



University of Vaasa
VAASAN YLIOPISTO

UNIVERSITY OF VAASA STRATEGY 2030

Energising sustainable futures



University of Vaasa

Mission

The University of Vaasa generates and shares knowledge to promote sustainable business, energy, and society. Through innovative, high-quality research and education we address sustainable development goals that are relevant for our students, partners, ecosystems, and society – locally rooted shaping global change.

Vision

The University of Vaasa is internationally recognised as a high-impact research university. Research in our focus areas contributes significantly to international scholarship, is increasingly multidisciplinary, and informs both policy and practice. The education we provide offers a transformative learner experience for future employment built on teaching excellence, high-quality learning environments, equality and inclusion. We make a positive societal impact on the economy, energy (transition) and governance.

Values

Our values – courage, community, and responsibility – guide our daily operations, creating the foundation for our future success.

Profile

The University of Vaasa is an international, business-oriented, multidisciplinary university focused on *sustainable business, energy and society*. Via our multidisciplinary schools and research platforms, we solve complex societal challenges by combining expertise in business, technology and governance. We are a valued partner within Europe's largest energy and environment business cluster, working towards affordable and clean energy, economic growth, industry innovation, and responsible consumption and production. Our modern, beautiful seaside campus is working towards carbon net neutrality and is located in a truly international, student city. The collaborative innovation activities and economic impact of the Vaasa region are recognised nationally and internationally, creating excellent opportunities for our researchers, teachers and students.



Figure 1. The University of Vaasa’s mission and focus areas.

Participative strategy at the University of Vaasa in detail

The University of Vaasa's strategy work was designed to create a common understanding, narrative and action around our vision through a participative process carried out throughout the university and with external stakeholders. The university's strategy was crafted as a joint effort built on the inputs of the University Board, Management Team, Schools, subject areas, administrative and affiliated units, students, and our key ecosystem partners.

The strategy work was conducted by using five core strategy tools:

- 1) strategic capabilities,
- 2) customer value promise,
- 3) strategy map,
- 4) the path, and
- 5) programme planning.



1. Strategic Capabilities

Figure 2 illustrates the vision, must-win battles, and strategic capabilities of the University of Vaasa.

The cloud in the top-right corner synthesises the vision up to the end of 2030. The vision has been defined and then operationalised in terms of our primary goals, such as the JUFO points (Overall JUFO: 3000 points / JUFO levels 2-3: 1500 points), the overall number of students (7500) and graduated students (825BSc / 920MSc / 50Phd), and competitive (15m€) and overall external funding (35m€).

On the left side of the cloud, highlighted in bold, we pinpointed the four must-win battles that are essential for achieving our vision. These must-win battles represent the most important strategic challenges of the university and were used to steer the identification of our capabilities.

On the left side of the must-win battles are the capabilities (combinations of resources and processes) needed to achieve our strategic vision.

The university's growth strategy is implemented through international research and teaching excellence, building on our specialised areas of thought leadership and the proactive development of our capabilities (see Figure 2) to thrive in the international markets.

