



AMMATTIKORKEAKOULU
University of Applied Sciences



Societal Impact and Interaction Report



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Societal Impact and Interaction Report 2022

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Jouni Koski

Jouni Koski
PhD, President, CEO
Laurea University of Applied Sciences

Foreword

RELYING ON OUR developing quality system, we at Laurea University of Applied Sciences are strongly committed to continuously improving the quality and impact of our activities following the PDCA cycle (Plan, Do, Check, Act). As a responsible higher education institution, we also wish to enhance the societal impact of our activities. To do so, our higher education community needs to be open and actively engage in interaction with its operating environment, as our strategic intent is to be an international developer of working life competence and vitality in Uusimaa.

FROM THE PERSPECTIVE of long-term development, 2022 was a highly significant year for us, as Laurea passed with flying colours a so-called third-round audit conducted by the Finnish Education Evaluation Centre (FINEEC). Laurea's audit results were excellent both in area (I), HEI creates competence, and area (II), HEI promotes impact and renewal. In evaluation area (III), HEI promotes development and wellbeing, Laurea's level was assessed as good. As recognised by the audit team, the continuous long-term efforts to develop our quality system and activities have been productive. Consequently, Laurea was awarded a quality label that will be valid for six years. FINEEC's audit team praised particularly Laurea's long-term educational development and the key partnership model for regional development. The audit team found in its feedback that Laurea has been successful in engaging students and external stakeholders in the development work.

AN EXTERNAL AUDIT following the European Foundation for Quality Management's model was also conducted on Laurea's research, development and innovation activities (RDI) in 2022, as a result of which Laurea was presented with the Recognised by EFQM award (four stars) at the Finnish Quality Day event. The external evaluation team highlighted the integration of teaching and RDI as well as dialogue with partners as Laurea's strengths. These strengths were also noted by the FINEEC audit team. EFQM evaluation feedback noted that Laurea's pedagogical model (LbD) supports the integration of learning with RDI projects as well as dialogue with Laurea's partners, such as regional actors, funders and alumni.

THE FEEDBACK RECEIVED both following the FINEEC audit and the external evaluation conducted in line with the EFQM model in 2022 encourages Laurea to continue our societal interaction and develop its different forms further. We have compiled these reports on Laurea's societal impact and interaction since 2016. This is the seventh report of its kind, and it once more brings to the readers some examples of the operating models and activities by which the higher education institution has achieved societal impact in 2022. We hope that these examples will inspire our entire higher education community as well as our current and new partners and other stakeholders in active higher education cooperation and in improving further operating models and activities through which we can develop a thriving and more sustainable world together.

Introduction: Societal impact and interaction at Laurea

We are pleased to present you with our report describing societal impact and interaction at Laurea University of Applied Sciences. The theme of higher education's societal impact is always topical. It played a key role in 2022 in discussions on recovery from the pandemic and the population's retraining needs.

THIS ANNUAL REPORT is Laurea's contribution to discussions on the impact of higher education institutions. The report has a human-centric approach, mirroring Laurea's ideas about education and research. We try to give our activities a human face, talk about people behind phenomena, and build stories. We believe that a human approach lends depth to the phenomena that create impact.

AS A UAS INVESTING in development and growth, we at Laurea have always built for the future based on our prior experiences. This report of our societal impact and interaction contains various examples of good practices in which we have focused on continuous monitoring and learning from prior experience.

WE AT LAUREA believe that examples focusing on people and case studies reflecting our practical activities are the best way to demonstrate the depth and qualitative aspects of our impact. For the purposes of this report, we have grouped the various measures that impact citizens, communities and society around the themes of

Laurea's strategy 2030. However, this report only scratches the surface of the broad spectrum of Laurea's societal impact overall. However, this report paints an accurate picture of Laurea's overall impact on society, even if it can only discuss a fraction of our societal activities.

HIGHER EDUCATION AND IMPACT

HIGHER EDUCATION PLAYS an important role as the mainstay of a society underpinned by knowledge and competence. Higher education institutions are responsible for producing and applying new knowledge and educating new experts while collaborating with various stakeholders and parties. The impact of higher education is generated through interaction with the different sectors of society and through international cooperation.



INTERACTION IS A KEY requirement for creating impact. Laurea interacts within its area of operation and in international forums, enabling our students to develop well-being and competitiveness for the future society and build their personal futures. At Laurea, our activities are based on close and equal cooperation between our students, partners and personnel. Equal cooperation creates permanent impacts on the parties' competence, well-being or competitiveness.

WHAT DOES IMPACT MEAN?

WHILE IT CAN be defined in different ways, impact plays a key role in assessments of education, research and innovation. Our way of structuring different impacts at varying levels is based on the IOOI model (Input, Output, Outcome, Impact):

I INPUTS: Our inputs into the activities of the higher education institution (resourcing) play an important role. Inputs include the number of students starting

their studies, the RDI funding received, and the number of assignments agreed on with local organisations.

O OUTPUTS: Among other things, the outputs of the activities measure the number of graduates, the number of publications produced by a project, or the number of hours spent on co-design. Measuring these outputs is high up on the agenda of many higher education institutions.

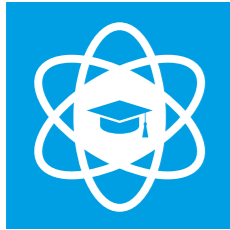
O OUTCOMES: This refers to concrete changes achieved as a result of the inputs and outputs. They may include a student's professional skills acquired during studies, a new nursing practice developed in RDI activities, or safety competence obtained by a partner through a student project.

I (IMPACT): The final link in the chain is impact, or a permanent long-term change in the well-being or competitiveness of a partner or the region. Professional skills result in well-being for a student and their ability to earn a living. A new nursing practice improves a patient's health. By applying the new skills they have acquired, a partner can make sure they operate safely. All of these aspects also have knock-on effects on well-being and competitiveness.

WHILE LONG-TERM CHANGES are usually the most interesting outcomes, they are also the most difficult ones to measure. We hope that you find this review of our work in 2022 interesting and thought-provoking. Enjoy reading this report, and feel free to contact us for more information!

"This annual report is Laurea's contribution to discussions on the impact of higher education institutions. The report has a human-centric approach, mirroring Laurea's ideas about education and research."

Teemu Ylikoski
Development Director, D.Sc. (B.A.)



A Student-centric UAS



At Laurea, students are at the heart of learning. For us, a student-centric approach means placing special emphasis on students' goals and competence as well as considering their prior education and work experience when planning and organising their study paths. Competence included in the learning outcomes can also be obtained outside Laurea – at work, in international networks or through entrepreneurial activities.

THE DELIVERY OF high-quality education is supported by Laurea's operating model of Learning by Developing (LbD). The elements of the LbD model – authenticity, partnership, experiential nature, research oriented approach and creativity – support the integration of teaching and learning into working life as the starting point for the planning of teaching. Teaching quality criteria formulated for contact teaching, blended learning and online teaching point the way for following the LbD model. The aim is that teachers use them for planning the studies by comparing any (new) implementations to

the criteria. The LbD model developed by Laurea over the long term was highlighted as a strength in FINEEC's audit (read more on p. 10). The model was found to lend excellent support to the working life orientation and student-centric approach of the degree programmes.

STUDENT FEEDBACK PLAYS a key role in education planning. All degree development groups at Laurea include a student representative elected by the student union whose task is to ensure that the students' perspective is accounted for in the planning and

development duties assigned to the group. In addition, two meetings are held between Laurea's management and the student union during each semester, at which both parties bring up their initiatives.

UAS'S NATIONAL CAREER monitoring survey addressed to Bachelor's and Master's programme graduates show that graduates from Laurea are satisfied with their careers and degrees. This survey conducted in late 2021 was sent to all those who had graduated from universities of applied sciences in the previous five years. Graduates from Laurea are satisfied with their degrees (81%) and their careers thus far (84%).

THE SURVEY ALSO indicates that the employment situation of those who completed a UAS degree at Laurea five years earlier is very good; only 1% of the respondents are unemployed, while 74% are in full-time employment five years after graduation, and 10% are in fixed-term full-time work. Two per cent of the respondents work as entrepreneurs.

THE NUMBER OF credits earned at Laurea through identification and recognition of prior learning has increased significantly. Compared to many other universities of applied sciences, Laurea has a higher proportion of students who have been in working life and consequently gained prior experience. This is why Laurea has systematically developed the practices for identifying and recognising students' prior learning. It can speed up the progress of the students' studies on the one hand and, on the other, improve their satisfaction with the studies as they can focus on acquiring new competence. This is also reflected in the results of the graduation stage student feedback survey, in which satisfaction with the practices of recognition of prior learning has improved.

SELECTION COURSES OFFER an alternative way to apply for Laurea's degree programmes. In addition to the conventional joint application process, students can apply for such fields as nursing education through a separate application process and complete a four-credit

course on Anatomy and physiology online. The selection course offers applicants interested in the studies an opportunity to gauge their study skills already at the application stage. Student selection is based on students' success and motivation shown during the course.

GOOD PRACTICE: LAUREA RANKED HIGHLY IN NATIONAL MONITORING OF OPEN SCIENCE AND RESEARCH

LAUREA WAS HIGHLY successful in national monitoring of open science and research, receiving the sixth best score among universities of applied sciences and achieving the highest level of 5/5. Nine universities of applied sciences achieved the highest level. The results showed that Laurea has developed the most in openness of education (level 5/5), ranking third among universities of applied sciences.

THE EVALUATION WAS conducted in summer 2022, and the confirmed results were published on the Open Science website in January 2023. The Ministry of Education and Culture has assessed the openness of higher education institutions four times. In the previous monitoring performed in 2019, Laurea also reached the highest level of 5/5, receiving the fourth highest score among universities of applied sciences. Attention to openness in Laurea's activities has developed steadily.

THE ASSESSMENT OF higher education institutions' openness is part of international development that aims to increase the responsibility, joint development and effectiveness of RDI and teaching in order to promote citizens' well-being and success in the workplace.





Stories from your student-centric higher education institution



Laurea passed FINEEC's audit with excellent results – Long-term educational development cited as one of the strengths

LAUREA UNIVERSITY OF APPLIED SCIENCES passed an audit conducted by the Finnish Education Evaluation Centre (FINEEC) with flying colours and was awarded a quality label valid for six years in June.

FINEEC'S AUDIT TEAM praised especially Laurea's long-term efforts to develop education and the key partnership model for developing the region. Students and external stakeholders have been successfully engaged in the development work at Laurea.

