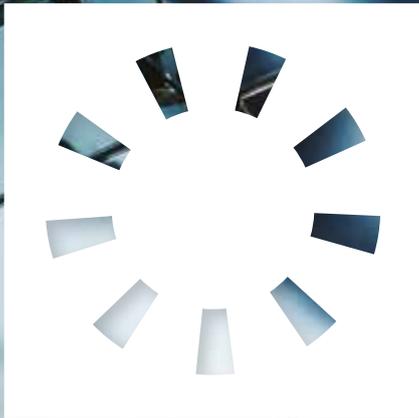




STRATEGY 2030

of Laurea University of Applied Sciences



BE OPEN



MAKE IMPACT



ACT RESPONSIBLY



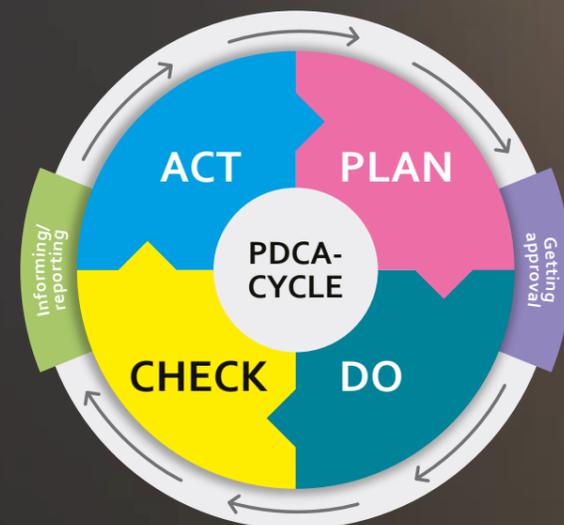
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Foreword

THE STRATEGIC INTENT of Laurea University of Applied Sciences is to be an international developer of working life competence and vitality in the Uusimaa region in 2030. In this strategic plan, we describe the critical needs for change identified in our strategy process as well as the strategic choices required to meet these needs and to achieve our strategic intent.

IN LINE WITH our revised strategy process, our strategy is based on the **Plan-Do-Check-Act (PDCA)** cycle and the idea of continuous improvement, according to which understanding is generated, developed and



constructed cyclically. At the level of strategy, the foundation builds on the utilisation of existing knowledge and the appropriate mix of foresight, planning and execution. The objective

is to strengthen the impact of our institution by being more attentive to the needs of both our external stakeholders (funders and partners) and our internal stakeholders (students and staff).

ALL THE MEMBERS of the Laurea community as well as our key stakeholders can help produce and analyse information and make observations required for our iterative and annually specified strategy. The objective is to anticipate any regional, national and international changes in our operating environment and to react accordingly.

IN OUR STRATEGY, we also describe the areas of expertise of Laurea University of Applied Sciences and the strategic themes that guide our key choices and define our institution in view of our strategic intent for 2030. The implementation of our strategy becomes more concrete in the annually prepared action and financial plan. In this context, Laurea always strives to follow its brand promise, working **openly, effectively and responsibly**.