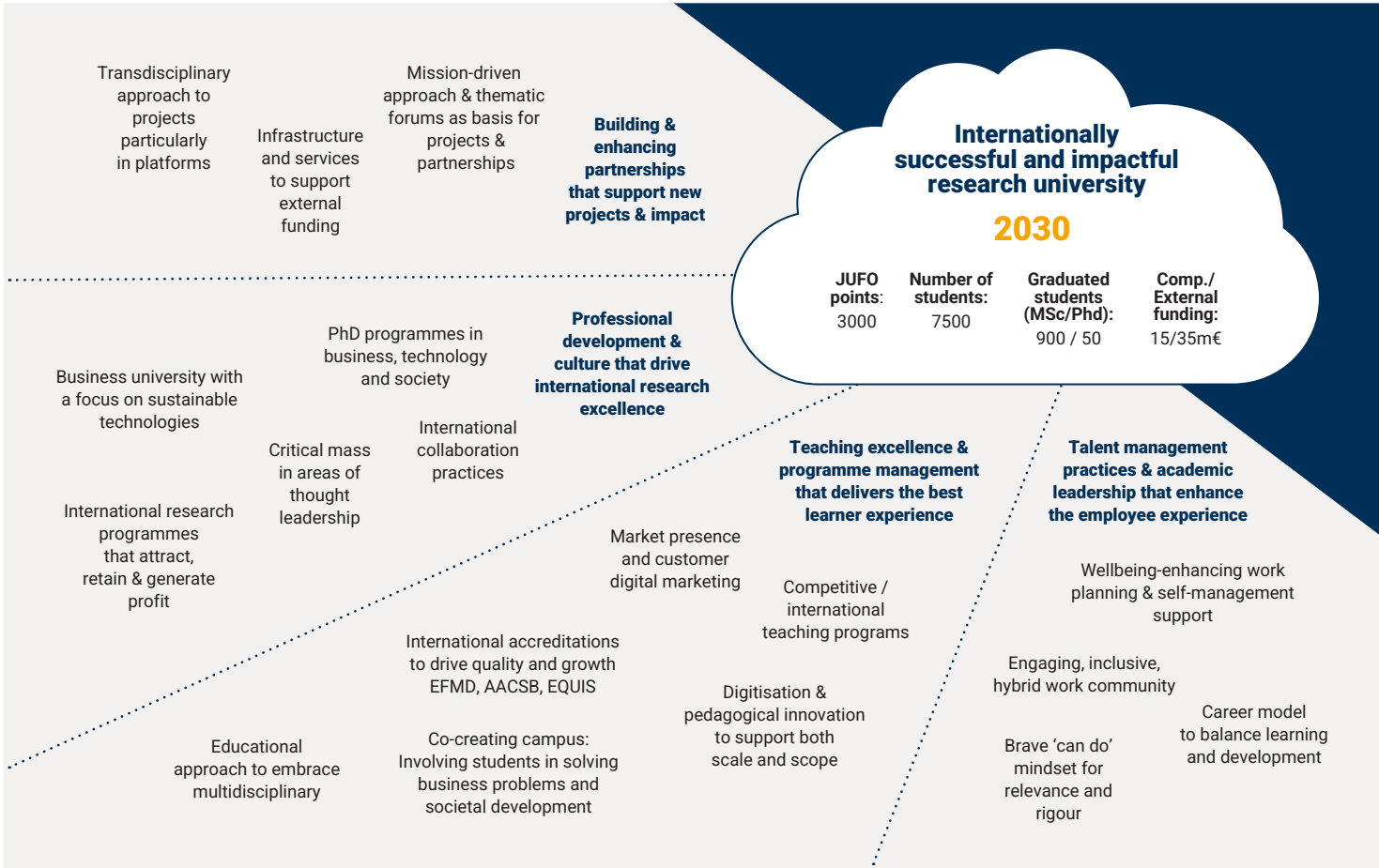


Figure 2. Vision, must-win battles and capabilities of the University of Vaasa.

2. Customer Value Promise

Figure 3 illustrates the customer value promise of the University of Vaasa.

The figure includes the identified customer segments – students, academic community and society (including funding agencies and companies) – and two components of the customer value promise for each segment. The lines describe the target against the current state. Throughout the process, all issues have also been reflected against competitors.

