

8 Risks

Risk identification is carried out in the unit for the whole contract period and the risk situation is assessed annually. The focus is on managing the identified risks that have the most significant impact and are most likely to materialise. Risks are defined using the classification and risk matrix defined in the audit and assurance policy.

All identified risks and the measures taken to manage them are recorded in the Rego system. The three most significant risks identified by the unit for the 2025 to 2028 contract period and the measures to manage them are recorded in the operating plan. In order to identify risks and develop risk management, unit-specific workshops will be organised in autumn 2024.

Riski no.	Riskin kuvaus	Mahdolliset seuraukset	Riskityyppi	Riskityyppi 2	Todennäköisyys	Vaikutus	Valtitseva prioriteetti	Ehdotetut toimenpiteet	Toimenpiteiden kuvaus	Toimenpiteiden alkataulu	Tila	Vastuuhenkilö	Seurantapäivä
1	Hippoksen alueen uudisrakentaminen	Työskentely ja tutkimustoiminnan häiriytyminen melun vuoksi	Koulutus, Tutkimus	Projektit	K	K	2	Vähennä	Kulureitten varmistaminen, välilläkäsien työ- ja opiskelutilojen selvittäminen ja käyttöönotto	Ratkaisun löytymiseen asti	A	Kehittämispäällikö, laboratorion johtaja ja dekaani	Jatkuvasti
2	Täydentävän rahoituksen (erityisesti liikuntatieteellisen tutkimus) vähentyminen	Tutkimustankkeiden vähentyminen ja tdk:n tutkimustoiminnan tulokellisuuden heikkeneminen	Tutkimus	Taloudellinen	K	S	2	Vähennä	Tutkimuksen toimenpiteiden tehostaminen	Heti	A	Tdk:n tutkimuksen kehittämissyrmä (TKR) ja tiedekunnan johtoryhmä	Jatkuvasti
3	Yliopiston taloudellisen tilanteen aiheuttamat ongelmat	Tiedekunnan taloudellisen tilanteen kääntymisen ajllaamiseksi. Vähäiset resurssit kuormittavat henkilö kunnia vaatimusten kasvaessa. Muutosneuvottelijan uhka.	Koulutus, tutkimus	Henkilöstön hyvinvointi	K	K	4	Vähennä	Taloudellinen sopeuttaminen yliopiston ja tiedekunnan linjasten mukaan. Henkilöstön hyvinvoinnin tukeminen.	koko vuosi 2025	A	Tiedekunnan johtoryhmä	Jatkuvasti
4	Maailmanpoliittinen tilanne (Ukrainan sota), suorat riskit	Ongelmat sähkövir energian saannin turvaamisessa, mahdollisesti ongelmia laboratoriorien toimintaan mutta myös opetus- ja tutkimustoimintaan yleisemminkin. Kyden uhkat, mahdollisen hybridivaikuttamisen tuomat ongelmat.	Tutkimus, koulutus	Turvallisuus	K	K	4	Vähennä	Varavirijärjestelmien optimointi ja toimintojen priorisoiminen. Laboratorion varausuunitelman ylläpito. Henkilöstön tieto suoja- ja tietoturvaosaamisesta huolehtiminen	koko vuosi 2025	A	Laboratorion johtaja, tiedekunnan johtoryhmä	Jatkuvasti
5	Maailmanpoliittinen tilanne (Ukrainan sota); välilliset riskit	Elinkeustamusten nousu, opiskelijoiden siirtyminen työelämään optiojen rahoittamiseksi ja siihen liittyvä optiojen väistyminen. Suomen maantieteellinen sijainti voi heikentää tiedekunnan kansainvälisiä vetovoimaa	Koulutus	Tutkimus	K	K	4	Vähennä	Tarkoituksenmukainen viestintä ja koulutusmarkkinointi	koko vuosi 2025	A	Johtoryhmä, tiedekunnan tukipalvelut	Jatkuvasti