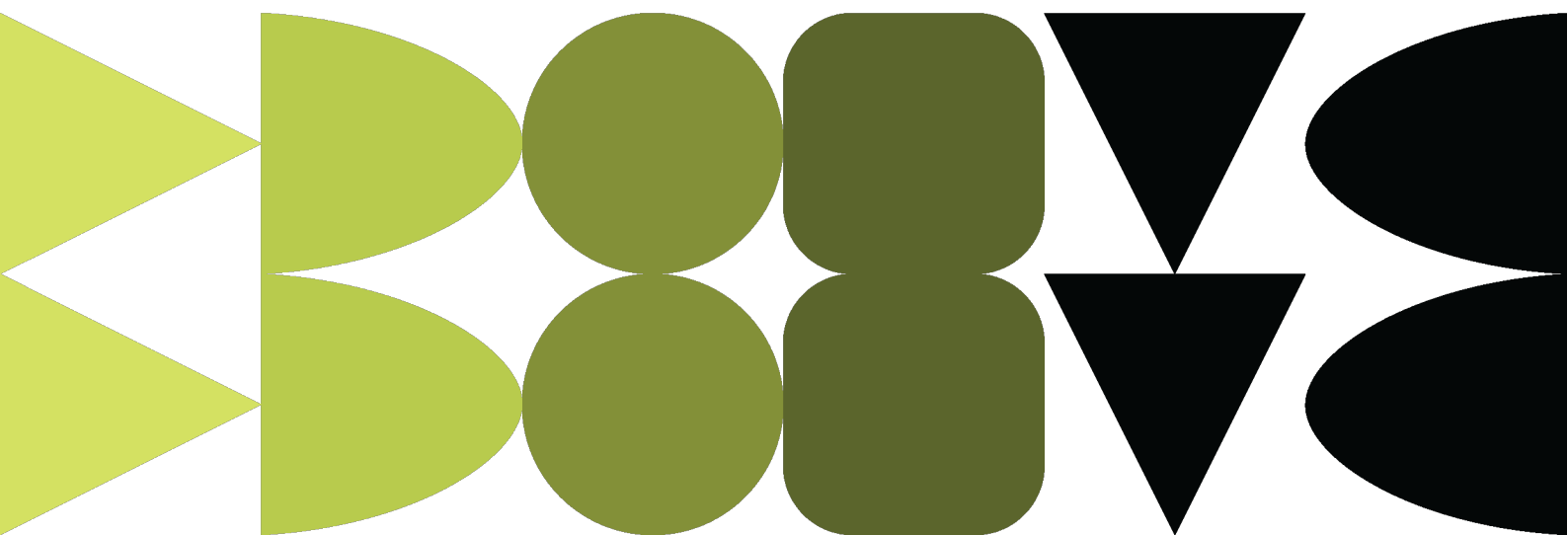




TAMPERE URBAN RESEARCH NETWORK FOR SUSTAINABILITY

## TURNS Rules of Procedure

Approved by the Management Group, October 30, 2025



# TURN Rules of Procedure

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*Tampere University's research platforms are strategic research programmes and collaboration arenas supporting innovative initiatives. They enhance high-quality interdisciplinary and transdisciplinary research, and enable interaction and partnerships with public organisations, private companies, and third-sector actors. Platforms are characterized by openness, courage, and critical thinking.*

## Administrative Framework

While guided and monitored by the Academic Board, Tampere University's research platforms are not independent organizational units but operate as internal projects within a specific faculty. TURNS is part of the Faculty of the Built Environment (BEN). The platform adheres to the faculty's established practices in personnel administration and financial monitoring.

However, research platforms possess a special character, as they are long-term entities serving the entire university community. For this reason, the platforms, including TURNS, maintain a direct connection to the Academic Board and Vice President for Research, possess an autonomous operational culture, and exercise independent visibility in communications.

The Rules of Procedure serve to consolidate the operational culture of TURNS and enhance the quality of its work. It is not an official university document but an instrument for the platform's reflective development. The document may be amended by decision of the TURNS Management Group.