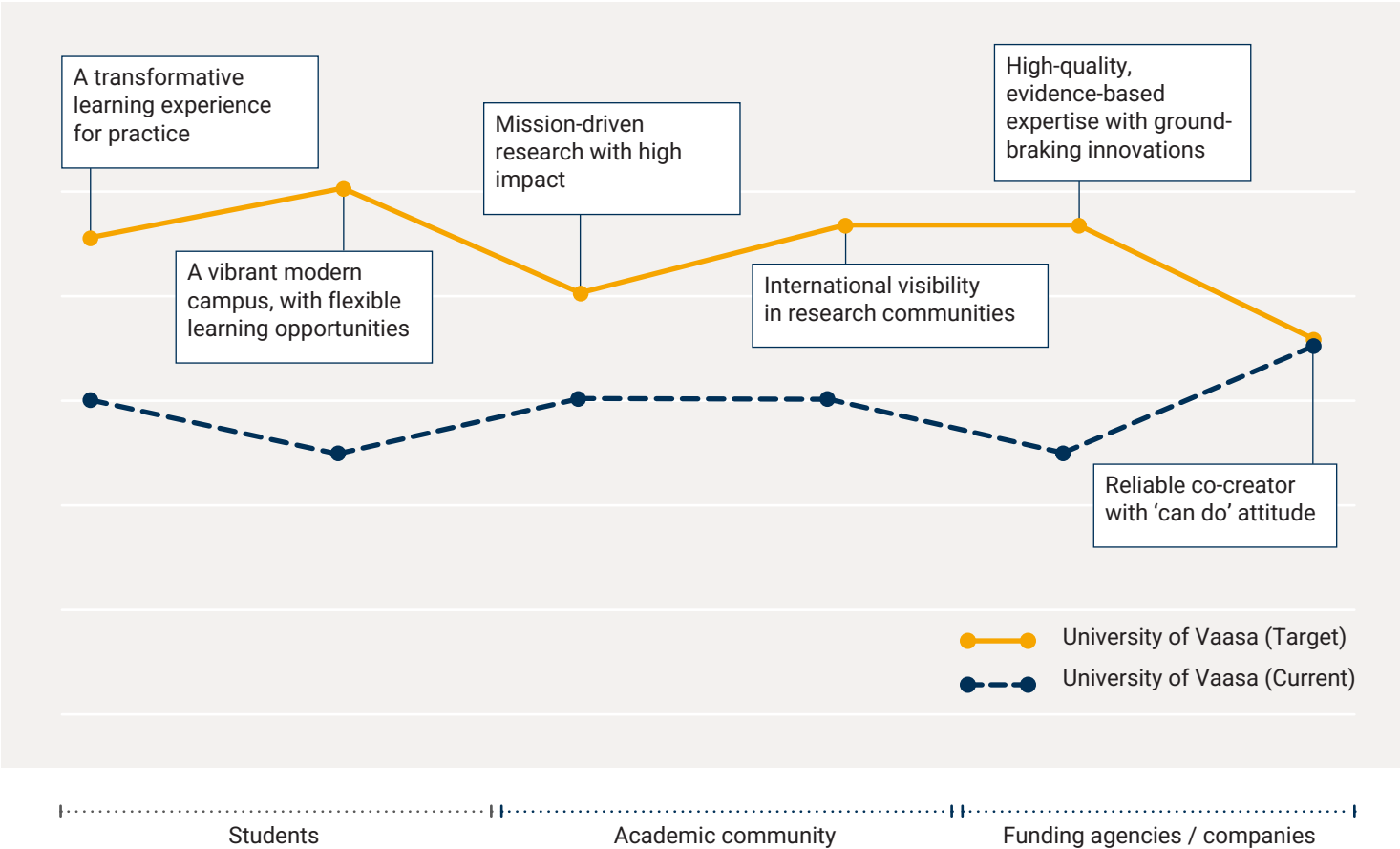


Figure 3. Customer segments and the value promise for each segment at the University of Vaasa. Comparison of the target against the current state.

3. Strategy Map

Figure 4 illustrates the strategy map of the University of Vaasa.

The strategy map defines the strategic logic of the university and intends to synthesise the strategy in terms of the following dimensions: goals (highest row), segments and customer value promise, processes and activities, and resources and competencies. In this way, the strategy map synthesises the processes and activities that are used to create customer value for the customer segments from those resources and competencies in order to achieve the operationalised targets and, therefore, the vision.