**LAU
REA**

AMK | UAS



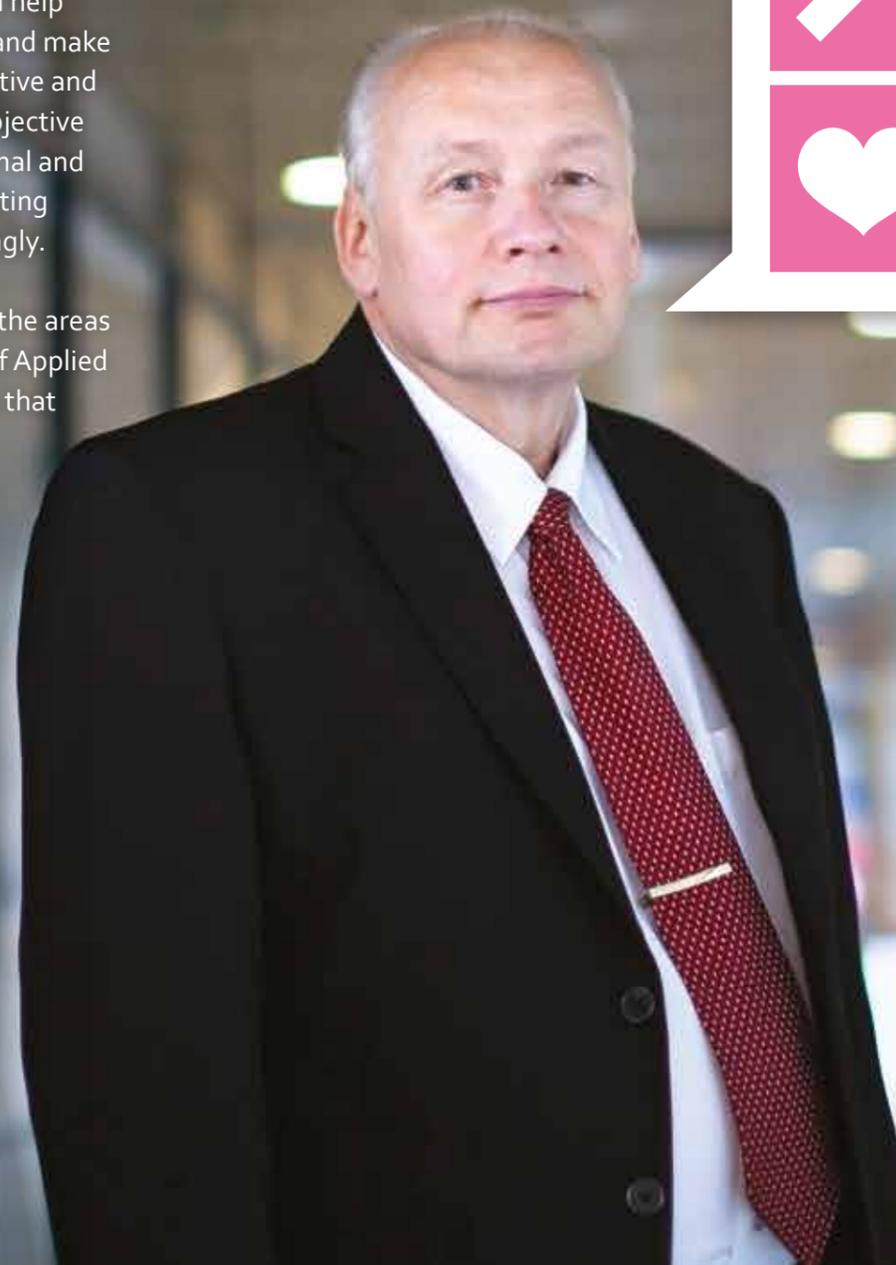
Be open



Make impact



Act responsibly



Jouni Koski
President, CEO, PhD

1. Critical needs for change at Laurea

During its strategy process, Laurea identified the following critical needs for change required to achieve the strategic intent of being an international developer of working life competence and vitality in the Uusimaa region in 2030:

1 PROMOTING A COMPETENCE-BASED APPROACH, THE QUALITY OF LEARNING AND THE EFFECTIVENESS OF STUDIES IN DEGREE EDUCATION

THE COMPETENCE REQUIRED in the working life must be better identified to ensure a competence-based development of the students' skills and knowledge and to recognise competence acquired elsewhere. In degree education, the quality of learning must be developed through individual guidance and appropriate pedagogic solutions. A quick and smooth study progress must be ensured to all students.

INDICATORS: the number of bachelor's degrees completed within the target duration, feedback from graduating students, the number of master's degrees, employment and nature of employment.

2 INCREASING NON-DEGREE EDUCATION IN ORDER TO ADDRESS THE CHALLENGE OF CONTINUOUS LEARNING IN SOCIETY

TO MEET SOCIETY'S call for continuous learning, it is necessary to set up competence modules based on the needs of working life, which are also easily accessible to students who work. The options offered as open university studies, professional specialisation studies and other continuing education must be actively marketed.

INDICATORS: the quantity of studies completed in the open UAS, professional specialisation studies and other non-degree studies.

3 EXPANDING THE RANGE OF HIGH-QUALITY OPEN DIGITAL STUDIES AND ACCESS TO THEM

TO EXPAND THE range of digital studies and access to them, it is necessary to develop digital degrees and degree components which can be openly used throughout our institution so that they effectively

support both degree education and continuous learning. The scalability and high quality of digital education must be ensured by centralising critical competence in Laurea's organisational structure.

INDICATORS: the quantity of open, CC-licensed digital studies on offer and feedback on studies.

4 EXPANDING AND DEEPENING THE STRATEGIC REGIONAL, NATIONAL AND INTERNATIONAL PARTNER NETWORK

THE STRATEGIC PARTNER network must be systematically expanded and deepened to support the development of Laurea's areas of expertise and to boost their impact. To strengthen the students' employer networks and their qualitative employment, we must conclude key partnerships and maintain them methodically. The partner network must be systematically activated to strengthen research and development activities and business operations.

INDICATORS: the number of strategic partnerships, feedback from stakeholders, number of organisations that would recommend Laurea.

5 INCREASING THE IMPACT OF R&D ACTIVITIES AND BOOSTING COMPETITIVE FUNDING

THE IMPACT OF R&D activities must be increased by focusing on Laurea's areas of expertise, by involving our partner network (especially companies and municipalities in our area of operations) more systematically in R&D project activities, by utilising and disseminating the results of our projects methodically and by raising the amount of external competitive funding.

INDICATORS: funding of competitive R&D, number of publications, feedback from stakeholders.

2. Laurea's strategic choices

To achieve our strategic intent of being an international developer of working life competence and vitality in the Uusimaa region in 2030, we have made the following strategic choices that address the critical needs for change identified during the strategy process:

1 FULFILLING THE SERVICE PROMISE MADE TO STUDENTS

WE ARE GENUINELY student- and customer-oriented in all our operations. Our service promise, "**We are here for you at Laurea**", is an assurance of a good learning environment for our students and of partnership and joint development for our partners. This means that our students can study flexibly and get personal guidance and feedback. Their smooth study progress is supported by high-quality student services. Our students build their future together with the Laurea community and employers. At Laurea, no one is left alone without guidance.

