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The Ministry of Education and Culture is responsible for providing the future knowledge and creativity base.

The operational environment in our society is undergoing an intense transition. Such comprehensive transitions require that the Ministry of Education and Culture outline the direction of development and reconfigure its operations far beyond the government term.

The strong competency and role of the Ministry in consolidating the knowledge and creativity base will be central to safeguarding the success and welfare of Finland. It is here that the core mission of the Ministry of Education and Culture lies – the Ministry shoulders a large share of the responsibility for enhancing the knowledge, participation and creativity base, as well as providing the strategic headquarters for its administrative sector. The direction and goal of operations are defined by the shared aspiration of the nation.

The Ministry will intensify its strategic approach and renew procedures both in its sector and within the central government. The strategy and the programmes it contains will promote cooperation and openness within the ministry and partnerships with other players.

The aspiration of the Ministry is clear. It is for the Ministry to make sure that Finnish society will continue to cherish the ideal of civilisation. Finland will be at the forefront of knowledge, participation and creativity.

Harri Skog
Permanent Secretary

Why do we need a strategic foundation?

The ongoing major trends of social change entail that the Ministry of Education and Culture outlines long-term development and develops operations.

Major reasons for launching the strategy process:

- The change phenomena for which the Ministry of Education and Culture must specifically prepare are pressures bearing on the attractiveness of education and culture; changes in the industrial structure and work; regional differentiation; new communality and activities eschewing institutions; growing immigration and multiculturalism; and differentiation and inequality in society.
- Further, change phenomena relating to the whole society include the global economy, sustainable development and climate change; developments in science and technology; change in the age structure of the population; social and

cultural change; the structure of the economy and economic trends; and future structures of society and administration.

- Consolidation of corporate thinking in central government and the overall interests of the Ministry.
- Changes in the public administration, such as the reform of regional governance, the reform of the municipal and service structures, the productivity programme in the central government, and regionalisation.
- The extensive reforms in the Ministry sector, such as the university reform and structural development of higher education, the overall reform of adult education, and strategic projects relating to education and science, cultural, child and youth, and sport policies.

The changes taking place at all levels of the operational environment are profound and difficult to anticipate; responding to them requires a robust

strategic approach and a shared will and aspiration from the Ministry of Education and Culture, as well as a reform of the Ministry's internal procedures. Measures will be taken to lessen dispersion in the operations and to create strong operational entities. The strategy will support the implementation of the Ministry's development programme with a view to enhancing cooperation and organisation and developing procedures.

The foremost objective in efforts to safeguard Finland's success and welfare is to consolidate the knowledge and creativity base. In this, the Ministry has strong competence and a key role. The Ministry shoulders a large share of the responsibility for enhancing the knowledge, participation and creativity base, as well as providing the strategic headquarters for its administrative sector. This task the Ministry will implement drawing on the ideal of civilisation.

What is our share of the responsibility?

Operational idea:

The Ministry of Education and Culture sees to the future knowledge and creativity base.

The sectors relating to erudition and cultivation – education, research, culture, sport and youth work – constitute a crucial sphere of responsibility in Finnish society.

Knowledge and know-how entail learning and application of knowledge and skills. Creativity as a resource for societies and individuals makes for new thinking and action and enables individuals to realise themselves. Membership in communities, participation and active social engagement consolidate the knowledge and creativity base.

Desired state 2020: Finland is in the vanguard of knowledge, participation and creativity.

A strong basis of knowledge, creativity and inclusion is a warranty for Finland's success. Knowledge, creativity and inclusion will continue to gain importance in the global operating environment. Finland is exemplary in their development and in the vanguard of progress.

How do we respond

Education and culture look ahead

Key challenge:

The increasingly complicated and differentiated society challenges the Finns' traditionally strong commitment to the ideal of civilisation and to the institutions representing it. Commitment may wane if the intellectual capital no longer works as a vehicle for social advancement or otherwise ceases to be meaningful to the individual.

Creativity, knowledge, participation and innovativeness are gaining ever more importance as factors for societal development. Knowledge and skill requirements keep growing. Future general education will highlight global and environmental responsibility; an understanding of culture and related knowledge, values and ethic; life management skills; individual health and welfare behaviour; social and communication skills; management of the information glut and learning skills; media literacy; and technological competencies.

Goal:

With its responsibility for the future knowledge and creativity base, the Ministry of Education and Culture will see to the continued attractiveness of education and culture.

Power of Education and Culture

The Power of Education and Culture programme strengthens the creativity and knowledge base in society.

The programme looks at the pressures bearing on the power of education and culture and assesses and explores means of adding to the knowledge and creativity base. It examines alternative educational and cultural contents and

structures by means of various analytical and identification methods and puts forward proposals for necessary changes in the Ministry of Education and Culture-sector and in society at large.

Key focus areas include educational development, the production and use of creative culture, development of new learning and action paradigms, identification of new creativity and talent reserves, promotion of self-motivated action, and development of interaction networks which promote knowledge and creativity.

Change in the industrial structure and work

Key challenge:

Owing to the structural effect of the global economy and the ongoing recession, Finland needs to seek new knowledge areas in order to maintain her competitiveness. At the same time, it is necessary to consolidate the existing knowledge areas which are vital in terms of future competitiveness and welfare.