Targets	UNIVERSITY OF VAASA AS AN INTERNATIONALLY SUCCESSFUL AND IMPACTFUL RESEARCH UNIVERSITY					
	Graduated students (Bsc / Msc / Phd) 825/ 920 / 50		Scientific impact 3000 JUFO points		Comp. External funding 15/35M€	
	Students		Academic community		Funding agencies / companies	
	A transformative learning experience for practice		A vibrant modern campus, with flexible learning opportunities		Mission-driven research with high impact	
Customer values	A transformative learning experience for practice		A vibrant modern campus, with flexible learning opportunities		Mission-driven research with high impact	
	A transformative learning experience for practice		A vibrant modern campus, with flexible learning opportunities		Mission-driven research with high impact	
	A transformative learning experience for practice		A vibrant modern campus, with flexible learning opportunities		Mission-driven research with high impact	
	A transformative learning experience for practice		A vibrant modern campus, with flexible learning opportunities		Mission-driven research with high impact	
Processes	Assurance of learning		Student integration to companies & society		International collaboration	
	Assurance of learning		Student integration to companies & society		International collaboration	
	Assurance of learning		Student integration to companies & society		International collaboration	
	Assurance of learning		Student integration to companies & society		International collaboration	
Resources and competencies	2-year funding		Vibrant, connected community		High-quality data	
	2-year funding		Vibrant, connected community		High-quality data	
	2-year funding		Vibrant, connected community		High-quality data	
	2-year funding		Vibrant, connected community		High-quality data	

Figure 4. Strategy map of the University of Vaasa.

4. The Path (Programme Identification)

By 2030, our research goal is to attain a prominent global position and make a significant impact. This requires us to become a respected participant in local and global innovation networks and work with outstanding international academic research partners. This strategy helps us increase our impact by adopting an ecosystem mindset and improving our academic research contributions.

Figure 5 depicts the six development programmes – research, education, internationalisation, digitalisation and management, employee experience, engagement and impact – for implementing the strategy in order to gain international recognition and produce research with a significant impact by the end of 2030. Each development programme has been divided into separate development projects. These development projects include various investments, activities and tasks managed by the responsible directors.