TURN Rules of Procedure is a public document. Following approval by the Management Group, the Director shall submit it for information to the Dean and the Vice President for Research.

## Task Descriptions

### Director

The Director of the platform is responsible for the long-term objectives, strategy, international impact, financial resources, and personnel of TURNS, as well as for maintaining relations with stakeholders and the Advisory Pool.

The Director works in partnership with the Project Manager. Responsibilities may be divided between the Deputy Director, the Project Manager, or another designated person as separately agreed. The position of the Director is part-time, corresponding to 20% of full working hours.

The Director reports on the activities of the platform to the TURNS Management Group, which determines the methods for assessing the achievement of objectives and the implementation of actions. The evaluation shall be carried out annually to provide a solid basis for university-level review.

Director's core substantive duties include:

- Conceptual development and continuous reflective improvement of TURNS operations, in cooperation with the Project Manager;
- Preparation of the annual action plan and budget;
- Networking, representation of the platform nationally and internationally, and media relations;
- Strategic development work guiding the future direction of the research platform;
- Scientific research supporting or related to TURNS.

The Director is responsible for the preparation of Management Group meetings and the formulation of agendas, in cooperation with the Chair and the Project Manager. Specific preparatory tasks are divided between the Director, Deputy Director and Project Manager on a case-by-case basis. The Director may independently authorize an expenditure or a budgetary adjustment of up to EUR 5,000.

The Director may serve in an executive or governance role in major TURNS initiatives implemented as projects. In addition, the Director's duties include standard supervisory responsibilities, contractual matters, and progressive liaison with the Faculty and University administration in areas falling under the Director's mandate.

## Deputy Director

The Deputy Director assists the Director and the Project Manager in the conceptual development of activities, strategic planning, and stakeholder engagement. The position of the Deputy Director is part-time, corresponding to 10% of full working hours.

The Deputy Director is responsible for the preparation of research projects related to TURNS platform and for cooperation with project applicants. Through high-quality research projects, both Tampere University and TURNS may gain additional expertise, human resources, visibility, and content.

If the Director is disqualified or otherwise unable to perform their duties (for example, due to illness), the Deputy Director may temporarily act as substitute for the Director with full delegated authority. The Director or the Deputy Director shall promptly inform the Chair of the Management Group and the Project Manager of such a situation.

## Project Manager

The Project Manager is responsible for the practical operations of TURNS research platform, for its impact within the university community, and for its national and international visibility across different media.

The Project Manager maintains contact with the Director and, where necessary, the Deputy Director, but may make independent decisions within their areas of responsibility. Responsibilities may be distributed among the Director, the Deputy Director, or another designated person as appropriate and by mutual agreement. The position of Project Manager is full-time.

TURNS is a dynamic entity serving the entire university community. The Project Manager has significant authority to advance the platform's profile, introduce new ideas, and implement them. The Project Manager reports to the Director of the platform.

The Project Manager's core substantive duties include:

- Conceptual development and reflective improvement of TURNS operations, together with the Director;
- Prioritization, scheduling, and practical resourcing of platform activities, in cooperation with the Director (cf. annual action plan and budget);

- Communication of platform activities, including public appearances, media texts, image bank management, website maintenance, and LinkedIn updates (cf. Communications Coordinator's duties below);
- Organization and participation in the evaluation of internal university seed funding, mobility funding, and enrichment funding, together with the Management Group;
- Maintaining contact with projects that have received seed, mobility or enrichment funding;
- Formulation of larger initiatives (such as international scientific conferences and books) into funded projects with designated leadership and responsible host organizations, together with the Director; the Project Manager's role in such projects is supportive;
- Implementation of TURNS's own activities (such as the PhD School, Writing Camp, TURNS Thursdays, and researcher exchanges), either individually, as team leader, or as a team member. If an event is organized by another university community member, the Project Manager provides support and follows up on implementation.

The Project Manager is responsible for room and calendar bookings for Management Group meetings, for preparing the agenda, presenting assigned items, and keeping minutes unless otherwise agreed. The Project Manager may independently authorize an expenditure of up to EUR 2,000.