LAUREA HAS DEVELOPED Learning by Developing (LbD), its development-based operating model for learning, over the long term. The audit found that this operating model lends excellent support to the working life relevance and student-centric nature of the degree programmes and promotes the networking of both students and teachers with the world of work. Laurea provides and actively develops diverse guidance and support services for students. Students, personnel, working life representatives and alumni participate systematically in developing the education.

FINEEC'S AUDIT TEAM NOTES that Laurea's key partnership model for developing the region is innovative, develops the organisation, and has clear objectives. The key partnership model is successful in binding different key partners together. In addition to the key partner model, Laurea's Living Lab activities and its national and international networks create an atmosphere that encourages long-term development. Research, development and innovation also play an essential role in implementing Laurea's overall strategy.

THE QUALITY SYSTEM of the higher education institution is an accepted tool which is used at Laurea on a daily basis. Internal and external stakeholders have been widely engaged in developing Laurea's quality system. The audit team praised Laurea's personnel for having internalised Laurea's critical change projects well.



Stories from your student-centric higher education institution



The award-winning Haavi group's work supports both students and teachers

THE HAAVI GROUP, which has been serving healthcare students on Laurea's Tikkurila campus for quite some time, offers low-threshold support for different stages of studies. Haavi has also been a pioneer in developing competence-based thinking and guidance in the field of education.

HAAVI'S WORK IS based on student-centric and individualised guidance. The versatile and accessible support provided by Haavi promotes students' graduation and, at best, prevents dropping out.

HAAVI MAKES A MAJOR impact on not only individual students' lives but also on society by bolstering students' well-being, mental health and professional self-esteem, all of which are linked to their work ability, careers and vocational competence. The group's high-impact work received Laurea's Service Act of 2022 award.

THE CURRENT MEMBERS of Haavi, or **Irene Latva-Korpela**, Senior Lecturer and Degree Co-ordinator **Riikka Ketonen** and Senior Lecturers **Sari Juvonen**, **Marja Vellonen** and **Kati Saarinen** highlight student-centric and individualised guidance as an important and impactful part of the group's work.

HAAVI PLAYS A PARTICULARLY crucial role when a student falls behind in their studies or fails to make any progress at all. Challenges in studying and keeping up with the pace of studies may be caused by multiple reasons: changing life situations, illnesses, learning difficulties or, for example, lack of language skills. When encountering students, Haavi relies on their personal capabilities: "Our support is dialogical and draws on the student's resources", explains Ketonen.



Stories from your student-centric higher education institution



Work-based learning: benefits for students and employers alike

AT THE END OF November 2020, the first separate group for students with a Bachelor of Business Administration degree who are already in working life started its Bachelor of Business Management studies on Lohja campus. This group's studies mostly took place in the students' current workplaces, drawing on the opportunities for competence development offered by the world of work. The work-based learning process benefits both the student and the employer. *"For students, the value of this process lies in the fact that their motivation and progress are in a different league when they can link the studies to their work and develop their work organisation. The student's competence not only develops but also becomes visible in their work organisation"*, explains Lecturer **Sini Seppä-Kortelainen**, who guides the students in the group.

FROM THE EMPLOYER'S perspective, the work-based learning process has provided a significant development resource as students have developed the organisation's operations or a certain process as part of their studies. Development work in an organisation that continues throughout a student's studies is in a class of its own considering its depth and consistency compared to a development project that depends on a thesis alone, for example.

WORK-BASED LEARNING is underpinned by the curriculum for the Bachelor of Business Management degree programme and the learning outcomes specified in it. Students can select suitable development projects in their organisations and draw on theoretical literature to carry them out. *"Guidance meetings, at which the students have been able to share their projects and the competence acquired in them, have also had a large role in their learning. Students in this group have also established self-directed study circles, which they have found extremely valuable venues for sharing competence"*, says Sini Seppä-Kortelainen.

BY THE END OF 2022, nine students of the group had graduated, and the others were about to finish their studies. Experiences of studying that relies on work-based learning have been positive, and a new group of 40 students for whom work-based learning is the main method of completing their studies started in Lohja in January 2023. *"Many people who work in expert roles do not have a higher education degree. The threshold for starting full-time studies is high for many of them, which is why completing a degree linked to their work is exactly what they want"*, Seppä-Kortelainen sums up.



Stories from your student-centric higher education institution



"I found new enthusiasm and a spark for learning" – Completing a degree in L160 studies

STUDENTS WHO NEVER graduated can apply for an opportunity to finish their degrees through Laurea's separate L160 application process. The separate application process is intended for all those who have completed 160 credits at a Finnish higher education institution and then left without graduating. The aim of L160 guidance is to ensure high-quality learning and effective progress in their studies for each returning student, enabling them to complete their degrees.

THIS APPLICATION ROUTE has been highly popular. By the end of 2022, a total of 182 students had graduated through the L160 route, while around 120 are currently completing their studies. *"Before, I maybe kind of felt that I just wanted to grab my certificate and get out but now, for the first time, studying seemed somehow really meaningful, like I had some sort of an epiphany"*, says **Teemu Similä**, Head of Information Management at Koskinen Oy, who completed his Business Information Systems studies last year.

SIMILÄ FIRST STARTED his Business Information Systems studies at Laurea in 2011, intending to complete his degree while working. He did manage to finish the rest of his studies in a couple of years but never completed his thesis.

SIMILÄ STARTED AGAIN in 2021 in L160 studies and focused on a new thesis that dealt with managing well-being at work in the IT world. *"As the topic of my thesis was also relevant to my own organisation, working on it was highly meaningful"*, Similä says.

THE PERSONALISED PEDAGOGICAL model developed for guiding L160 studies supports students returning to their unfinished studies by impactful methods, which have been put onto a permanent footing this year with highly acclaimed results. The introduction of this guidance model received Laurea's Pedagogical Advance award of 2022.



A UAS integrated with workplaces



At Laurea, the starting point for all instruction is the Learning by Developing (LbD) model, thanks to which Laurea is strongly integrated with working life and an international pioneer in this respect. All our students have access to regional and international employer networks and consequently build their future in cooperation with the best experts. Laurea strives to meet the future competence needs of working life by evidence-based development of relevant competence.

LAUREA AIMS TO respond better to the challenge of continuous learning by developing the offer outside degree-awarding education. The continuous learning offering includes all studies at the Open UAS, specialisation training and continuing education. Open University of Applied Sciences studies have continued to be highly popular, and in a national comparison, Laurea ranked second when measured by Open UAS credits. In 2022, around 46,000 Open University of Applied Sciences credits were completed at Laurea.

THE TRANSFORMATION OF working life and changing skills

needs challenge employees to develop their competence. Open UAS studies are a channel through which anyone can acquire new competence. Laurea has noticed that advisory and guidance services are needed to support people with developing their personal competence, and these services have consequently been strengthened. Personal study guidance is offered to those interested in Open UAS studies, helping them find studies that are a good match with their competence. Such projects as the ESF-funded DigiPoint have also developed a dedicated Towards a meaningful working life website where Laurea's services for unemployed jobseekers can be found at a single location.

IN ADDITION TO individual Open University of Applied Sciences studies, Laurea has developed more extensive programmes for experts. Working life oriented expert training programmes, whose scope is 10 to 30 credits, consist of separate study units in a certain field. This means that, rather than completing an entire degree, students interested in developing their competence can complete expert training in a certain field while working. Such smaller competence modules that can be put together to form expert development paths were also highlighted in the National Strategy for Continuous Learning at Higher Education Institutions published by the Ministry of Education and Culture in December 2022.

LAUREA HAS ENGAGED in sustained work to develop services that support students' career planning and employment. In the national AVOP survey addressed to graduating students, Laurea has for several consecutive years received the best assessments of all Finnish universities of applied sciences in the section on working life advice, in which students evaluate the assistance they received with career planning and working life advice. Laurea's JobTeaser career centre contains a large volume of materials that support career planning and job searches and that are always available to students. To support career planning, various one-credit study entities are offered on the Canvas learning platform to support students' career decisions, identification and verbalisation of competence, and job searches.

PARTICIPANT NUMBERS IN the workshops organised by Laurea's Career Services have increased significantly. In addition to workshops, individual guidance is also available, for which there is also a high demand. While the significance of support for job seeking and career planning is at its greatest in the final stages of the studies, the need for career guidance does not end at the time of graduation. This is why Laurea graduates have also been given access to the material bank on the JobTeaser portal. Alumni can additionally participate in workshops organised by Laurea's Career Services.

TO SUPPORT THE employment of international students, more English material has been added to the JobTeaser service. The use of the LinkedIn Learning service, in which international students can complete courses and acquire competence useful for job searches was piloted in 2022. In late 2022, Laurea also launched a new coaching programme for international experts. The free coaching programme titled Boost your professional skills and competences! focuses on career planning as well as recognising and building the student's working life competence. This training is part of the Talent Vantaa project funded by the Ministry of Economic Affairs and Employment.

GOOD PRACTICE: PAMUROBO PROJECT DEVELOPED CONTINUOUS LEARNING SERVICES TOGETHER WITH WORKING LIFE

IN THE PAMUROBO project, which was concluded at the end of the year, Laurea and JAMK University of Applied Sciences delivered a 30-credit programme in Service design and co-creation for customer-centric business for a total of 180 students. This highly popular programme ultimately also led to the provision of three MOOC courses in the Open Universities of both Laurea and JAMK. The project also developed an operating model for improving the education offered by the university of applied sciences and its accessibility together with working life.

THE PROJECT ENGAGED in an active dialogue with employers on how universities of applied sciences could more agilely provide the types of competence and training that employers need. The workplace steering groups of Laurea's different degree programmes were also involved in this dialogue. Among other things, a workshop on the role of the UAS as an enabler of continuous learning was organised for them.

THE END RESULT was an operating model titled Correct competence for working life: *"The employers' message was that degree education is too slow and rigid to meet rapidly emerging needs. This is why we need more information faster on the types of competence that they need"*, Annukka Jussila, Senior Lecturer at Laurea who worked in the PamuRobo project, describes the starting points of the model.



Degree for rehabilitation counsellors meets a working life need

A **COMPLETELY NEW** degree programme will be launched at Laurea in autumn 2023: Bachelor's degree for Rehabilitation Counsellors. This will be the first education programme for rehabilitation counsellors in the Helsinki Metropolitan Area. There is a great deal of demand for this degree offering versatile opportunities in the social and healthcare sector, and Laurea's new degree programme has already attracted plenty of interest.