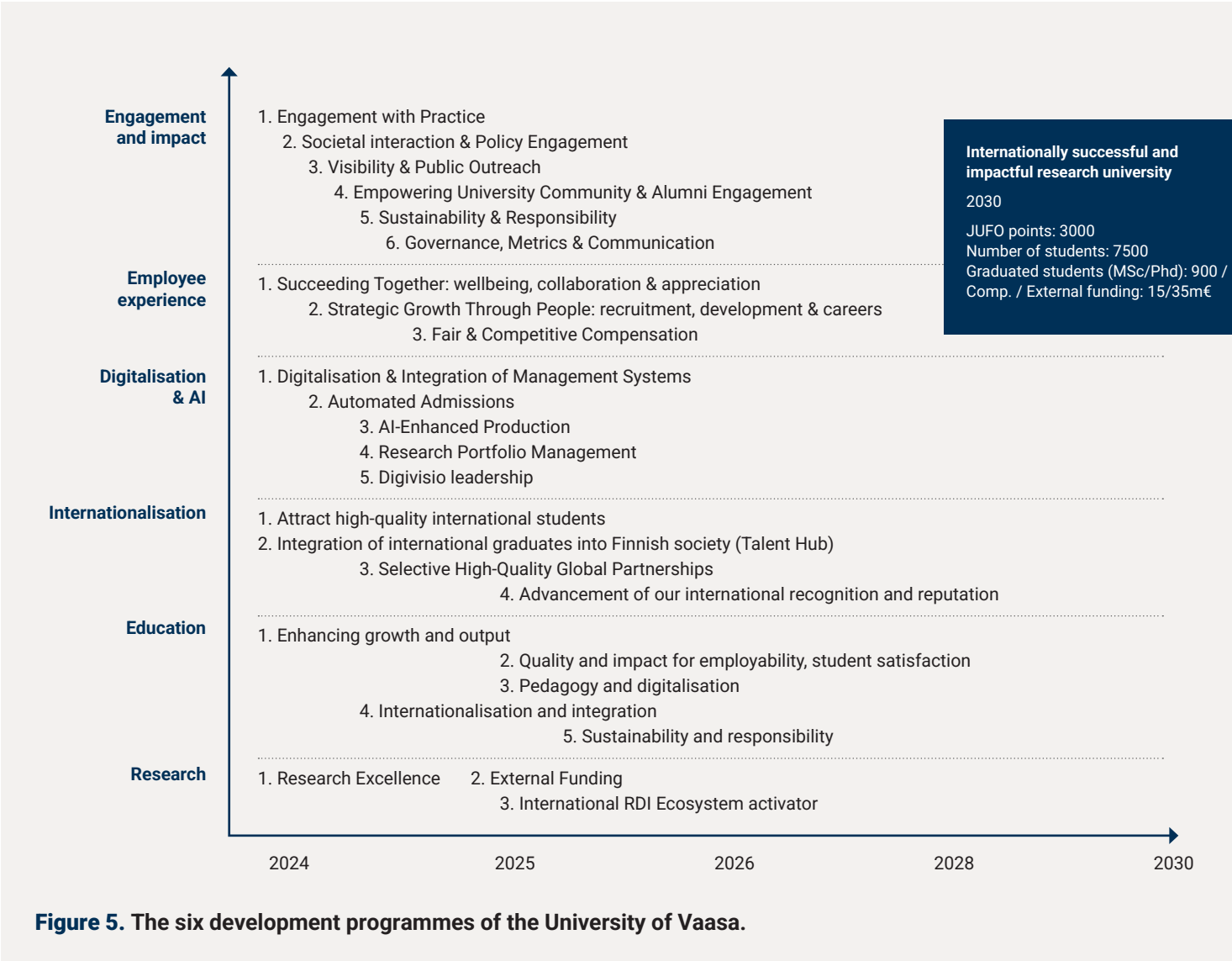


Figure 5. The six development programmes of the University of Vaasa.



5. Programme Planning

5.1. Research

Achieving the university's vision for 2030 necessitates establishing ourselves as an esteemed participant within local and global research and innovation networks, as well as collaborating with internationally recognised academic research partners. This strategy will allow us to enhance our impact by embracing an ecosystem mindset and augment our academic research contributions.

To achieve international recognition and generate research with a significant impact, it is essential to uphold the following criteria:

- Highly cited, internationally co-authored research based on our strong disciplines in a multidisciplinary school structure.
- Challenge- and phenomenon-driven, interdisciplinary research that makes a difference in the real world, addressing global societal challenges, conducted through research platforms. Adopting a 'team science' approach and engaging collaborators from industry and society.

- External funding and engaging external stakeholders are at the core of our research operations. The aim is to access the funding channels with the highest impact: the Academy of Finland, Business Finland, and EU funding, including the European Defence Fund.
- We strive for our research output to be published in the most valuable research channels – in impactful academic journals and in outlets securing our impact in practice: co-creation, patents, trademarks and start-ups.

To achieve the goals there are three separate development program paths established with tangible targets. The development programs are Research excellence, External Funding, and International RDI Ecosystem activator. Each of development programs have sub streams to create manageable set of projects taking onboard activities in the form of project. Typically the developed activity, process, or product is the taken into standard operation procedure if seen filling the target criteria.

5.2. Education

University of Vaasa is committed to a goal to deliver internationally high-quality, research-based education that prepares graduates for sustainable careers, lifelong learning, and responsible citizenship. By 2030, we aim to grow to 7,500 students (35% international), while ensuring excellence in quality, inclusivity, and employability outcomes.

Through flexible pathways, innovative pedagogy, and strong industry integration, UVA will provide a transformative learner experience and play a leading role in regional educational ecosystem and a highly valued university to the applicants in the international competitive environment.

To achieve the above ambitions, we have identified strategic goals in the following areas:

- Growth in student numbers and degree output regionally and internationally.
- Quality and impact: graduate employability, student satisfaction, programme excellence.
- Pedagogy and digitalisation for flexible, blended learning pathways.
- Internationalisation of our student body and integration of the international students.
- Sustainability and responsibility themes embedded across all programmes.



