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KOHA: program for professional development of the universities' leaders in Finland

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Fast facts: Finnish higher education system (1)

- Dual system of **38** higher education institutions
 - **14 universities** (after some recent mergers)
 - **24 universities of applied sciences**, (a.k.a. “polytechnics”)
- Finnish HEIs host more than **300,000** students (2013)
 - HE **entry rate** is one of the highest in the world
 - Finnish HE system was ranked 6th in “U21 Ranking of National Higher Education Systems” in 2013
 - One of the most **publicly funded** higher education systems in the world with 6% of State budget spent on HE (2,2% of GDP in 2010)

Challenges:

- short contracts for academic staff/researchers (project based work)
- tuition fees for non-EU students



University reforms -> need for HE leadership training

- **New university legislation in 2010**
- gave more autonomy to HEIs,
- brought some changes in HE governance system (e.g. min 40% of University board should be represented by external stakeholders),
- And allowed more diversity in funding and diversity in institutional strategies
- In the conditions when HE funding becomes increasingly competitive and HEIs are in the constant process of change, the university management needs to be professionalized.
- => part-time professional development program for university administrators was established in 2001



KOHA: non-degree Study Programme in Administration and Management of Higher Education (KOHA) – 40-50 ECTS

- Organized by Higher Education Group, School of Management, UTA for 12 years
- Part-time program for university administrators, managers and leaders working in HEIs and reps of other organisations involved in higher education who would like to upgrade their skills
- The annual student intake is 30-35, not including the students in tailor-made KOHA courses
- Quite popular in Finland, also jointly offered in Uganda, China and maybe [Ukraine?](#)



Purpose of KOHA

- develop understanding and knowledge of HEIs, their administration, management and leadership
- students learn to gain conceptual insights and theoretical frames to various types of issues and challenges they confront in their work and changing environments

KOHA students appreciate:

-peer learning in group work, networking with new colleagues (e.g. from the Ministry of edu); ECTS credit transfer to PhD/Master studies; low cost* of the program

*10 euro per ECTS for self-financed students, PhD and Master students – for free



KOHA modules

- Introduction to Research on HE (5 ECTS);
 - HE Systems –Steering and Coordination; (5 ECTS)
 - Organisation, Administration and Management; (10)
 - Finance and Financial Administration in HE; (5)
 - Quality, Evaluation and Development in HE; (5)
 - Legal Issues in HE Administration (10)
 - Academic community and Work (optional, 10)
- There is no internship, but the practical content of the program is tailor-made to the students' needs based on their real-life cases.



Academic contents of modules

1) Introduction to Research on HE

- The historical development of the university as an institution
- Higher education policy and science policy as a part of higher education systems and societal policy
- Methods, research problems and research traditions of higher education research



2) HE Systems –Steering and Coordination

Steering of higher education systems (national government, EU)

- The connections between the steering mechanisms and higher education policy
- The Finnish higher education system in an international context



3) Organisation, Administration and Management

- Characteristics of the higher education organization
- Leadership and management in higher education institutions
- Entrepreneurial higher education institutions

4) Finance and Financial Administration in HE

- Higher education institutions as economic units
- Financial administration
- Funding structures and mechanisms in higher education
- Financial autonomy of higher education institutions



5) Quality, Evaluation and Development in HE

- Quality and quality assurance as concepts
- The evaluation of the quality of higher education institutions, teaching and research
- Quality assurance systems in Finland and other countries

6) Legal Issues in HE Administration

- Good governance and practices of governing (administrative legislation)
- Legislation regulating HE (Universities Act and Polytechnics Act)
- Specific legal issues of HE
- Labour law and work contract in HEIS



Optional module

7) Academic community and work

- -Change management
- -Communication and management
- -Academic work
- -Well being of personnel
- ---There is a request from KOHA alumni for international follow up module with e.g. a trip to Brussels to learn about EU higher education policies



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Teaching and learning environment: research-based and research-led

- Lectures: teachers are professors and other senior higher education researchers and guest speakers working in the HE field
- Discussions/debates
- Workshops
- Small group work(4 modules)
- Group work papers and self-evaluations
- Seminars
- Exams and essays(2 modules)
- Course literature: academic literature and other relevant publications in the HE field



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Thank you!

- <http://www.uta.fi/jkk/heg> - Higher education group, UTA
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