2 BUILDING IMPACT THROUGH THE INTEGRATION OF TEACHING AND RDI ACTIVITIES – BY GATHERING VERTICAL RESEARCH DATA IN DEGREE EDUCATION AND BY APPLYING IT IN RDI ACTIVITIES

ALL OF OUR teaching and RDI activities will be integrated to have a positive impact on society. We will create a special strength by adopting a new operating method in degree education in which we systematically collect longitudinal research data in all our areas of expertise to produce unique, open research material for the use of society at large.

3 STRENGTHENING THE LEARNING BY DEVELOPING (LBD) PEDAGOGIC ACTION MODEL AND APPLYING IT EFFECTIVELY ALSO IN DIGITAL LEARNING ENVIRONMENT

AT LAUREA, ALL learning is based on the Learning by Developing action model, which means that learning always involves a partner organisation and/or an RDI project. Laurea's online degrees and digital learning environment will also distinguish themselves by applying the LbD model.

4 APPLYING SERVICE DESIGN APPROACH AND METHODS AND CO-CREATION IN ALL OPERATIONS

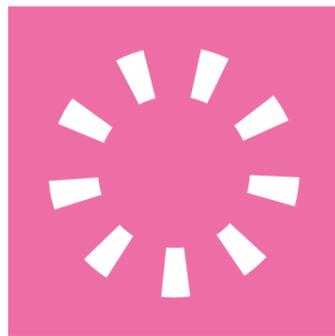
ALL MEMBERS OF the Laurea community – both staff and students – are proficient in the service design approach and know how to apply co-creation methods. Laurea's special strength lies in its customer-centric philosophy and action model.

5 SYSTEMATIC DEVELOPMENT OF PERSONNEL COMPETENCE AS PART OF THE QUALITY SYSTEM

ALL LAUREA EMPLOYEES actively develop their competence by participating in working life partner networks, R&D project activities, regional development and business operations. Both working life partners and students consider the staff members to possess competitive professional competence in their areas of expertise. The quality system is used to assess any needs for development regarding staff competence, and staff competence is evaluated and managed systematically.

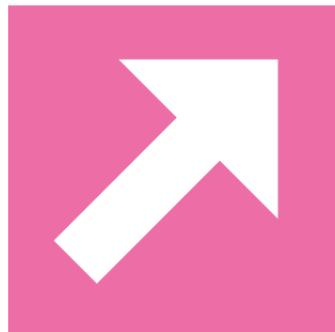
3. Laurea's values

Openness, effectiveness and responsibility are the values that guide Laurea's operations and work.



OPENNESS

means transparent operations. Competence, knowledge and materials are distributed openly within the Laurea community. Openness thus creates mutual trust, which is the prerequisite for successful co-creation and operations. Openness helps develop the substance and methods of teaching, improve the quality of RDI activities and accelerate the distribution of information in regional development.



EFFECTIVENESS

guides all activities at Laurea. Laurea's societal impact encompasses the development of working life competence and vitality in the Uusimaa region. For working life partners and students, effectiveness means competence development and the capacity for renewal, while in RDI activities, it means the creation of new solutions. In order to boost effectiveness, all members of the Laurea community strive to actively participate in regional, national and international societal interaction.



RESPONSIBILITY

means collaborating and taking responsibility for the results of our work. Whether working independently or with others, all members of the Laurea community act ethically, follow a student- and customer-centric approach and support the success of other students/partners in a responsible manner. Laurea promotes economically, socially and ecologically sustainable development in all its operations. Laurea creates new solutions for sustainable development through its teaching and RDI activities.



4. Laurea's areas of expertise

ALL OF LAUREA'S operations – education, RDI activities, regional development and business operations – are linked by solid areas of expertise (**Figure 1**), where Laurea strives to be a well-known, international reformer of working life competence and developer of solutions. Laurea's particular strength lies in the ingenious combination of different areas of expertise, which can nimbly provide answers to competence and development needs arising from the operating environment. Interaction and personal attention are at the core of each of Laurea's areas of expertise. As the presence of technology continues to grow, the significance of empathy increases, and it becomes increasingly more important to understand human behaviour and the real needs of people in all fields. Using service design and co-creation methods, members of the Laurea community can gain a deep and broad understanding of customers and users as well as use this information to develop working life and to create new solutions. By applying co-creation on a broad scale, Laurea can also strengthen its partner networks' engagement in development activities.

LAUREA'S COMPREHENSIVE safety and security competence encompasses a broad scope of safety, security and risk management topics related to the individual, community, organisations and society. An important reformer of social services and health care, Laurea strives to respond to current social challenges and promote the health and well-being of individuals, families and communities in different situations in life. Laurea's proficiency in responsible service business leads to the development of increasingly customer-centric, efficient and purposeful services. The kind of competence generated at Laurea, building on the use of new technology and the development of customer-centric digital services in different fields, is becoming rapidly more significant in an increasingly digital and technological society. All of these areas of expertise are supported and developed by Laurea's solid proactive and ethical competence and by the promotion of entrepreneurship.