5.3. Internationalisation

In our 2030 strategy, the university expressed its aspiration to become **an internationally recognised research university, with 35% of its students and faculty being international by 2030**. We aim to build this reputation on high-impact research as a highly valued partner within regional and international innovation ecosystems. The **Internationalisation Development Programme** strengthens UVA's role as a globally engaged, diverse, and recognised university. Our location at the heart of Northern Europe's largest energy and environment cluster, advancing the renewal of the energy sector and mitigating climate change are a core part of our mission. This informs also how we seek to internationalise and build partnerships. As a community, we aim to be internationally recognised for diversity and inclusivity.

To achieve the above ambitions, we have identified strategic goals in the following areas:

- International Student Recruitment: Attract high-performing students from diverse geographies.
- Integration of International Students: Ensure 75% of international graduates are employed in Finland.
- Selective High-Quality Global Partnerships: Build a global portfolio of accredited, ranked, and mission-aligned partners.
- International Reputation: Advance rankings, accreditations, and international visibility.





5.4. Digitalisation and AI

The digitalisation and AI development programme aims to help us use digital solutions and AI in teaching, administration, admission and student services, research, and university management as effectively as possible. For this purpose, we develop our capabilities to understand how software, hardware and services can be used to automate processes and reuse existing assets (such as AI), ultimately impacting and bringing about change across the university organisation.

To realise these goals, we have identified strategic areas that connect with education and research functions. Enhancing education through digitalisation will improve teaching and provide a better learning experience for an increasing number of students.

To achieve the University of Vaasa's ambitions in harvesting the benefits of digitalisation, we have identified strategic goals in the following areas:

- Digitalisation & Integration of Management Systems: Strengthen core operations through system integration, process automation, BI tools, CRM and secure infrastructure.
- Automated Admissions: Modernise recruitment and admissions with AI-enabled processes.
- AI-Enhanced Production: Leverage AI to streamline research workflows, optimize grant writing and strengthen university support functions.
- Research Portfolio Management: Improve transparency and control of research projects.
- DigiVisio Leadership: Enhance teaching, learning, and student services through DigiVisio 2030 services and the new Centre for Teaching & Learning.

