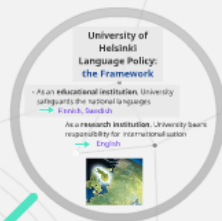


Developing institutional language policies in higher education HRK German Rectors' Conference



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LANGUAGE POLICY OF THE UNIVERSITY OF HELSINKI

**From Guidelines to Practice:
towards Functional Multilingualism**





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Background & expertise

- International Human Resources Management
- Internationalisation Strategy, Processes and Implementation
- Change Facilitation and Change Management
- Coaching and Training

UNIVERSITY OF HELSINKI in a nutshell

- Established 1640
- Subjects 300
- Staff 7300
- Degree students 32000
- Ranking <100



INTERNATIONAL CLOSE-UP

ACADEMIC STAFF: 25 % international

DOCTORAL STUDENTS: 33 % international

MASTER DEGREE STUDENTS: 9,5 %
international

NON-ACADEMIC STAFF: 5 % international





FINNISH

SWEDISH

ENGLISH

RENNOSTI KOLMIKIELINEN
BEKVÄM PÅ TRE SPRÅK
SIMPLY TRILINGUAL

KIELIPERIAATTEET
SPRÅKPRINCIPER
LANGUAGE POLICY

University of Helsinki Language Policy: the Framework

- As an **educational institution**, University safeguards the national languages

→ Finnish, Swedish

As a **research institution**, University bears responsibility for internationalisation

→ English



Languages in the University's everyday operations and services



- Parallel use of Finnish, Swedish, or English
- Guidelines for official contexts and when decisions are made in meetings or workgroups
- Examples of best practices

1. LANGUAGE SKILLS OF THE STAFF

- language and communication skills related to job duties
- the required skill level determined on a job-specific basis when recruiting new staff
- developing language skills considered in work hour planning

2. COMMUNICATIONS AND COMMUNITY RELATIONS

- The names of the faculties, units, and independent institutes in Finnish, Swedish and English
- The strategic and other key documents published in Finnish, Swedish and English
- Signs in Finnish, Swedish and English

3. MONITORING

- Implementation of the language policy is part of the University's operations management process; monitoring of
 - languages of publications
 - the number of credits in different languages
 - staff participation in language training

BUT DOES IT WORK?





POLICY CHALLENGES

1. Debate within the University: the role of national languages in the academia vs. the role of English as lingua franca in the academia

2. Debate outside the University: members of the nationalist party seeking to put an end to laws making the learning of Swedish in public schools obligatory.

OPERATIONAL CHALLENGES

1. Everyday communication: delays in English (and Swedish) versions
2. CASE Research Services: using English only raised protests among national disciplines
3. CASE Christmas Party: inclusion - exclusion in social events





SOLUTIONS

Language Buddy Programme

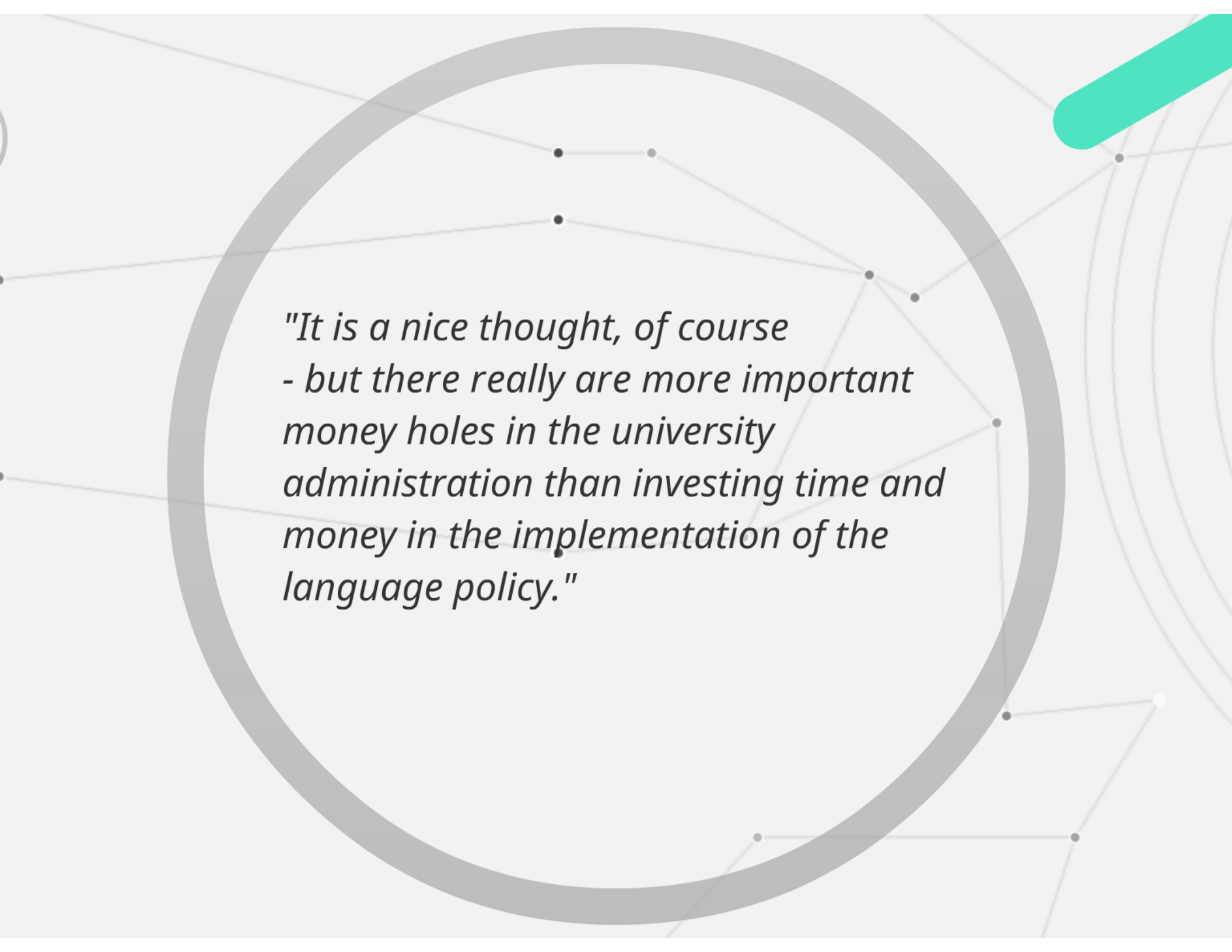
CASE HR: Templates, mini-dictionaries

Internal communication vs. external communication



BUT IS IT WORTH IT?





*"It is a nice thought, of course
- but there really are more important
money holes in the university
administration than investing time and
money in the implementation of the
language policy."*

PERSONAL ENERGY PIE

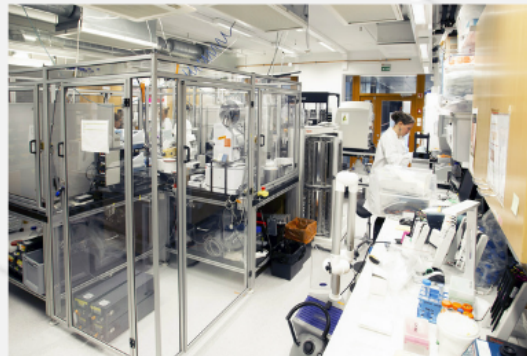




Tekoja maailman parhaaksi

Insatser för världens bästa

Actions for the best for the world



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