PROGRESS IN LAUREA'S areas of expertise is supported by versatile international competence networks, which add value to Laurea's students and

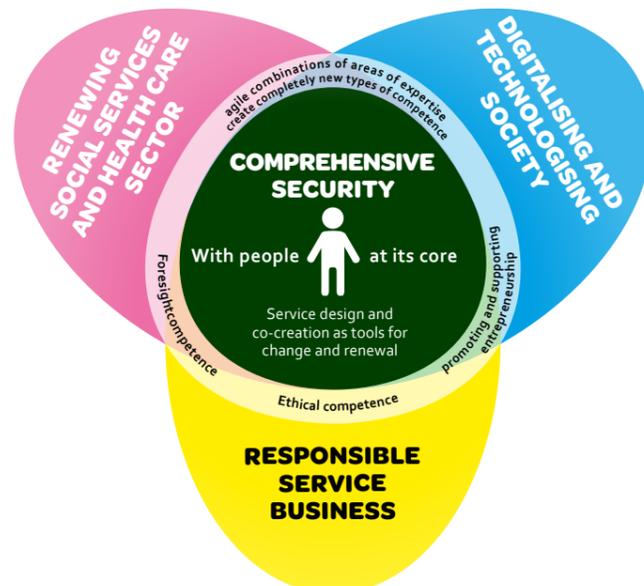


Figure 1. Laurea's areas of expertise

partner networks, improve the competence of the Laurea community and strengthen the content of Laurea's educational and RDI activities.

THE INCREASINGLY RAPID changes in working life emphasise the general working life skills required of graduates with a degree from a higher education institution. Laurea's general working life skills common to all degrees (**Figure 2**) comprise of six competence areas:

1. Self-management and entrepreneurial attitude
2. Critical thinking and problem-solving skills
3. Foresight and innovative competence
4. Competence in communications and interaction
5. Global competence
6. Responsibility competence

THESE SKILLS ARE developed in all studies, and their development is monitored, for example, in connection with personal study plan discussions and career studies. In this way, we help our students enter work life as responsible and ethical professionals who take sustainable development into account in their work, who have the required education and competency to analyse the sustainability of solutions, build networks, make a positive impact, create new solutions and become more international, and who have the capacity and will to approach matters from a humane perspective. Our students learn to verbalise and sell their own competence. They also possess the resources for continuous learning and for developing their competence to match the needs of working life.

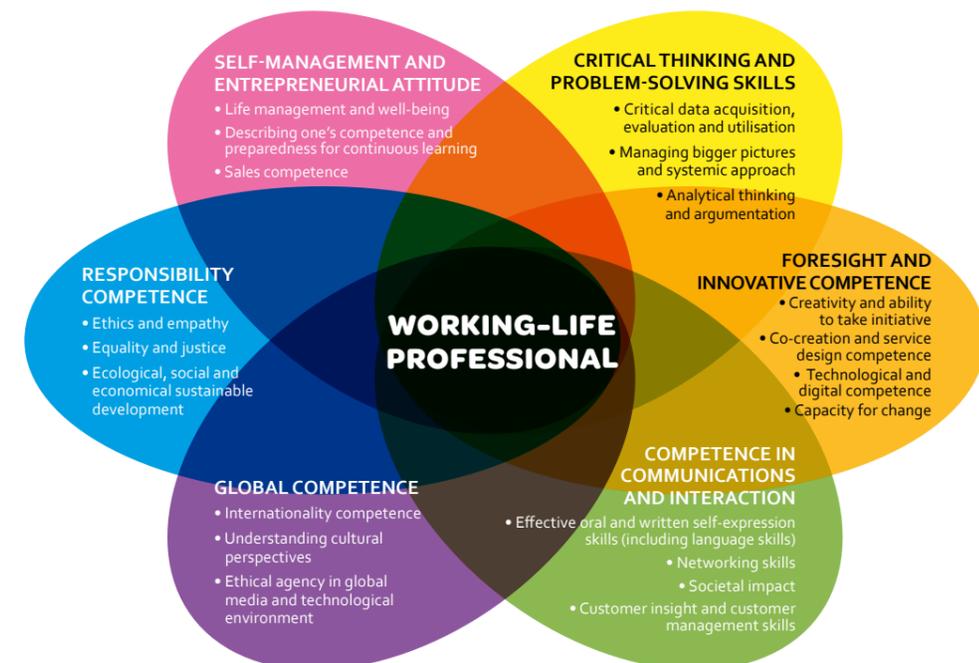
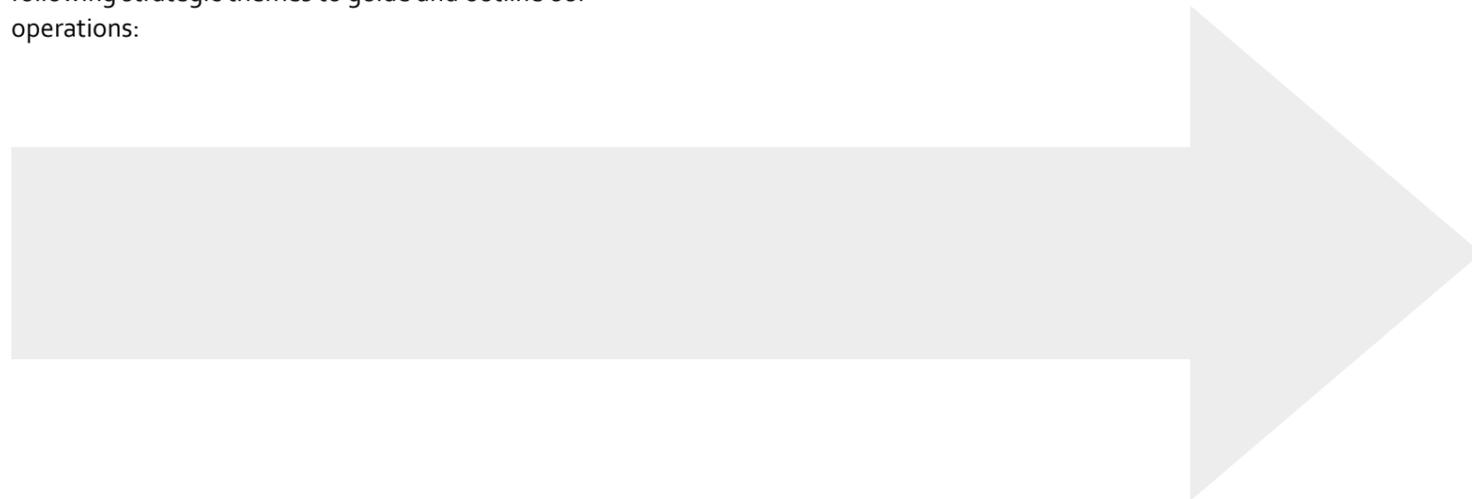
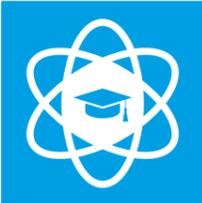