5.5. Employee Experience

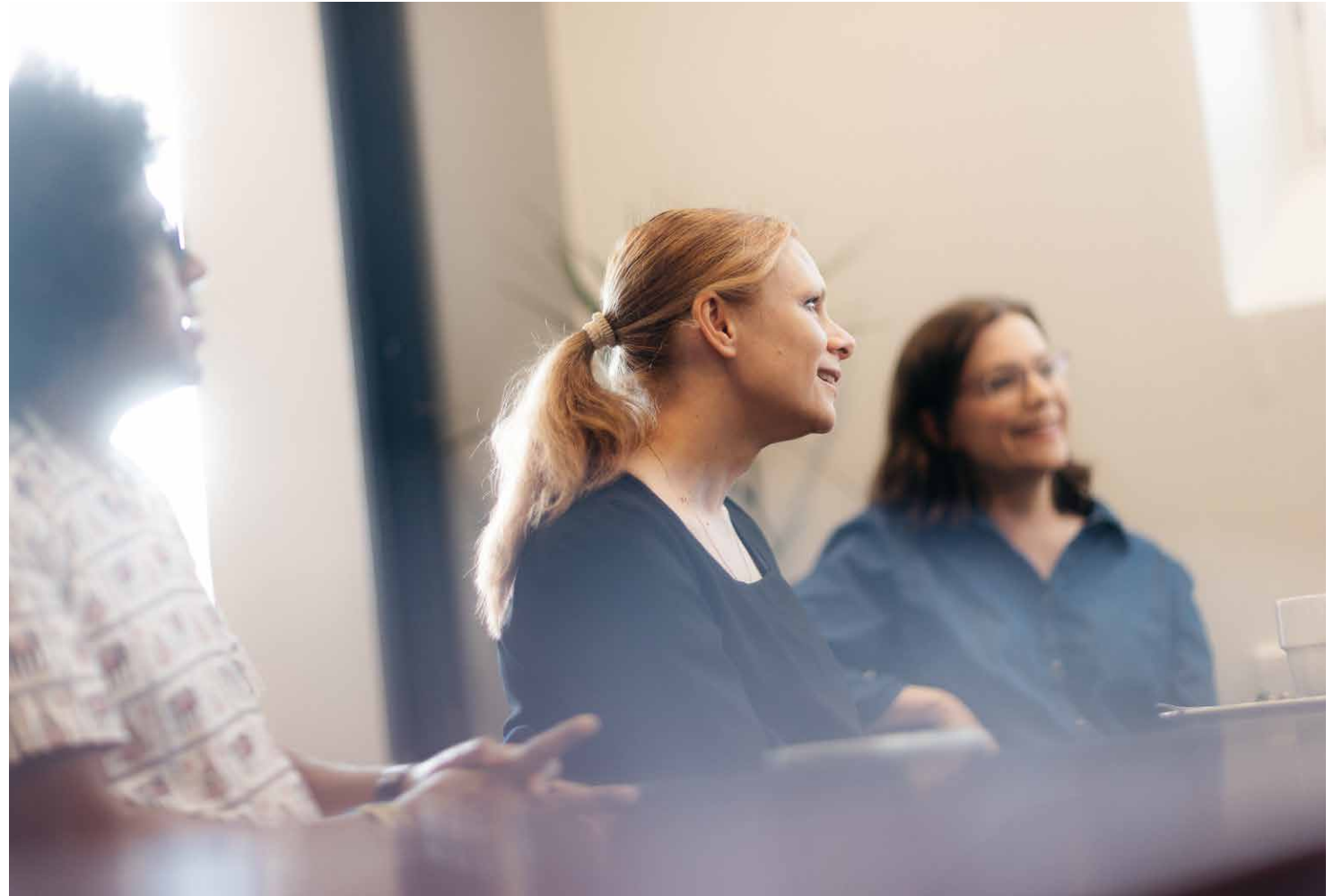
People at the heart of our success

We create a supportive, inclusive, and inspiring workplace where people thrive. UVA is committed to attracting, developing, and retaining talent by prioritizing wellbeing, career development, and a strong sense of community.

The Employee Experience Development Programme places people at the heart of UVA's success. By investing in wellbeing, leadership, career development, and rewarding, the university will continue to build an inclusive and collaborative culture, become a top-choice employer in Finland and globally, and ensure our people are motivated to deliver world-class research and education. This programme supports UVA's 2030 vision by strengthening the people-centred core of excellence and impact.

To achieve the University of Vaasa's ambitions for growth and development, we have identified strategic goals in the following areas:

- Succeeding together: wellbeing, collaboration & appreciation.
- Strategic growth through people: recruitment, development & careers.
- Fair & competitive compensation.





5.6. Engagement and Impact

University of Vaasa wants to strengthen role as a central hub in society and industry, co-creating solutions and advancing sustainability, and enhancing visibility, alumni engagement, and stakeholder trust. The Engagement & Impact Development Programme integrates UVA with its ecosystem and society. By deepening industry partnerships, influencing policy-making, amplifying visibility, and fostering community and alumni engagement, UVA will strengthen its role as a leader in sustainable impact and innovation.

Through transparency, responsibility, and alignment with the UN SDGs, UVA will deliver measurable benefits to business, government, and society, securing its position as an internationally recognised high-impact research university by 2030.

To achieve our ambitions in engagement and impact, we have identified goals in the following areas:

- Connections with practice in research, education and innovation.
- Shaping a favourable political and funding environment.
- Visibility and Public Outreach.
- Empowering University Community and Alumni Engagement.
- Sustainability & Responsibility in line with UN SDGs Carbon Neutral University.

7

AFFORDABLE AND CLEAN ENERGY

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

16

PEACE, JUSTICE AND STRONG INSTITUTIONS



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