REHABILITATION COUNSELLORS ARE legalised social welfare professionals who work under a variety of professional titles in planning, guidance and expert tasks in the social, health and rehabilitation sector. "The new programme has been welcomed in the social and healthcare field, and we have already received a lot of enquiries about it", says **Helena Launiainen**, Development Manager responsible for the degree programme for rehabilitation counsellors at Laurea.

REHABILITATION COUNSELLORS ARE experts of guidance, in particular. They offer clients and their family members guidance, advice and support

that promote goal-oriented rehabilitation. The rehabilitation counsellor's clients may be of different ages and find themselves in different life situations, and they may have a wide variety of different rehabilitation needs. Consequently, rehabilitation counsellors often work across sectoral boundaries, and knowledge of service systems is a vital part of their vocational skill set.

THE MINISTRY OF EDUCATION and Culture granted Laurea this new educational responsibility in January 2021. Since that time, Laurea has been developing the new programme in close cooperation with employers. "Working life needs have played an essential part in the development of this programme, and a broad-based workplace steering group has been involved in it. This has helped us determine what the most important skills needs today are", says Development Manager Helena Launiainen.



The Bachelor of Social Services degree programme in the field of Correctional Services was celebrated at a 20th anniversary seminar on Laurea's Tikkurila campus on Monday 12 December. Kaisa Tammi, Director of Hämeenlinna Prison and Probation Centre, addressed the seminar on behalf of the Criminal Sanctions Agency.

Twenty years of correctional services education at Laurea

IN 2022, TWENTY years had passed since Finland's first degree programme in Correctional Services was launched at Laurea, which in those days was known as Espoo-Vantaa University of Applied Sciences. Laurea's Bachelor of Social Services programme in the field of Correctional Services today remains the only one of its kind in Finland. During this period, a total of around 550 Bachelors of Social Services in the Correctional Services field have graduated from Laurea.

LAUREA'S BACHELOR OF Social Services degree programme in the field of Correctional Services turns out professionals for supervisory, expert and guidance tasks in the criminal sanctions field. The content of the degree programme is broad, making it possible for graduates to find jobs in diverse tasks in the social welfare and criminal sanctions sectors. Work in the criminal sanctions sector requires interactive and guidance-based competence in client work and a work approach that reduces re-offending.

IN SPRING 2024, a Master's programme in Correctional Services will also be launched on Tikkurila campus.



A Digital UAS that reforms professional learning



The transforming working life calls for increasingly open, diverse and flexible learning solutions. Laurea meets this need by developing high-quality digital degrees and degree modules. Digital education is centrally managed, developed and delivered. By centralising critical competences in the UAS structure, we can ensure the scalability and high quality of digital education.

THE CANVAS LEARNING platform introduced as part of Laurea's digital reform in 2020 has renewed both online studies and digital pedagogy. For students, it is a modern, versatile and accessible learning solution. The deployment of the learning platform also marked the launch of a project to build joint Master workspaces. They are jointly constructed workspaces intended to enable long-term and cumulative workspace development, a uniform student experience and the avoidance of overlapping design work. In the interest

of quality improvement, a quality check was conducted in 2022 on more than 50 Master workspaces in total.

A NUMBER OF INTERNATIONAL digitalisation and pedagogy projects are under way in Laurea. The ManagiDiTH project launched in late 2022 is developing a European Master of Managing Digital Transformation in the Health Sector degree programme (read more on p. 21). TOTEMK (Training of Trainers for Teacher Education and Management in Kenya) strives to

solve the learning crisis in Kenya by improving the competence of Kenyan teachers.

LAUREA ALSO ENGAGES in cooperation on digital learning with its key partners. For example an electronic solution for practising dose calculations in nursing education has been piloted with Vioppe Education Oy.

STRATEGIC MANAGEMENT WAS launched as a new Master's programme at Laurea in autumn 2022. The new programme was set up as a response to increased demand for and attraction of Master's degree programmes. A total of 350 candidates applied for the fifty starting places in this programme in the joint application round of the spring. The studies of the Master's degree programme in Strategic Management are completed entirely online, and the module was planned on the terms of digital pedagogy. The basic premise of the degree programme is to provide extensive and up-to-date knowledge of modern strategy research.

LAUREA HAS EXPANDED its offer of online Master's programmes overall in recent years. In 2023, five fully online implementations are already available. The idea is to provide better access to studying, regardless of where the students find themselves.

THE VOLUME OF Open UAS studies completed online has also increased. In total, more than 10,000 credits of digital studies were completed at Laurea in 2022.

LAUREA IS INVOLVED in Finnish higher education institutions' Digivision 2030 project. The key objective of this project is to open up national data resources related to learning for use by individuals and society, thus enabling the development of pedagogy and renewal of higher education institutions. The implementation of services that are part of the project was launched in 2022. The aim is that in 2023, the first versions of the services will be tested and that common pedagogical rules will be applied in the open offering of higher education institutions.

GOOD PRACTICE: FUTURES FREQUENCY IMPROVES ANTICIPATION SKILLS

FUTURES FREQUENCY IS an open workshop method for building alternative futures published by Sitra at the beginning of the year. Its aim is to make future-oriented thinking more approachable, understandable and inspiring. Sitra also launched a partnership programme for making use of the Futures Frequency method, and Laurea was one of the ten organisations selected to participate in it.

LAUREA'S AIM WAS to train staff members as Futures Frequency workshop facilitators, enabling them to use anticipation competence in their work. In 2020, Laurea organised eight workshops that provided guidance in introducing the Futures Frequency method, and 125 Laurea employees mastered the method in total. The participants included staff members from different parts of Laurea: teaching, RDI and support service personnel.

AFTER THE WORKSHOPS, the use of the method has spread in Laurea, for example with students and partners and for developing internal services. Among other things, future-oriented thinking and foresight were resorted to during the year with Bachelor of Hospitality Management students to develop new operating methods for service business.





Stories from a higher education institution pioneering digital vocational learning



REDI SOTE project: UAS as part of the innovation ecosystem in social welfare and healthcare

NEW INNOVATIONS ARE created by combining resources, knowledge and expertise. The importance of developing a culture, structures and practices that support innovation in the public sector has been recognised for a long time. OECD publications and country reports show how the advancing complexity of the public sector's operating environment is increasingly challenging the ability of the public services to operate efficiently while taking citizens into account. To maintain innovation capability, it is important to create ecosystems in which different stakeholders work together with public organisations. Higher education institutions, which develop, combine and disseminate new types of competence, are an important part of innovation ecosystems.

AS DIGITAL SOLUTIONS promote carbon neutrality, the Resource-wise digital social and healthcare services (REDI SOTE) project led by Laurea (2021–2023) aims to respond to four principles guiding regeneration in Uusimaa. Combining co-design and innovation

ecosystems that support business growth is an investment in international ecosystems, expertise and RDI in Uusimaa, enabling flexible and agile experiments to develop into international business.

THE PURPOSE OF the REDI SOTE project is to promote network-based co-design of companies, cities, research institutes and higher education institutions in an innovation ecosystem as well as the use of technological innovations produced in other sectors in the health and social services field. The aim of the co-design pilots conducted in this project is to open up new commercial opportunities for technology companies, low-tech social welfare and healthcare sector companies and those planning to go into business. Through new digital solutions, the project strives to improve the coverage, equality and quality of social welfare and healthcare services and to use resources more efficiently in this field.



Stories from a higher education institution pioneering digital vocational learning



Laurea contributes to building a multidisciplinary and international Master's programme in healthcare sector digitalisation development

LAUREA IS INVOLVED in building a new Master's programme in healthcare sector digitalisation development in cooperation with Greek, French and Portuguese consortium partners. The new degree programme will provide professionals with expertise in developing digital healthcare services.

THE INTERNATIONAL PROJECT consortium led by Iscte - University Institute of Lisbon was granted European Commission funding under the Advanced Digital Skills sub-category of the Digital Europe programme. Laurea is one of the main partners in this project conducted in 2022–2026 that supports the development of digital services in the healthcare sector. "Social welfare and healthcare are undergoing a powerful transformation, both in the national and international context. Clients are increasingly able to use digital services to maintain their well-being. This requires new skills of both social welfare and healthcare professionals using the services and multidisciplinary professional groups that develop them", says Project Manager **Outi Ahonen** from Laurea.

THE MASTER OF Managing Digital Transformation in the Health Sector degree programme developed in this project launched in late 2022 will be an integrated multidisciplinary Master's programme that provides professionals with expertise in developing digital healthcare services.

THE OBJECTIVES OF the project include developing an EQF 7 level education programme in the field of digital health care, creating a multidisciplinary learning ecosystem, and drawing on a pedagogical model that prioritises problem-based learning strategies supported with digital tools. The basic premise of these objectives is to qualify students who have graduated in the fields of healthcare, social services, business and information management or information and communication technology (ICT) to develop digital healthcare services.



Stories from a higher education institution pioneering digital vocational learning



Pictured here are the meeting's organisers: Christina Vesterlund Hansson and Patrick Dorls from Sweden, Tryggvi Már Gunnarsson from Iceland, Development Manager Irma Mänty from Laurea, and Elisabeth Stephanie Guillot from Norway.

Nordic Canvas users came together at Laurea

LAUREA WAS A PIONEER in Finland when it introduced the Canvas learning platform as the first higher education institution in 2020. In other Nordic countries, Canvas already has a larger user base. At the end of October, Canvas users gathered at Laurea to share experiences, learn and network with each other.

THE CANVAS LEARNING platform introduced as part of Laurea's digital reform has renewed both online studies and digital pedagogy. It is a modern, versatile and accessible learning solution for students while providing a versatile and efficient tool for teachers that supports the sharing and utilisation of learning contents as well as assessment and provision of feedback.

IN OCTOBER, LAUREA organised a networking event on Tikkurila campus for the Nordic users of Canvas together with the Swedish University Computer Network (Sunet) and the Norwegian Agency for Shared Services in Education and Research (Sikti).

IN TOTAL, ALMOST one hundred participants from all Nordic countries participated in the event. Canvas is

in considerably more widespread use in other Nordic countries than in Finland, and 29 higher education institutions in Sweden have selected it as their learning platform.

THE TOPICS DISCUSSED during the day included engaging users with the platform, various integrations, and making use of Master's degree study units. The participants also had an opportunity to network. *"Today was an excellent start for Nordic cooperation between Canvas users. We got the opportunity to meet and share experiences, which is always valuable"*, said **Christina Vesterlund Hansson**, Service Manager of the Sunet network.

HANSSON IS AN Education Developer at the Blekinge Institute of Technology in Sweden.