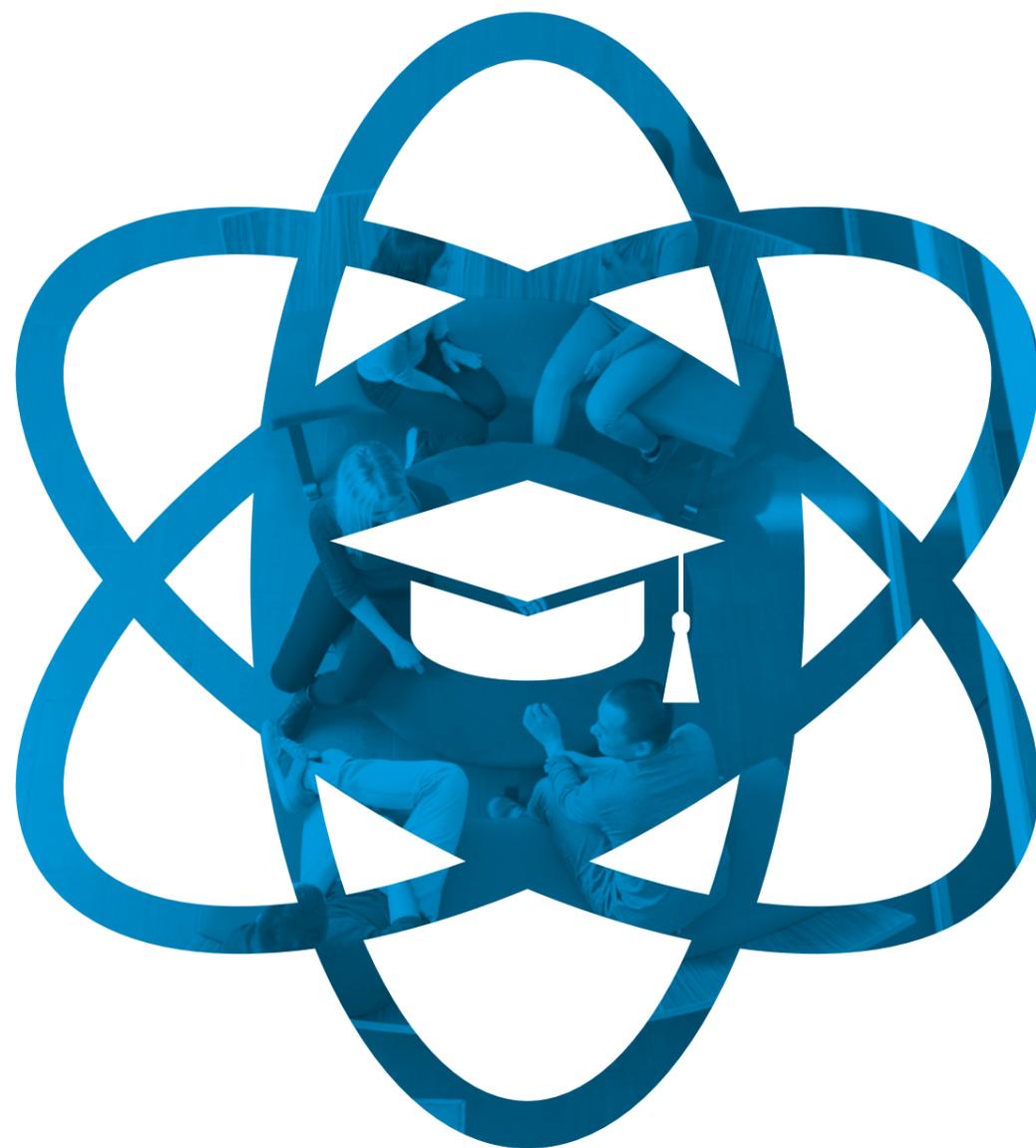
Figure 2. General working life competence common to all of Laurea's degree education