The Project Manager participates as a key expert in the platform's strategic work, together with the Director and the Communication Coordinator. Additional duties may be assigned in agreement with the Management Group or the Director. The Project Manager also maintains direct liaison with the Faculty and University administration in matters falling under their responsibilities.

Own research work and, where applicable, leadership of a research group are possible to a limited extent within the Project Manager's position. The target allocation for personal research is 20% of working time.

## Communications Coordinator

The pilot phase of TURNS has demonstrated the need to distribute tasks. The position of Communications Coordinator is a part-time (20%) and fixed-term post. The scope and content of the position will be reviewed as part of the ongoing development of the research platform.

In matters within their area of responsibility, the Communications Coordinator may liaise directly with the University Communications Unit, in the same manner as the Project Manager. The Communications Coordinator is responsible for the preparation, implementation, and initial maintenance of the landing page for urban research at Tampere University, in cooperation with the Director, the Project Manager, and, as necessary, other members of the research community. The Communications Coordinator is also responsible for the establishment and editorial management of Tampere Urban Perspectives dialogue blog, presenting University's urban and sustainability research.

In addition, the Communications Coordinator produces graphics and written materials for TURNS' needs, including website, social media, digital presentations, printed materials, and events, in collaboration with the Project Manager. In these duties, the Communications Coordinator supports the Project Manager.

The Communications Coordinator participates in the strategic work of the platform and may represent the platform in various contexts as agreed with the Director. They may also be assigned special responsibilities related to events, conferences, or similar activities.

## Other Duties

Where necessary, the research platform may employ temporary assistants and procure services to ensure the successful execution of its functions.

## Internship Programme

The research platform annually employs 1–2 master's level students of Tampere University as interns for a three-month, study-supportive employment period. Recruitment is based on a call that is open to students in all faculties.

Interns are supervised by the Director and mentored and guided by the Project Manager. The tasks of each intern are determined on a case-by-case basis to support intern's studies and career, while serving TURNS needs.

## Management Group

Platform's core decisions are done by the Management Group that represents all six faculties that initiated TURNS – namely BEN, EDU, ITC, MAB, MET and SOC – as well as the voice of the broader Tampere urban research community.

Chair calls Management Group meetings and approves meetings' agendas, prepared by Project Manager and Director. Chair runs the Group meetings that can be online, face-to-face, or hybrid.

Chair, Director, Vice Director, and Project Manager can alone represent TURNS in official meetings and discussions. In those cases, they report to the whole Management Group appropriately both (when feasible) before and after the said meetings and discussions.

Board Members have personal substitutes. If a Member is unable to join a meeting it is their responsibility to inform the Substitute and the Chair. If necessary, Chair can delegate their task to a Member or a Substitute.

The Management Group has a quorum if more than half of the members or substitutes are present (min 3/5).

The Director, Vice Director and Project Manager act as presenters for the Management Group. They have the right to speak in meetings.

In decisions about seed, mobility and enrichment funding, voting rights are agreed separately each year in advance, and presenters may also have voting rights.

If needed, Management Group can nominate new members or change its composition through a majority vote.

Key tasks of the Management Group include:

- To decide TURNS annual budget and related work plan;
- To ensure ongoing and relevant evaluation of TURNS progress, both in terms of budget and results;
- To evaluate seed funding, travel grant and enrichment funding applications;
- To make funding decisions;
- To decide on changes of more than 5,000 euros to the agreed annual budget.;
- To partake in developing TURNS profile and building its future vision, in collaboration with Project Manager and Director.
- Management Group can form working groups (both Members, Substitutes and Experts are eligible). Suggested groups might include:
  - Reviewers of funding applications
  - Communications and Stakeholders
  - Conferences and big events
  - Strategy

## Advisory Pool

As part of its development process, TURNS research platform may invite senior societal and scientific advisors, to be organised as an Advisory Pool. Its aim is to strengthen the links between Tampere urban research community and stakeholders both nationally and in international contexts. Advisory Pool's working methods will be detailed in TURNS strategy.