Stories from a higher education institution pioneering digital vocational learning



AI-TIE project: Driving SMEs' Success with AI

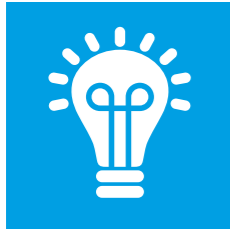
THE MAIN OBJECTIVE of the project titled Driving SMEs' Success with AI – Guide to harnessing the potential of artificial intelligence for small- and medium-sized enterprises (AI-TIE) is to support SMEs with improving and growing their business by deploying AI solutions in the development of internal processes and product and service innovation. The project aims to take the discussion on artificial intelligence from the general level towards sector-specific training, mentoring and accelerator activities.

LAUREA IS ALSO involved in this two-year project funded by the European Regional Development Fund and coordinated by Haaga-Helia University of Applied Sciences. The main partners are Finland's AI Accelerator FAIA and MyData Global. The project's network and communication partners additionally include Helsinki Region Chamber of Commerce, Western Uusimaa Chamber of Commerce, Eastern Uusimaa Development Company Posintra, Uusimaa Entrepreneurs' Association, NewCo Helsinki, Central Uusimaa Business Development Centre - KEUKE, Health Capital Helsinki, Healthtech Finland, Chemical

Industry Federation of Finland and Sailab MedTech Finland.

THE PROJECT AIMS to build an AI innovation ecosystem in which SMEs, large companies and other key actors work synergically together and offer their products and services with the aim of growing their business. The project also offers training, materials and online content to build up the AI expertise of companies' personnel. In addition to a webinar series, AI-TIE project launched a virtual course for SMEs. Business advisors from Posintra, Keuke and NewCo additionally received training on the use of artificial intelligence in guiding SMEs' business in the Train the Trainer section of the project.

A TOTAL OF 35 companies participated in the AI-TIE accelerators. Two new products or services have been piloted. Inspired by this, a project known as AI-TIE Southern Finland was also launched in Kymenlaakso under the direction of Cursor, the business development company for Kotka-Hamina region.



A UAS that develops competence through applied research



Taking advantage of its solid, multidisciplinary competence, Laurea uses its applied research to renew the teaching content and competence generated within the institution, solve societal problems, create new solutions and build new business. Laurea engages in participatory and applied research. It is integrated into our education, development and innovation work across a broad front to boost the impact of our higher education activities.

AN EXTERNAL EFQM evaluation of research, development and innovation at Laurea was carried out in spring 2022. The aim was to draw on an external evaluation team's assessments in the long-term development of RDI at Laurea. Excellent feedback on the RDI work was received in the evaluation, and Laurea was presented with the Recognised by EFQM Quality Developer award in November. As Laurea's strengths, the audit team found a clear and participatory strategy in which RDI is strongly integrated as well as the operational and financial planning process. The evaluation team also

highlighted the integration of teaching and RDI as well as dialogue with partners as strong points.

LAUREA HAS BEEN highly successful in obtaining international research funding in recent years. One example of this is funding under the European Union's Horizon Europe programme. Projects funded under the Horizon Europe programme (2021–2027) and launched in 2022 include InCITIES, which seeks to resolve challenges of urban development, DYNAMO, which focuses on securing critical infrastructure,

and ManagiDiTH, which aims to develop a Master's programme in healthcare digitalisation (p. 21).

AS A NEW FORM of financing was launched funding for JOTPA, the Service Centre for Continuous Learning and Employment, which provides training services for the employed and those who are outside the labour force. The aim of the projects funded by JOTPA is to raise the competence level of Finnish workers through continuous learning measures. At Laurea, JOTPA funding has been used to launch the Limelight project, which concerns future-oriented education in the event and accommodation sector, as well as the Nursing in Finland project, which provides training for nurses who have obtained their qualifications in non-EU countries.

IN AUGUST, THE Ministry of Education and Culture granted funding for 21 projects that support the development and expansion of studies offered in Finland to persons receiving temporary protection due to the war in Ukraine. With this funding, Laurea launched the YProUkr project, which enables Ukrainians to study in business projects, and HERE Ukraine!, a project carried out in 3AMK cooperation, which develops education offering for Ukrainians in many fields (p.34).

HIGH-QUALITY SCIENTIFIC articles are one dimension in the impact of RDI. The Publication Forum (JUFO) is a classification of publication channels created by the Finnish scientific community to support the quality assessment of academic research. Its four-level classification assigns ratings to major Finnish and foreign publication channels of all disciplines. Three articles by authors from Laurea came out in publications of the highest JUFO3 level in 2022. All in all, 14 articles by Laurea authors have appeared in publications with a JUFO3 rating since 2014.

SINCE THE BEGINNING of 2021, feedback has been collected systematically on all RDI projects coordinated by Laurea. The survey results are used to develop the RDI process. Similarly, an internal examination of project outcomes has been initiated with the particular

aim of considering if the results of a concluding project could be turned into business or continuous learning products in the future.

GOOD PRACTICE: THEMATIC TEAM FOR FORESIGHT CREATES NEW COLLABORATION

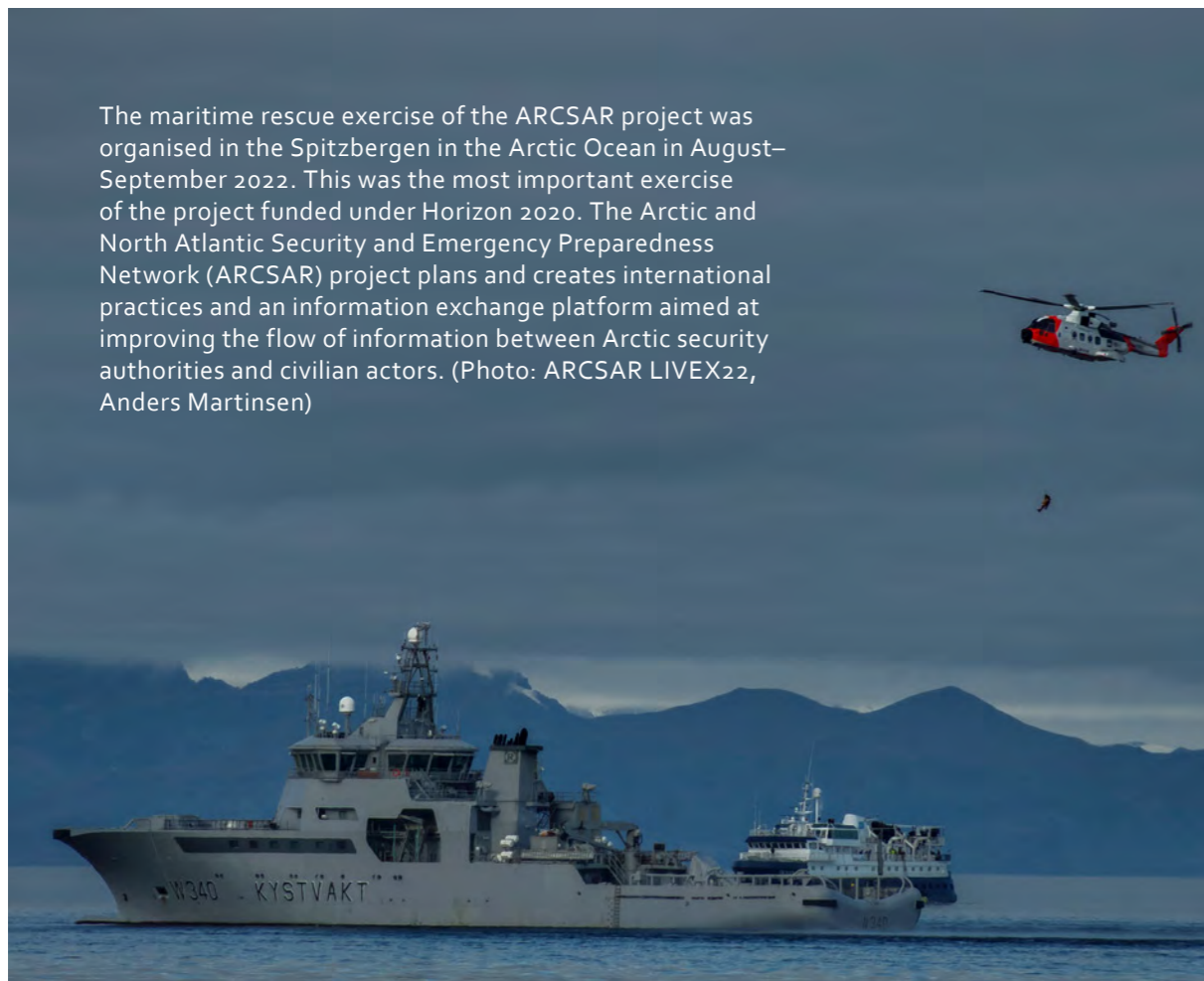
TO STRENGTHEN MULTIDISCIPLINARY collaboration and competence, a number of thematic teams have been kicked off at Laurea. They are multidisciplinary expert communities whose aim is to come up with ideas for new projects, support the integration of RDI and education, and promote cooperation. The thematic teams are open to all Laurea employees, and their aim is to combine expertise from different research programmes and fields of study.

THE THEMATIC TEAM for foresight is one of the teams that works actively, bringing together experts in different fields. The purpose of this internal foresight network in Laurea is to support the development of foresight competence and to inspire project and research cooperation relevant to the theme. In addition, the thematic team enhances the impact and competitiveness of Laurea's RDIC work that taps future-oriented thinking and foresight. "Those teaching foresight, those working with this theme in projects, and those otherwise interested in the topic have found each other during the year. At the start, the thematic team comprised around ten Laurea employees, whereas at the end of the year we numbered around 80", says team leader, Researcher **Sanna Ketonen-Oksi**.

WHILE BUILDING A shared forum, people get to know each other, which in turn creates trust and facilitates working together. Ketonen-Oksi has already seen how the team has been able to support the work on new project ideas in Laurea together. "Foresight work takes place within Laurea and in different networks. The thematic team has enabled different kinds of encounters within the framework of this theme", she explains.



The maritime rescue exercise of the ARCSAR project was organised in the Spitzbergen in the Arctic Ocean in August–September 2022. This was the most important exercise of the project funded under Horizon 2020. The Arctic and North Atlantic Security and Emergency Preparedness Network (ARCSAR) project plans and creates international practices and an information exchange platform aimed at improving the flow of information between Arctic security authorities and civilian actors. (Photo: ARCSAR LIVEX22, Anders Martinsen)



Security sector projects intensify European cooperation

Laurea is actively involved in several European research projects in the security sector. Among other things, Laurea coordinates EU-HYBNET, which focuses on combating hybrid threats, and AI-ARC, which develops maritime safety in the Arctic region. Information exchanges between Arctic actors are also strengthened in the ARCSAR project.