5. Strategic themes guiding Laurea's choices

LAUREA'S CHOICES ARE guided by seven strategic themes, which specify the goals of our diverse activities leading to the achievement of our strategic intent. To ensure that Laurea University of Applied Sciences is an international developer of working life competence and vitality in the Uusimaa region in 2030, we have specified the following strategic themes to guide and outline our operations:



-  1 A student-centric UAS
-  2 A UAS integrated with working life
-  3 A digital UAS that reforms professional learning
-  4 A UAS that develops competence through applied research
-  5 An international UAS that develops the region
-  6 A UAS of sustainable development
-  7 A community-oriented UAS



A student-centric UAS

AT LAUREA, STUDENTS are at the heart of learning. During their studies, students build their competence in a guided manner, working towards the learning outcomes based on the needs of working life. A student-centric approach essentially means that the students' individual goals and competence as well as their work and educational background are taken into account when planning and carrying out their study paths. Laurea offers flexible study opportunities that allow students to complete their degree within the target duration. Competence equivalent to the learning outcomes can also be obtained outside Laurea – at work, at other higher education institutions, in international networks or, for example, through entrepreneurial activities. All students have a personal tutor, who supports them throughout their studies, ensuring a smooth study progress and helping students identify their own strengths and capacity as well as find relevant study paths and opportunities.

AT LAUREA, STUDENTS receive high-quality, flexible and professionally challenging teaching all year round. Laurea's degree education is provided in three distinctive forms as:

1. daytime studies,
2. blended learning and
3. online studies.

ALL THREE APPLY Laurea's Learning by Developing (LbD) model, adapted to the nature of each individual form of study. In all studies, the teacher systematically guides the students and provides constructive feedback to support their professional growth. No student is left to cope alone.

LAUREA'S HIGH-QUALITY, easily accessible student services support a smooth study progress. A wide range of information, guidance and counselling services cover the students' entire study process from the application stage to employment. Guidance and student services are also available in digital format. A student-centric higher education institution engages students widely in the development of education, makes systematic use of student feedback, takes student experiences into consideration in all solutions and strives to understand the everyday lives of students.



We always work according to a customer logic, not a production logic.





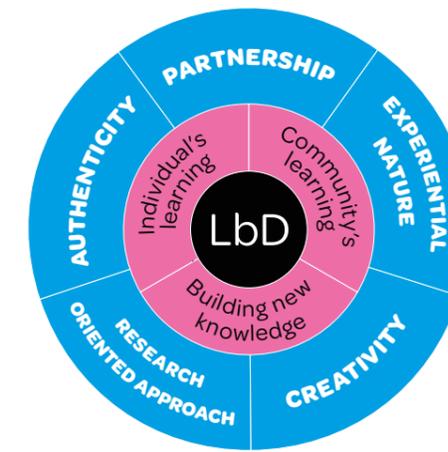
A UAS integrated with working life

AT LAUREA, ALL teaching is based on the Learning by Developing (LbD) model, making Laurea tightly integrated with working life and an international pioneer in this respect. All students get to participate in regional and/or international employer networks and build their future in cooperation with major experts. Workplace learning environments and networks offer versatile experiences, inspire creativity and curiosity, and encourage research and development. The professional competence generated through the LbD model is of a unique nature and follows the changing needs of working life. The model also builds an entrepreneurial attitude – a drive to act, experiment, learn and engage in enterprising activities both as an individual and within an organisation. This results in an encouraging and experimental environment in which students are inspired by entrepreneurship. We support all students in obtaining entrepreneurial competence.

AS A HIGHER education institution integrated with working life, Laurea develops students' competence and the competence of its working

life partners. The LbD model helps develop multidisciplinary expertise that will respond to future needs, create vitality and promote entrepreneurship in Laurea's area of operation. The model also enables teachers to continuously update and renew their competence, keep up to date with changes in the working life as well as build and maintain partnerships and cooperation networks. In addition, they can develop their own work and, together with the students, lay a foundation for new competence through research-based development work.

THANKS TO ITS working life integration, Laurea can pioneer in the field of understanding changes in the working life and of developing and applying new competence and operating models related to these changes. For students, close cooperation with workplaces as well as various entrepreneurial, competence and employer networks ensure good prospects for employment and career development. The networks built during studies carry far into the future.



We always work with the public and private industry, never apart from it.





A Digital UAS that reforms professional learning

THE CHANGING WORK environment calls for increasingly open, diverse and flexible learning solutions. Laurea answers this need by developing high-quality digital degrees, degree components and modules. It manages, develops and provides digital education in a centralised manner. To ensure the scalability and high quality of digital education, Laurea centralises critical competence in its structural framework.

