

JYVÄSKYLÄN YLIOPISTO

13. 10. 2011

nro 1036 / 1/2 / 2011  
4 liitettä

Kalle Lyytinen  
Iris S. Wolstein Professor  
Case Western Reserve University  
Tel: +1-216 3685353  
e-mail: [kalle@case.edu](mailto:kalle@case.edu)

October 6, 2011

Jyväskylän Yliopiston Hallitukselle  
Hallituksen Puheenjohtaja Jorma Rantanen  
Jyväskylän yliopisto  
PL 35, 40014  
FINLAND

**Item: Search for a President of the University of Jyväskylä**

I am interested in being considered for the position of the President (Rector) of the University of Jyväskylä as announced officially by e-mail sent to me by Kirsi Moisander and covered in our short e-mail exchange. Sorry for writing this application letter in English (my Finnish is still perfect but writing long letters in Finnish is cumbersome with official English keyboards).

I am willing to discuss these and related matters at your earliest convenience. For your information I am attaching the requested short description of my career and work style and four potential references (if you want to use them). I am also attaching a short description of the goals for my presidency and my full CV for review.

Your announcement finally asked to state the request for salary. My request is 13000€ / month. This can be partially tied to performance measures. I have estimated it by determining what my salary rank would be in Finland and adding a 30% bonus for the presidency (rectorate).

Sincerely

  
Kalle Lyytinen  
Iris S. Wolstein Professor of Management Design

## Description of strategic directions of University of Jyväskylä

I have not been in the day to day contact of the operations of the university for the last decade so my analysis and suggestions remain quite general. I know also generally the recent developments in the Finnish university policy, funding and regulation but do not know the detailed numbers and directions for different areas and research focus. Hence, giving detailed analysis and focus would require more careful due diligence and analysis of the state of each faculty and the university's administration and more detailed knowledge of the general policies related to higher education. I will outline some principles for key research areas:

### 1 Research support, quality and impact

Main differentiator in the future among universities will be increasingly research quality and impact. Therefore university need to focus on strategies that focus on improving research quality covering doctoral and post doctoral education, career development after the thesis work, creating supporting and lively research culture and establishing consistent and systematic way of evaluating research quality and impact. One challenge is to develop consistent research culture within the university while honoring disciplinary differences and related metrics. Key focus areas are

- Communicating a clear vision of ambition levels for the next five years
- Focus increasingly on quality and emphasizing quality metrics in contrast to volume and quantity
- Developing career paths and related ways of evaluating and supporting research cultures
- Developing means to build strong research groups
- Emphasizing also high risk and interdisciplinary research
- Developing and applying consistent evaluation criteria

### 2. Education and Teaching

Change towards Bologna offers new possibilities for interdisciplinary and more innovative education at the undergraduate level. Here University should be the innovator and leader in thinking new ways to improve educational quality and impact. The experience needs to be made also more participatory and intellectually stimulating in ways that promote university educational experience as a community. Therefore all means need to be used to improve debate, intellectual exchange, and participation. This should cover studia generalia lectures, competitions, support for discipline based study areas, community engagement by the students and so on.

I cannot say very much specific of the development of the educational programs- there is probably not much need or space for new openings- the key will be to build strong and distinct educational programs

that can compete and be recognized nationally and internationally. Also international collaboration needs to be enhanced with new and distinct collaborations.

University has the best resources in the country to study and engage in the development of university pedagogics and creating the university as a powerful and leading educational environment. This should be one of the key foci in the coming years with the slogan that University is the leading and most powerful educational environment in Finland.

### **3. Collaboration and engagement with the community**

University has always enjoyed significant support from the community and surrounding city. This has, as far as I understand, been strengthened during the last round of raising funds for the university. These relationships need to be improved and strengthened during the next five years including also local and national companies. One issue, where I will therefore also focus is better integrating the city as part of the university life, and vice versa. Jyväskylä is the only city in the country which has the potential to create the image of a strong academic university city like Lund in Sweden, Heidelberg in Germany, Oxford in the U.K. or e.g. Ann Arbor in Michigan (USA). Such cities are globally rare but their quality of living and external image are strong. Everything needs to be done to forge and shape this image and utilize it in the marketing and development of the university.

### **4. University branding and administration**

I think it is also important to start developing a stronger and clearer brand for the university that communicates well its distinct character, unique and unparalleled built environment, tradition and history. This will help market better the university for students and prospective faculty.

With regard to administration I do not have currently any specific recommendations- it needs to be developed with regard to the evolving needs of the university. There probably needs to be better understanding how to make the administration as light as possible and how to make it serve better the key stakeholders- students and faculty.