EU-HYBNET network has grown widely

EMPOWERING A PAN-EUROPEAN Network to Countering Hybrid Threats (EU-HYBNET) is a five-year project funded by the European Commission and coordinated by Laurea. The project has 25 European partners representing European security authorities, research institutes, industry and organisations. Additionally, the project is building a European network for countering hybrid threats, which together with the project consortium will examine needs and possible solutions for combating these threats. As new members have joined in, the network now consists of more than one hundred organisations, which means that the outcomes of EU-HYBNET will provide a solid basis for determining the needs of society and issuing recommendations.

THE COMMISSION, EU institutions and Member States have consequently been interested in hearing about the results of EU-HYBNET, and the project has been invited to present its outcomes and outlook at numerous high-level events.

THE EUROPEAN COMMISSION'S Directorate-General for Research and Innovation (DG RTD) asked EU-HYBNET to present its future research agendas for developing Europe's crisis response capabilities, and hybrid threats are consequently mentioned as part of contingency planning. The project was also invited to present its findings to the EU-U.S.-Canada Expert Meeting on Critical Infrastructure Resilience, which gave the project an opportunity to contribute its views to the planning of international security cooperation.



AI-ARC enables Arctic security cooperation

THE MAIN OBJECTIVE of the AI-ARC (Artificial Intelligence based Virtual Control Room for the Arctic) project is to create an innovative, sustainable, efficient and user-friendly AI-based system, the Virtual Control Room (VCR), which will improve maritime situational awareness, decision-making and communication. The project will improve the safety of all operators in the Arctic region, whether they are authorities, merchant vessels, cruiser ships or fishing boats. The project consortium coordinated by Laurea consists of 22 partners from 12 countries.

AI-ARC ENABLES ARCTIC safety cooperation, making maritime transport safer while drawing attention to those who violate the regulations. Until now, information that improves safety has been fragmented and difficult to use. This is why AI-ARC aims to rely on artificial intelligence to improve the usability of information and to build situational awareness of the conditions and risks in the region.

THE STRENGTHS OF the solution developed in AI-ARC project include bringing together both private and public stakeholders and civilian and military actors alike. The solution can also be used in many different areas of activity, including border control, merchant shipping, environmental protection and, for example, climate change monitoring.





Stories from an UAS that develops competence through applied research



A new symbol for the Digital Support service

A NEW, HARMONISED symbol has been created for the Digital Support service to inform citizens about the available support and guidance for using digital devices and services. The Digital Support service has not previously had a uniform symbol in Finland.

A GROUP OF DIGITAL support experts from different sectors together with customers were involved in designing and producing the new symbol. The working group included actors who have extended experience in various digital support tasks from Laurea, the City of Espoo, the Social Insurance Institution, Olari Parish, the Finnish Blue Ribbon and the Finnish Association for the Welfare of Older Adults. Laurea's VoimaProfi project was also involved in this work.

DIGITAL SUPPORT MAY include help provided by the authorities for using e-services, low-threshold guidance offered by municipalities or NGOs, or a fee-based service provided by the private sector. Nevertheless, its purpose is to help citizens cope in a digital society, participate equally and make use of digital services.

IT IS HOPED that as many digital support actors

as possible would include the symbol in their communication toolboxes. It can be used in service maps and guides based on symbols, advertisements, signposts and presentations alike. By January 2023, the symbol had been introduced at information points of the City of Espoo as well as by ENTER and Helsinki Association of People with Disabilities, among others.

PROJECTS ON PREVENTING SOCIAL EXCLUSION AT LAUREA

LAUREA HAS SEVERAL ongoing projects aimed at developing digital skills and preventing exclusion. The purpose of the DigiOn project is to improve the digital skills of persons who are difficult to employ by developing approachable forms of digital support. The DigiIN project, on the other hand, creates solutions that help everyone keep up with digital services in social welfare and healthcare.

THE VOIMAPROFI PROJECT produces high-quality research and concrete solutions to the challenges of social exclusion and inequality.



Stories from an UAS that develops competence through applied research



Lecturer Pasi Kämppe, Principal Lecturer Jyri Rajamäki and Lecturer Paresh Rathod, who received the RDI Act of the Year award.

Award-winning cyber security study entity links working life partners and an RDI project

THE LBD MODEL, or Learning by Developing, is at the core of learning in Laurea. Its basis is the authenticity of learning, research orientated approach, creativity and partnership.

HOW ARE THESE ideas implemented in practice? One example of this is provided by the cyber security education module Cybersecurity Work-Life Practices, which received Laurea's RDI innovation of the year award in 2022. In the rationale for the award, the study entity was praised especially for effectively promoting the integration of research, development and innovation with teaching, as well as for fruitful cooperation with one of Laurea's key partners.

PRINCIPAL LECTURER JYRI RAJAMÄKI and Senior Lecturers Pasi Kämppe and Paresh Rathod were responsible for implementing the Cybersecurity Work-Life Practices module, which is part of a complementary competence module in Laurea's English-language Business Information Systems programme. "Our main

goal has been to closely involve working life partners in higher education and to provide students with an interesting and authentic opportunity to learn new things", they describe the module.

THE TEN-CREDIT MODULE consists of three study units: Cybersecurity Working Life Practices, Cybersecurity Project, and Cybersecurity Hackathon. Business partners in the information security sector are integrally involved in the Working Life Practices study unit, especially Laurea's key partner Nixu, as well as Hoxhunt, which has a long history of collaboration with the Business Information Systems programme.



An International UAS that develops the region



As a higher education institution that develops the region, Laurea boosts workplace competence and dynamism in Uusimaa region with a regional, national and international approach alike. In our diverse regional development activities, we pay attention to the special features of Uusimaa region. Regional development consequently addresses the various development needs of the metropolitan area cities, regional towns and neighbouring municipalities in Uusimaa region.

THE 3AMK ALLIANCE of three UASs in Helsinki Metropolitan area, or Laurea, Metropolia and Haaga-Helia, is significant from the perspective of regional and international impact. The alliance's four areas of collaboration – learning activities, entrepreneurship and innovations, impactful RDI, and education exports – bolster each participating institution. In the 3AMK alliance's RDI activities, Laurea is responsible for the research theme A prosperous person in a safe environment. The other two themes are Sustainable

urban development and Future actors and factors. In addition, artificial intelligence use is a cross-cutting development theme.

AS REGARDS LEARNING activities, the first study entity organised in 3AMK cooperation was launched in January 2022: the Circular Economy for Sustainable Growth competence path. It was also made available as Open UAS studies. The purpose of this competence path is to provide students with professional competence relating

to sustainable development tools and concepts that are essential for building circular economy business models.

THE KEY PARTNERSHIP model supports Laurea's strategic intent to be an international developer of working life competence and vitality in Uusimaa. Through key partnerships, Laurea strives particularly to enhance our societal impact, develop our areas of expertise, expand RDI and business, build strong employer networks for the students, and promote graduates' employment.

COMPANIES AND OTHER organisations in the region are interested in key partnerships with Laurea, and the number of key partners has continued to grow. At the end of 2022, Laurea had 81 key partners, while the target is to increase their number to 125 by 2024.

TO ENSURE THAT the cooperation is continuous and of a high quality, an annual plan is drawn up for the key partnerships. The annual plan produced by the partner and their contact person at Laurea maps the partner's needs for the services Laurea can offer. The annual plan is systematically updated together with the partner.

LAUREA'S HIGHER EDUCATION units pursue fee-charging business based on the UAS's core competences, including continuing education and consulting. MAPA® training (see p. 33 for more information), additional training for nurses entitling them to prescribe medicines, Risk Manager training for risk management experts and a service for workplace design for well-being have been popular among our business services.

WORKPLACE DESIGN FOR well-being is a service built with the support of the Finnish Work Environment Fund, in which projects developing well-being at work are carried out together with customer organisations' employees. Workplace design for well-being solves issues that undermine well-being at work in a company,

association, municipality or other organisation by using the methods of service design, while the workplace learns employee-centric development methods that can be used in everyday life.

GOOD PRACTICE: LAUREA HAS SATISFIED PARTNERS

THE STAKEHOLDER SURVEY addressed to Laurea's partners and stakeholders was conducted for the ninth time in 2022. A total of 84% of the 281 survey respondents are prepared to warmly recommend Laurea, or have already recommended us, to other people. This result is one percentage point higher in comparison to the previous survey. 93% of respondents were satisfied with Laurea.

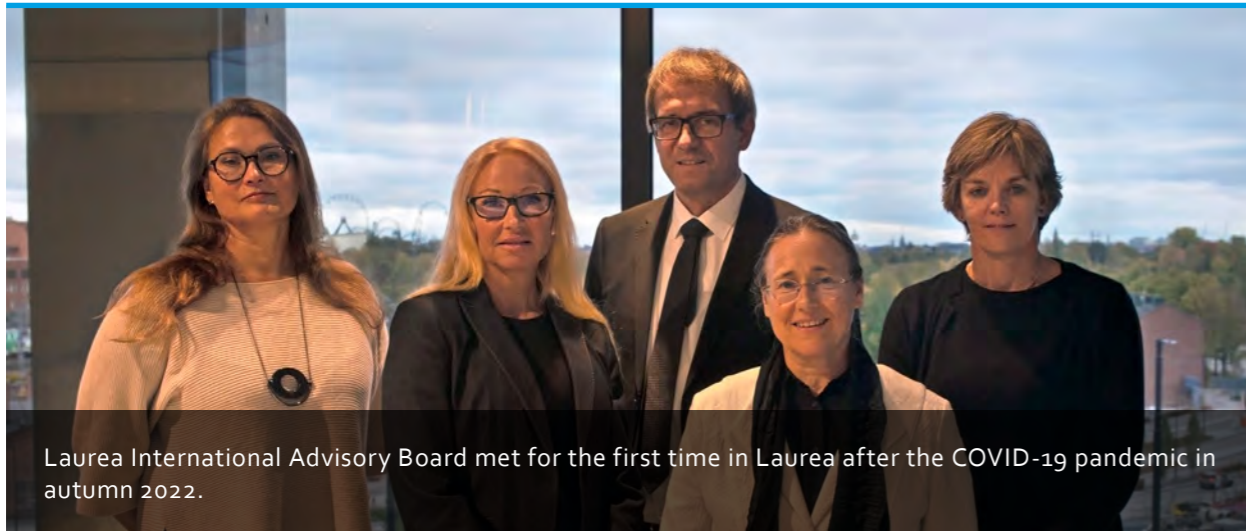
THE SURVEY INCLUDES a separate section aimed at key partners, which measures their satisfaction, experiences and expectations regarding the key partner programme. Representatives from 53 key partner organisations completed the survey.