LAUREA'S DIGITAL EDUCATION is distinguished by the application of the Learning by Developing (LbD) model in the digital learning environment. To strengthen its integration with workplaces and employers, Laurea puts digital tools to extensive use in its cooperation with working life. Flexible, digitally oriented learning and development environments pave the way for blended learning and collaborative work and development. During their studies, students participating in digital education grow into empathetic and cooperative experts for the future working life. Laurea's staff

have solid expertise in digital pedagogy and Learning by Developing (LbD). Laurea is a well-known provider of impactful competence and high-quality digital services. Students have easy access to all of Laurea's student services from their own terminal devices regardless of time and place. High-quality student guidance is also offered digitally.

WE DEVELOP, SHARE and use Laurea's digital degrees and degree components openly throughout our institution to ensure that they effectively support both degree education and continuous learning. An open approach helps us ensure that the substance and methods of learning are developed continuously and collaboratively and that our education is of a high quality.



When developing digital learning solutions, we always take into account the quality of learning and their integration with working life.





A UAS that develops competence through applied research

TAKING ADVANTAGE OF its solid, multidisciplinary competence, Laurea uses its applied research to renew the substance of teaching and the competence generated within the institution, solve societal problems, create new solutions and build new business. Laurea's research is of a participatory and applied nature. It is integrated into all our education, development and innovation activities, which boosts the impact of our activities. In compliance with the principles of open science and research, we produce and make use of open research data. We will create a special strength by adopting a new operating method in degree education in which we systematically collect longitudinal research data in all our areas of expertise to produce unique, open research material for the use of our own applied research and society at large. Working with the students, we use information resources, scientific data and the curriculum objectives to formulate learning, internship and thesis assignments that match the students' level of competence and that help expand existing data repositories with data collected at Laurea. The students' learning can be promoted, for example, with assignments that contribute to data repositories with qualitative observations or interviews. The augmented data repositories and the resulting cumulative data are used in theses, in participatory research and regional development as well as in service business, in compliance with the FAIR (Findable, Accessible, Interoperable and Reusable) Data principles.

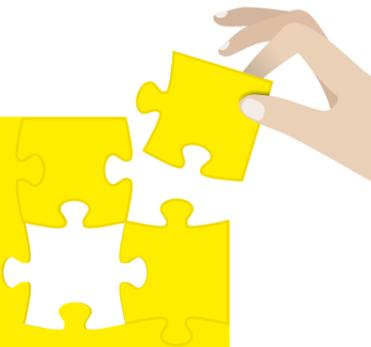
WE ACTIVELY SEEK topical and pressing challenges that we can work on in multidisciplinary cooperation with businesses, public organisations and third-sector operators. Globalisation, technologisation

and the related economic changes create a framework for a new kind of competitive advantage and for a new work environment, calling for new competence and innovative solutions. We aim to provide research-based solutions by engaging in applied and practical research and development in our areas of expertise (see page 7, Figure 1. Laurea's areas of expertise), which are based on forecasts of future needs and the identification of our present strengths. We use the previously described data repositories for our forecasts. We also offer our partners a diversified national and international collaboration network. Applied and participatory research enables us to regenerate our competence and educate new professionals that can answer the needs of society. Students participate in genuine research, development and innovation projects that follow the Learning by Developing (LbD) model. This helps students build their professional networks and the staff to develop their competence. In line with the principles of open science and research, students also learn future skills regarding the use of citizen science and open data.

TO INCREASE THE impact of our RDI activities we focus on Laurea's areas of expertise, involve our partner network (especially companies and municipalities in our area of operations) more systematically in R&D project activities, utilise and disseminate the results of our project activities methodically and raise the amount of external competitive funding. We aim for long-term, extensive cooperation with our partners and raise funding for our ambitious projects equitably from different sources.



We focus on applied and participatory research in Laurea's areas of expertise.





An international UAS that develops the region

LAUREA BOOSTS WORKING life competence and vitality in the Uusimaa region, taking a regional, national and international approach. In our diversified regional development activities, we pay attention to the special questions affecting the Uusimaa region. This means that regional development encompasses the various development needs of metropolitan cities, regional towns and municipalities in the Uusimaa region. Immigration is making the Helsinki Metropolitan area rapidly more international, while service development faces new challenges from population trends. Thanks to co-creation and service design, services can be developed both in areas of strong population growth and outside major population centres.

A REGION'S VITALITY comes about through the common goals of different actors. We want to take part in defining these goals when regional strategies are drawn up and carried out. Regional development means consistent interaction in the region, collaboration and active development

of cooperation, supported by teaching provided at Laurea as well as by research, development, innovation and business activities. Laurea's regional development partners include companies, public organisations and third-sector stakeholders as well as other working life organisations.

LAUREA'S STRATEGIC COOPERATION with higher education institutions and other educational establishments as well as the relevant distribution of work are defined in cooperation with other regional actors. We work in networks and in close cooperation with our partner higher education institutions. In the context of regional development, we create smooth paths from upper secondary level education to higher education institutions and offer a broad range of module-based studies at the open university of applied sciences as well as a variety of continuing education solutions for those already employed.



We always observe the needs of the metropolitan area, regional towns and municipalities in the Uusimaa region.