The link between education and work is a crucial factor in efforts to meet future knowledge needs. The challenge of access to competent and motivated workforce is compounded by the new competency requirements in work and the changing age structure. Work welfare and satisfaction are growing in importance.

Goal:

The Ministry of Education and Culture anticipates and identifies changes in the industrial and occupational structures, influences them and sees to the upgrading of competencies and access to knowledgeable labour force.

The Ministry boosts the development of research, innovation and creativity environments and specialised knowledge with an eye to the global economy. The employment rate is high and work and entrepreneurship are appreciated and valued.

Competitiveness

The Competitiveness programme identifies Finland's competitiveness factors, influences future sectoral and industrial structures and creates pre-conditions for everyone to participate in the labour market.

The programme identifies new assets and knowledge areas in the national economy, new technologies and service concepts and promotes their emergence. ICT continues to play a leading role. One special aim is to look for interfaces, technologies and combinations which can evolve into new assets for Finland. The objective is both to anticipate future competency needs and to influence the sectoral and industrial structures.

The task of the programme is also to assess education and culture as commercial activity and promote relevant measures.

Regional divergence and differentiation

Key challenge:

The regions are diverging and differentiating. Large urban areas and growth centres generate growth in their environs, metropolitan areas in the whole country. Rural areas are in danger of losing their vitality. Knowledge and culture provide one means of supporting the regional strengths of the industrial structure.

to future challenges? – A strategic foundation



on and programmes

Goal:

Finland is vigorous and progressive. The Ministry of Education and Culture action supports the profilisation of the regions and the emergence of strong regional knowledge and creativity environments and an internationally competitive metropolitan area. The Ministry enriches people's quality of life and promotes their opportunities to live in stimulating, empowering and experiental environments. The Ministry is a strong and active partner to regional players.

Successful Regions and Living Environments

The Successful Regions and Living Environments programme generates new ways of producing and organising services in the Ministry of Education and Culture sector with a view to bolstering the development of quality living environments.

The programme identifies the risk and vitality factors existing in the regions and on this basis devises steering mechanisms and partnership models for regional provision of education and culture. Regional development helps regions recognise their innovation potential and put it to full use.

The programme is used to develop national and regional steering with a view to improving the vitality of the regions, responding to labour market needs and enhancing efficiency.

Differentiation, multiculturalism and new communality

Key challenge:

As society becomes ever more complicated and differentiates into various

part- and sub-cultures, people look for a new kind of communality which gives meaning to their lives and generates social coherence. Some of these groupings are born in information networks as virtual communities out of reach of traditional institutional activities. The new communities consolidate civil society but also challenge various players and institutions in society to develop and diversify their activities. International mobility, a significant increase in immigration and the new modalities innetworking will diversify Finnish society.

The diversification also involves problems. Social polarisation and inequality, social disadvantage, ill-being, bullying at school and loneliness will grow. All groupings will not be able to hold on to progress in the same way, or increase their members' capacity for active influence in society. Together with economic and social disadvantage, this will add to marginalisation and ill-being. A special challenge is the legacy of social exclusion across generations and the position of children and young people in this development. Problems emerging in early childhood also carry over to school.

The diversification will be actively and comprehensively turned into a resource and strength of Finnish society.

Goal:

The Ministry of Education and Culture is an expert agency in regard of civil society. The Ministry recognises the changing forms of communality, creates preconditions for the operation of immediate communities and reforms its procedures accordingly. The Ministry enhances the capacity for renewal in its sector and supports civil society.

International mobility and multiculturalism strengthen and enrich knowledge

and creativity in Finland. Immigrants are active players in society. The education and training of young people with immigrant backgrounds is on par with the rest of society. The Ministry contributes to the activities of multicultural, tolerant and encouraging communities.

Citizens have equal opportunities for personal development and active citizenship. The Ministry prevents exclusion and its inheritance, with focus on children and young people. Safe school and hobby communities and the possibility for self-realisation are every child's right.

Inclusion and Communality

The key aim for the Inclusion and Communality programme is to study the effects of social diversification and especially new communality on operations and steering in the Ministry of Education and Culture sector and to develop activities and procedures for responding to the challenges arising from this trend. Another task is to enlarge institutional opportunities for participation and strengthen the preconditions of civil society. Measures enhancing communality and inclusion are targeted to the whole population.

The means provided by the programme are used to promote multiculturalism. A special theme is to raise linguistic minorities' level of education and rate of activity and engagement on par with that of the mainstream population.

With a view to alleviating hereditary disadvantage, the programme will generate new forms of action for education and leisure pursuits which engender "new beginnings" and new life paths. In addition, measures are taken to reduce early school-leaving and prevent children's and young people's exclusion according to the networking principle.



Opetus- ja kulttuuriministeriö

Undervisnings- och kulturministeriet

Ministry of Education and Culture

Ministère de l'Éducation et de la culture

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The Ministry of Education and Culture devised its Strategy 2020 in a process of multiple phases. As groundwork for the project, the Ministry, together with various experts, looked into general changes taking place in society which will affect the education, science, culture, sport and youth sectors. Informed by the phenomena of change that will profoundly influence the future of the administrative sector, the Ministry staff grouped into strategy teams, drafting strategic goals and contents. There was a separate group in charge of the strategy process and its coordination. As the work progressed, the teams discussed with interest groups. There are four transversal programmes as vehicles for implementation. Each programme is led by a team consisting of numerous experts from the Ministry.