FEEDBACK FROM KEY partners is also at a good level. The level of satisfaction with the key partner programme was now 4.0. The respondents perceive a designated contact person and systematic development of the cooperation, cooperation with students and the development of recognisability and employer image as the most important contents of the key partner programme.





Stories from an international higher education institution that develops the region



Laurea International Advisory Board met for the first time in Laurea after the COVID-19 pandemic in autumn 2022.

Laurea International Advisory Board

IN ACCORDANCE WITH its Rules of Procedure, Laurea University of Applied Sciences has an International Advisory Board. The Rules of Procedure provide for the International Advisory Board as follows: *"The Board of Laurea University of Applied Sciences elects a Chair and 5-10 members to the International Advisory Board. The Advisory Board's term is the same as the term of the regional advisory board. The President is in charge of the International Advisory Board's activities. The International Advisory Board's duty is to support the strategic development of Laurea University of Applied Sciences."*

THE INTERNATIONAL ADVISORY BOARD is an advisory group that supports Laurea's strategic development by evaluating Laurea's activities and making recommendations. The International Advisory Board provides Laurea with information on and views of changes in the operating environment, trends in higher education, and emerging opportunities. Its work focuses on issues where the operating environment is global or where trends in different countries are similar, including research, development and innovation (RDI), education exports and the digitalisation of teaching.

THE MEMBERS OF Laurea International Advisory Board for the term 2021–2025 are **Sylvie Chevrier** (Université Gustave Eiffel, France, Chair), **Meralda Slager** (Avans Hogeschool University of Applied Sciences, the Netherlands), **Stefan Pickl** (Universität der Bundeswehr München, Germany), **Petra Jeffery** (Higher Colleges of Technology, Abu Dhabi, the United Arab Emirates), **Kätlin Pulk**, Estonian Business School, Estonia) and **Martin Geissdoerfer** (University of Cambridge, Iso-Britannia).



Stories from an international higher education institution that develops the region



MAPA® operating model offers methods for managing and anticipating aggressive behaviour

SINCE 2015, FINLAND'S MaPa® Centre has operated on Laurea's Hyvinkää campus. It has exclusive rights to provide MAPA® training (Management of Actual or Potential Aggression) in Finland.

MAPA® IS AN OPERATING model intended especially for social and healthcare as well as education professionals that provides means for managing and anticipating challenging and aggressive behaviour efficiently and safely for all parties involved. The development of the model began in England 40 years ago, and the international CPI (Crisis Prevention Institute Inc.) that owns the licence continues to develop it actively.

IN 2022, APPROX. 6,200 people participated in MAPA® training. All in all, Laurea has trained MAPA® instructors for around 70 cooperation organisations. There are approx. 300 MAPA® instructors in total in Finland. *"After the COVID-19 pandemic, the need for this training has clearly increased, and the largest number of training programmes have been organised for personnel in the*

child welfare field, schools and early childhood education and care", explain **Anna Vaara**, Country Manager at the MAPA® Centre of Finland and **Minttu Riutsola**, Service Coordinator at Laurea. *"Malaise and challenging behaviours have unfortunately become more common, which is why there is an increasing need for this operating model."*

SINCE 2017, BASIC level MAPA® training has been part of all nursing students' education at Laurea. Students can select training for challenging customer situations as part of their complementary studies. Social welfare students can also complement their studies with MAPA® training. *"Feedback from the field indicates that students who have received this training are better prepared for acting in challenging situations, and this competence is appreciated by employers",* say Vaara and Riutsola.



Stories from an international higher education institution that develops the region



HERE Ukraine! project – Higher education studies for Ukrainians

IN THE HERE UKRAINE! PROJECT launched in early September, Laurea University of Applied Sciences, Haaga-Helia University of Applied Sciences and Metropolia University of Applied Sciences are developing free online studies for Ukrainians living in Finland. One of the goals of this project funded by the Ministry of Education and Culture is to develop the provision of education for persons granted temporary protection in Finland and to promote the progression of their higher education studies.

THE THREE UNIVERSITIES OF applied sciences have taken into consideration the perspective of Ukraine's reconstruction in the planning of the project's multidisciplinary education package. "Developing competence and strengthening belief in the future are integral to our project", says **Annukka Jussila** from Laurea, who took part in preparing the HERE Ukraine! project.

THE AIMS OF DEVELOPING the education package for Ukrainians also include strengthening English-language education in different fields at the 3AMK institutions

and developing teaching suitable for online studies and self-study. At the end of the project, the study units developed in it will remain part of the offering of the universities of applied sciences.

THE HERE UKRAINE! PROJECT offers a total of 13 study units in different fields, all of which support the competences needed in social, mental and physical reconstruction. "It was already clear during the brainstorming and planning phase of the project that all participants found developing a multidisciplinary study offering related to reconstruction important and topical", Jussila says.

THE UNIVERSITIES OF applied sciences have compiled studies in real estate and construction engineering, nursing, social services, physiotherapy, and tourism and event sector into the package.

FOR EXAMPLE, THE package includes study units on repairs and reconstruction, rehabilitation, holistic well-being, family social work, mental health and crisis medical care, and service system design.



Stories from an international higher education institution that develops the region



HelpMe! team in a group photo: Anniina Purje, Siiri Tick, Noora Laakso, Lari Eronen, Mia Tarino, Tanya Babenko and Lok Chang Karen.

Application developed by Laurea students makes immigrants' daily life easier

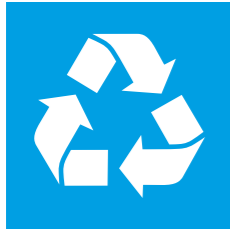
AN INTERNATIONAL STUDENT GROUP at Laurea University of Applied Sciences has created a mobile app called HelpMe! which collects links to websites that provide information for foreigners living in Finland at a single location. The foundation of the project was laid by an interview survey that explored issues causing the most problems for those who have moved to Finland. The application was developed in cooperation with IT students at the American Mount St. Joseph University. Finland's goal is to attract more foreign experts to the country. In practice, many people who have moved to Finland or who are studying here leave because they do not feel they can integrate. There are dozens of websites in Finland providing advice for immigrants on different issues, but finding the right addresses is difficult even for a Finnish person. Now the links are provided at a single location.

THE DEVELOPMENT OF the HelpMe! app is associated with marketing the satellite municipalities of Helsinki Metropolitan area to foreign experts and investors under the Helsinki Ring of Industry brand. The app was commissioned by Technology Center TechVilla, a business

development company owned by the City of Hyvinkää.

THE STUDENT TEAM started the project in September by interviewing foreigners living in Finland. The idea was to find out what they found challenging in their everyday lives. "Finland is not an easy country for those arriving here from abroad. They are immediately up against a number of basic questions, with which we wanted to help to them", explains **Siiri Tick**, a member of the student team.

THE MOST COMMON questions that emerged in the interviews were about banking and other financial matters, the Finnish language and healthcare. Commissions from authentic working life partners play an important role in Business Management studies at Laurea. Both the Finnish and international students in the HelpMe! team praise the practically oriented studies: "Studying like this teaches you exactly the kind of skills that you will need in working life", say Siiri Tick and Tereza Malíková, an exchange student from the Czech Republic. "We are particularly excited about the outcomes of the HelpMe! project. It's great to achieve something that will really make a difference for people and help them."



A UAS of sustainable development



Sustainable development is one of the themes of Laurea's strategy, and it guides the choices we make as a higher education institution. We look at impact, responsibility and openness, which are part of our values, in a wide sense in the context of the United Nations' Sustainable Development Goals (SDGs) and consider the ecological, social and economic impacts of our activities at all times.

LAUREA'S RDI ACTIVITIES create new researched evidence and practices that support the achievement of the Sustainable Development Goals. In RDI, the aim is that research programmes and cross-cutting themes should be associated with sustainable development policies and objectives based on Laurea's competence areas, on the basis of which the project portfolio is assessed. The other goal is that RDI actors actively communicate about their work related to sustainable development. Promoting the SDGs (Sustainable Development Goals) in Uusimaa and improving the

staff's sustainability competence are also among Laurea's objectives.

SUSTAINABLE DEVELOPMENT IS also visible in Laurea's networks. Laurea is involved in the international PIONEER Alliance that promotes sustainable urban development. The Alliance has determined the SDGs that it seeks to influence through its work. One of the objectives of the 3AMK alliance formed by Laurea, Haaga-Helia and Metropolia Universities of Applied Sciences is to develop operating models for enhancing

their societal impact and responsibility in keeping with the UN Sustainable Development Goals.

THE UN AGENDA for Sustainable Development aims to promote ecologically, socially and economically sustainable development. The programme contains 17 Sustainable Development Goals which Member States should achieve by 2030. Laurea has introduced SDG assessments, which means assessing projects from the perspective of the SDGs. All three research programmes at Laura are closely linked to supporting SDG achievement, not only at the national level but also internationally.

IN 2022, SDG assessments were piloted in four RDI projects at Laurea. From the beginning of 2023, the SDG impacts of all projects that have received a go-ahead will be assessed in the preparation phase. These assessments will also produce a more detailed overview of the impacts of Laurea's research, development and project activities on the SDGs.

FUNDED BY THE European Union's Horizon Europe programme, a project known as InCITIES - Trailblazing Inclusive, Sustainable and Resilient Cities was launched in late 2022. Its goal is to bring about changes in European higher education institutions and the ecosystems around them, focusing on the cities' needs for inclusion, sustainability and flexibility.

THE PROJECT PARTNERS are PIONEER Alliance HEIs in five European countries. In addition to Laurea, the Alliance established to solve urban development challenges includes the French University Gustave Eiffel, the German TH Cologne, the University of Zilina in Slovakia and the Portuguese ISCTE - University Institute of Lisbon, which coordinates the InCITIES project.

IN ADDITION TO the higher education institutions, 11 stakeholder partners are involved in InCITIES, including the Regional Council of Uusimaa and the City of Porvoo in Finland.

LAUREA IS ACTIVELY INVOLVED in four international circular economy and sustainability networks: Ellen MacArthur Foundation (EMF), Sustainable Development Solutions Network Northern Europe, (SDSN-NE), International Sustainable Campus Network, (ISCN) and the PIONEER Alliance on urban development. The purpose of the PIONEER Alliance is to develop and carry out teaching, RDI activities and personnel exchanges that promote sustainable urban development in the international context. The InCities project launched in 2022 is an example of this cooperation.

GOOD PRACTICE: IMPROVING SUSTAINABILITY IN PROCUREMENTS

LAUREA HAS JOINED the KEINO Academy, which is a development programme for managing the impact of public procurements. The objective of this Academy intended for the management of procurement units and purchasers is that procurements could support the organisation's innovativeness and sustainability goals. The development programme is led by the Competence Centre for Sustainable and Innovative Public Procurement KEINO.

LAUREA'S GOAL IS to influence the management of the procurement organisation, highlighting the sustainability perspective. The aim of Finnish universities of applied sciences is to be carbon neutral by 2030, and procurements will play an important role in this. Procurements that are significant in terms of Laurea's carbon footprint include property maintenance services and campus catering services but also IT procurements. Attention is focused on not only ecologically sustainable development, however, but also social and economic sustainability. "As a university of applied sciences, we can make procurement choices that matter. We can influence the sustainability of our procurements through competitive tendering and our choices", explains **Elina Flemming**, Director of Campus Development at Laurea.

THE KEINO PROGRAMME includes four thematic sprints, in which Laurea works with other organisations sharing a similar situation with expert support.



Sustainable development, circular economy and responsibility in Laurea students' theses

THE GOAL OF SUSTAINABLE education activities at Laurea is that the students and alumni are known as solution-oriented experts in sustainable development and circular economy and reformers of working life.

EXAMPLES OF THESES COMPLETED IN 2022:

From barriers to the most effective drivers of change through system thinking – Promoting circular economy work in the City of Espoo. Author: **Suvi Jäntti**, Sustainable Growth Management, Master's degree.

THE THESIS EXAMINED City of Espoo employees' thought patterns regarding the circular economy, identified barriers to turning circular economy into reality, and gave recommendations for measures that would integrate circular economy thinking into the city organisation's activities.

Towards more effective circular economy education: development proposals for higher and continuing

education in the circular economy. Author: **Leena Helanto**, Sustainable Growth Management, Master's degree.

THE THESIS PRODUCED a description of the findability of circular economy education, issues affecting its organisation and outlook, and development proposals to support the planning of education programmes.

How and why companies opt for circular economy business models in their innovations – Perspective of the circular economy ecosystem. Author: **Maria Talari**, Business Management, Bachelor's degree.

THE AUTHOR CONDUCTED thematic interviews to examine the circular economy business models used by companies, the impact of circular economy ecosystems on business innovation, as well as the challenges associated with these areas, and produced instructions for SMEs for identifying their strengths, value creation and ecosystems that meet their needs as well as for making contacts.



Green responsibility project: corporate responsibility as a competitive advantage

IN THE GREEN RESPONSIBILITY project, Laurea and LAB University of Applied Sciences joined forces with accounting firms to develop a service model for green financial statements and responsibility reporting for accounting firms in the regions of Uusimaa, Päijät-Häme and South Karelia.

THE OBJECTIVE AND outcome of this renewal and development work is a novel, uniform, neutral and objective service model for accounting firms, which covers financial statements and corporate responsibility. The starting points for this are the green economy, the Directive on corporate sustainability due diligence (CSDDD) and responsibility reporting. The EU CSDDD stresses the need for development and renewal.

THE AIMS OF THE PROJECT also include building the accounting firms' and their personnel's resilience and capabilities relating to the green economy. Through co-design and peer reflection, the common green economy objective becomes clearer, supporting the creation of

new responsible solutions and resilience. The aim is to expand the range of corporate responsibility services offered by accounting firms and to identify and develop competence related to green financial statements and responsibility reporting.

IN 2022, THE PROJECT organised six service design workshops for pilot accounting firms and six other workshops related to corporate responsibility. The first companies have already tested the service model for green financial statements and responsibility reporting, and the development of the service model supported by the feedback received will continue in spring 2023. The term of the Green responsibility project runs from 1 September 2021 till 30 August 2023. The project is funded as part of the European Union's response to the COVID-19 pandemic.



Stories from a higher education institution for sustainable development



Photo: Laurea Circular Economy Living Lab at Leppävaara campus. Photo by Saastamoinen, 2022.

Circular Economy Living Lab opened in Leppävaara

A CIRCULAR ECONOMY Living Lab was launched by Laurea in spring 2022. The goal of this Living Lab on Leppävaara campus is to bring together education, R&D and regional development related to the circular economy and sustainability. Laurea improves students' knowledge and skills related to the circular economy and sustainable development by offering study units and learning contents related to these topics.

THE LIVING LAB SERVES as a link between different actors and collects relevant information and expertise at a single location for easy access. Students are offered development and thesis projects in which they develop circular economy solutions together with Laurea's partner organisations. Materials and information on the circular economy theme for students and staff in different fields can be found on the Circular Economy Living Lab website. Circular economy training is offered to the personnel. So far, the first online training course aimed at Lecturers in Business Management has been implemented.

THE LIVING LAB COMBINES information and research with organisational development and serves as a networking hub for students and Laurea's partners. Among other things, a workshop for Laurea's key partners was organised in the co-creation facilities of the Living Lab on Leppävaara campus. Among other topics, the workshop discussed how the circular economy could be promoted in the participants' organisations, how companies could work together, and how the Circular Economy Living Lab could help companies resolve their challenges.

THE CIRCULAR ECONOMY Living Lab helps companies and organisations in Uusimaa work in line with the circular economy through student and RDI project cooperation. Through the Living Lab, those interested in project cooperation can find partners and promote joint project preparation, among other things.



Stories from a higher education institution for sustainable development



Mission Positive Handprint project as a finalist in PRO 2023 Responsibility class

THE MISSION POSITIVE HANDPRINT project coordinated by Laurea is one of the three finalists in the Responsibility class of the PRO 2023 awards in the hotel, restaurant and catering sector. A PRO award for responsibility is granted to a party making special efforts to promote the principles of sustainable development in the hotel, restaurant and catering sector.

THE TWO-YEAR MISSION Positive Handprint project launched at the beginning of September 2021 supports the resilience of companies in the restaurant sector and the adoption of more responsible and ecological operating methods by them. The project carried out together by Laurea University of Applied Sciences, JAMK University of Applied Sciences and Savonia University of Applied Sciences built networks of catering sector companies in three regions: Uusimaa, Central Finland and Northern Savo.

THE THEMES OF THE Mission Positive Handprint project are communication about responsibility, management

of food waste, carbon footprint of food, sustainable takeaway food services, new sustainable food service concepts as well as energy consumption, which has now become particularly topical.

SOCIAL RESPONSIBILITY EMERGED as a wildcard theme highlighted by the participating pilot restaurants. "This is a good example of the pilot restaurants' willingness to also draw attention to shortcomings in the industry and build a more sustainable food sector in the future", says **Mika Vitikka** from Laurea, the project's restaurant expert.



A Community-oriented UAS



At Laurea, we believe in co-creation and collaboration. We wish to make all voices heard in our community, trust in democracy in higher education, and support our community members in taking personal responsibility for their lives as well as common issues.

STUDENT-CENTRIC GUIDANCE AND the development of Laurea's guidance services have been continued at Laurea in the Koppi! process (Completing pandemic period studies) and the Popup Guidance project. This project, which was operational during 2022, received a special Ministry of Education and Culture grant for measures required due to the pandemic to balance out the learning gap of higher education students and to bolster support for progress in studies, guidance and student well-being. The Koppi! project continued the OMA OTE and HALI projects previously funded by the Ministry.

THE AIM OF THE KOPPI! project was to make it easy for students at Laurea to access timely guidance they need

on a one-stop-shop basis. This is achieved through the multi-actor services of Popup Guidance. Popup Guidance provides services that support studies and well-being at a single location, which students see as accessible guidance. It also coordinates outreach work aiming to give students who have dropped out access to its services.

ANOTHER AIM WAS to provide special support for students approaching graduation. Students receive personal competence guidance that enables them to complete their studies. A student receiving intensified guidance has a dedicated teacher tutor who recognises existing competence, directs the student to using optional ways of earning credits, and potentially

supervises the student's thesis. This guidance work is carried out by dedicated Koppi! instructors based on information produced by outreach work. Popup Guidance continues to operate, and Koppi! guidance is also provided at Laurea in 2023.

THE SERVICES OF the Finnish Student Health Service were expanded to university of applied sciences students in 2021, and cooperation with higher education institution actors has been put on a more permanent footing. To support student well-being, a third counselling psychologist started at Laurea in 2022. The need for support for learning and study skills provided by special needs teachers has increased.

TO PROMOTE THE equality and non-discrimination of students and staff, Laurea prepared equality and accessibility plans in 2021. Laurea is also involved in several equality projects. Equality between students has been promoted in the ESF-funded NAU! project (2020–2022), which is part of a larger equality project in Finnish higher education institutions.

THE INCITIES PROJECT, for its part, combines work on equality, non-discrimination and inclusion among staff and students and renews equality work in both Laurea and four other European higher education institutions of the PIONEER network. The equality work is associated with a project titled JeS (Joint eStories - From Fear to Fair). The objective of Laurea's project is to develop social responsibility in higher education, promote human rights and give a voice to immigrants with different statuses.

ACCESSIBILITY OF THE UNIVERSITY'S physical environment is one of the objectives recorded in Laurea's Student Accessibility and Equality Plan. Information on campus accessibility is also available on the public website. To achieve this goal, the current state of accessibility in Laurea's physical environment on all six campuses was surveyed in 2022 (read more on p. 45).

GOOD PRACTICE: ACCESSIBILITY EXTENDS TO ONLINE SERVICES

IN ADDITION TO the physical environment, the higher education institution's digital services must also be accessible, making it possible for everyone to use them. Digital services include information systems and interfaces, online learning environments, project websites, digital learning materials, electronic publications and theses, websites and other public web services.

LAUREA COMMISSIONED accessibility statements from a third party for the most frequently used online services. System administrators are responsible for promoting the elimination of shortcomings mentioned in the statement. The Laurea.fi web service also uses a system which automatically assesses the accessibility of the website and reports any shortcomings as well as improvements made.

THE EUROPEAN UNION Web accessibility directive entered into force at the end of 2019. A study published by the University of Jyväskylä in 2022 found that accessibility challenges can still be encountered on the main pages of Finnish higher education institutions. The study highlights Laurea's website as a positive example.

AMONG OTHER THINGS, the study examined the types of accessibility defects that can be found on higher education institutions' websites and how they can be detected using different tools, as well as how accessibility has changed since the Directive entered into force. The number of defects found on Laurea's website was very low, and Laurea ranked among the top Finnish higher education institutions in this review.





Mental health rehabilitees worked under the guidance of social services students

TIKKURILA CLUBHOUSE IS a community consisting of mental health rehabilitees and paid personnel. The Clubhouse offers activities and peer support based on rehabilitees' personal needs. Its goal is to improve rehabilitees' quality of life, reduce their need for hospital care, and support them in studying and finding employment.

LAUREA AND TIKKURILA Clubhouse have launched cooperation that includes employing mental health rehabilitees on Tikkurila campus under the guidance of social services students. For example, rehabilitees from Tikkurila Clubhouse participated in the arrangements for national Bachelor's degree entrance examinations in spring and autumn 2022.

PROJECT-TYPE TASKS FOR rehabilitees were identified on Tikkurila campus, one of which is the four-day UAS entrance examination that creates a major workload for Laurea's staff. The rehabilitees

assisted the lobby services in various tasks during the examinations, and they were also paid for their work.

SOCIAL SERVICES STUDENTS, on the other hand, gained guidance experience. As part of their study unit on Rehabilitative Working Methods, Guidance and Counselling in Adult Social Work, students served as job coaches for Clubhouse clients who did short-term jobs with support at Laurea.

IN ADDITION, STUDENTS worked in small groups to plan, implement and evaluate the Clubhouse clients' weekly programme. As part of this cooperation, Tikkurila Clubhouse and its volunteers have also participated in our study unit by telling students about the service and the challenges to mental health rehabilitee's life management and functional capacity.



An accessible educational institution is a place where everyone can study

A SURVEY THAT EXAMINED accessibility on all six Laurea campuses was completed at the beginning of this year. Primary accessibility information was extracted from the survey reports. The accessibility information for each campus as well as contact information for these issues can now be found on Laurea's website. The survey was carried out by Riesa Consultative Oy, a company that focuses on promoting accessibility and equality.

THE SURVEY CONDUCTED at Laurea examined the current state of accessibility, with a focus on the facilities and services that play a key role in students' lives. Experts from Riesa familiarised themselves with the facilities of each campus, photographed and measured them, and assessed their accessibility. "When we think about an educational institution, it is important to examine the entire path that students go through. What students do in the facilities, how they move and what

kind of services they need in addition to the learning facilities", says **Atso Ahonen**, one of the founding members of Riesa, who himself graduated from Laurea in 2015.

ACCORDING TO THE RIESA experts, a good educational institution must promote accessibility by considering the needs of the mobility, visual and aural environments.

ENSURING AN ACCESSIBLE learning environment is something that every campus user can also contribute to. "Having an open mind and accepting diversity are important starting points for all users of the facilities. It is also important that, for example, every person who uses the Kampusparkki facilities keeps an unobstructed access open to the refrigerator, microwave and other parts of the facilities", the experts from Riesa explain.



Laurea students participated in the Night of the Homeless once again

THE NIGHT OF THE HOMELESS event again took place on the UN's International Day for the Eradication of Poverty, 17 October. The annual event raises awareness of homelessness, brings together various actors and support services, and collects donations for those without a permanent home.

YEAR 2022 MARKED THE 20th anniversary of the event. Over the years, the number of persons without a permanent home has decreased in Finland from over nine and a half thousand in 2002 to less than four thousand. The theme of the Night of the Homeless event in 2022 was Future with no homelessness. It drew attention to the length of the journey already travelled and, accordingly, the events highlighted the concrete measures that could be taken to fully eliminate homelessness in Finland even over a short period of time.

AS IN PREVIOUS YEARS, many other cities around Finland participated in the Night of the Homeless with their own events, in addition to the main event in Helsinki. Laurea students were once again involved in organising some of the events. For example, social

services students participated in organising the Night of the Homeless in Porvoo.

THE EVENT IN PORVOO took place in a small church and in its surroundings. This event arranged in collaboration by many actors featured food service, information and donation stands, and a panel discussion and visiting artists. Student teams from the Exerting influence in the social care sector and Intoxicant abuse work courses on Laurea's Porvoo campus were involved in many events.

MIIA HEIKKILÄ, A SOCIAL SERVICES student who participated in the events through her Intoxicant abuse work course and acted as a team leader, says that taking part in the Night of the Homeless was instructive: it allowed her to apply what she had learned and observe in concrete terms the work that is actually done around homelessness. *"In general, getting a chance to learn and find out more in practice is always a wonderful resource",* she says, hoping that Laurea's students will be able to participate in organising this event also in the future – as long as the need for it persists.



Bring Your Child to Work Day turned Laurea into a hive of activity

LAST YEAR, THE Week of Children's Rights was celebrated on 14–20 November. The theme week includes the national Bring your Child to Work Day, which also brought unusual activity to Laurea's corridors, classrooms and workspaces on the Friday in question.

THE THEME DAY organised on the initiative of the Ombudsman for Children and their partners took place for the fifth time. The event encourages workplaces to be child and family friendly by also making families visible at workplaces.

ON LAUREA'S LEPPÄVAARA and Tikkurila campuses, the Bring Your Child to Work Day was celebrated in a happy and inquisitive atmosphere with a total of twenty children aged from 2 to 11 in attendance.

DURING THE DAY, the visitors were introduced to the campus facilities: in Tikkurila, they took a peek at the President's room and administrative offices, the staff room, the communications and marketing office, the library and the multisensory space. They also admired

the view of the downstairs restaurant from the elevator lobby on the fourth floor.

Closing words

ASSESSING IMPACT IS neither easy nor straightforward. The most interesting and in-depth impacts are created over time, as a result of close cooperation and trust. Quantitative reporting on the impacts can be difficult and does not always do justice to the diversity of these phenomena. While quantitative factors are important in the assessment of impact, we also need examples that illustrate creative cooperation. As this review indicates, Laurea's work and results inspire many different stories. This compilation describes key indicators as well as development ideas and innovations that combine various competences and have been generated collaboratively.

WE AT LAUREA BELIEVE that impact is created from new ideas and perspectives developed in cooperation – working alone makes it difficult to achieve long-term changes. All parties contributing to innovation are equal: students, partners and our staff. Did this report pique your interest? Would you like to discuss our results or opportunities for cooperation? Please contact our regional service managers or continue the discussion on Twitter with [#LaureaUAS](#).

Become one of Laurea's key partners!

A key partnership with Laurea is a paid partnership that guarantees the partner extensive and systematic cooperation with Laurea's various degree programmes. It can involve cooperation with students, research, development and innovation activities as well as business activities. The key partnership concept encompasses project and recruitment cooperation and a visibility package.

As one of Laurea's key partners you get:

- A contact person, who, in connection with annual planning, will help survey all the partner's needs in relation to the services that Laurea offers in its different fields of study
- Multi-disciplinary cooperation with students from different degree programmes (study units or individual projects, placement, theses)
- Extensive visibility in Laurea's communication channels, which reach both students and staff
- Targeted job and placement advertising to students
- Visibility on all of Laurea's campuses
- Access to Laurea's partnership portal
- Free access to a career and recruitment event
- Access to Laurea's networking event for partners
- The opportunity to test and develop products and services in Laurea's various learning and development environments (Living Lab)

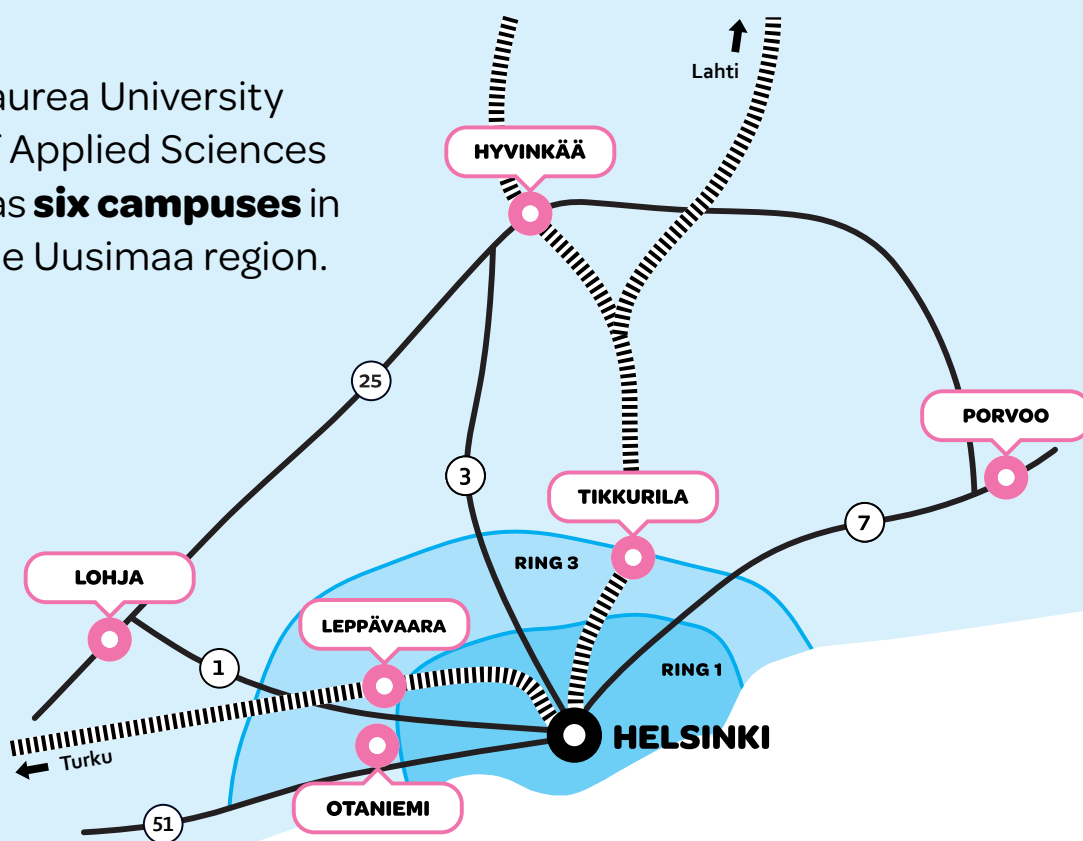
Interested?

More information on key partnership:

www.laurea.fi/en/key-partners



Laurea University of Applied Sciences has **six campuses** in the Uusimaa region.



Real-life assignments arising from the needs of workplaces have a significant role in the studies. These projects help students to develop networks during their studies and also to develop important workplace skills.

The Laurea community comprises of about **8,500** students, **650** personnel and over **34,000** Laurea alumni. Laurea has no religious or political affiliations.

Laurea carries out practical research and development on strategic research areas that are based on tomorrow's needs and strong competence in the social services and health care sector, service business and security.



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