A UAS of sustainable development

WE TAKE SUSTAINABLE development into account in all our operations. Laurea respects the environment when using natural resources and uses society's resources in a responsible manner. Through its activities, Laurea promotes economically, socially and ecologically sustainable development on both a regional and a national level. In questions affecting the whole world, such as the combat against climate change and poverty, Laurea operates internationally, for example, through development cooperation.

LAUREA INCORPORATES sustainable development themes in all its curricula and promotes their execution in society through its research, development and innovation activities. Laurea also works actively to create services that advance sustainable development and promote accessibility regardless of time and place. To boost sustainable development, all Laurea employees allocate their working hours so that their activities and their outcome contribute to the achievement of Laurea's objectives in the best possible way. This ensures that Laurea uses the resources of society optimally as regards students' learning, the progress of studies as well as regional development.

LAUREA DEVELOPS THE facilities at its disposal so that their carbon footprint is as small as possible. Laurea modernises the building technology of its facilities to be more energy-efficient, builds solar power stations on its campuses and places its campuses along good public transport connections. Members of the Laurea community favour public transport in work-related travel, and Laurea develops travel practices to reduce the use of private cars and air travel. Laurea offsets the emissions for its air travel. Laurea and the entire Laurea community systematically develop and assess the quality and impact of their operations.



We always promote sustainable development for the benefit of all.



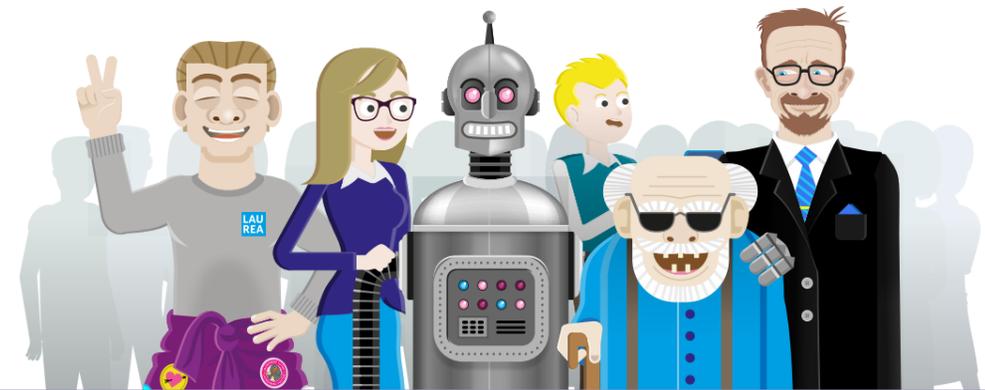
A community-oriented UAS

AS A COMMUNITY-ORIENTED university of applied sciences, we believe in co-creation and collaboration. We also respect democracy in higher education and want everyone to have their voice heard in our community. We appreciate diversity and all people. Laurea and the members of the Laurea community treat everyone equally irrespective of their religion, age, ethnic background, gender or sexual orientation. We include all the members of the Laurea community equally in our work, including those who do not speak Finnish.

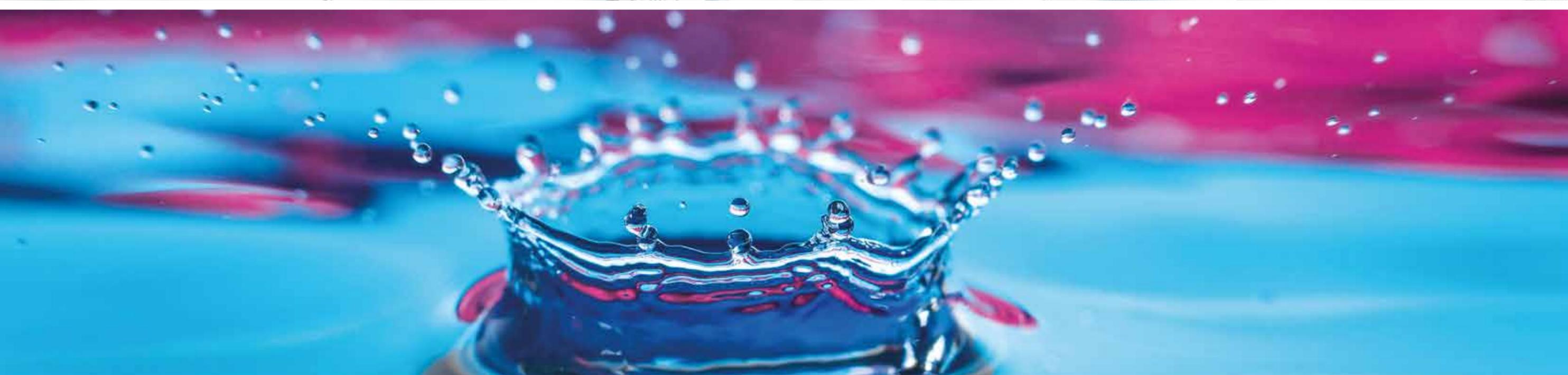
WE PROMOTE HEALTH, well-being and safety in a manner that increases learning motivation and well-being at work in our community-oriented

institution. We want to improve the ability of individuals to assume personal responsibility for their own lives and for common issues. We, therefore, want to support our employees' participation in societal activities through voluntary work. During their studies, all of Laurea's students participate in voluntary work that supports society and promotes well-being.

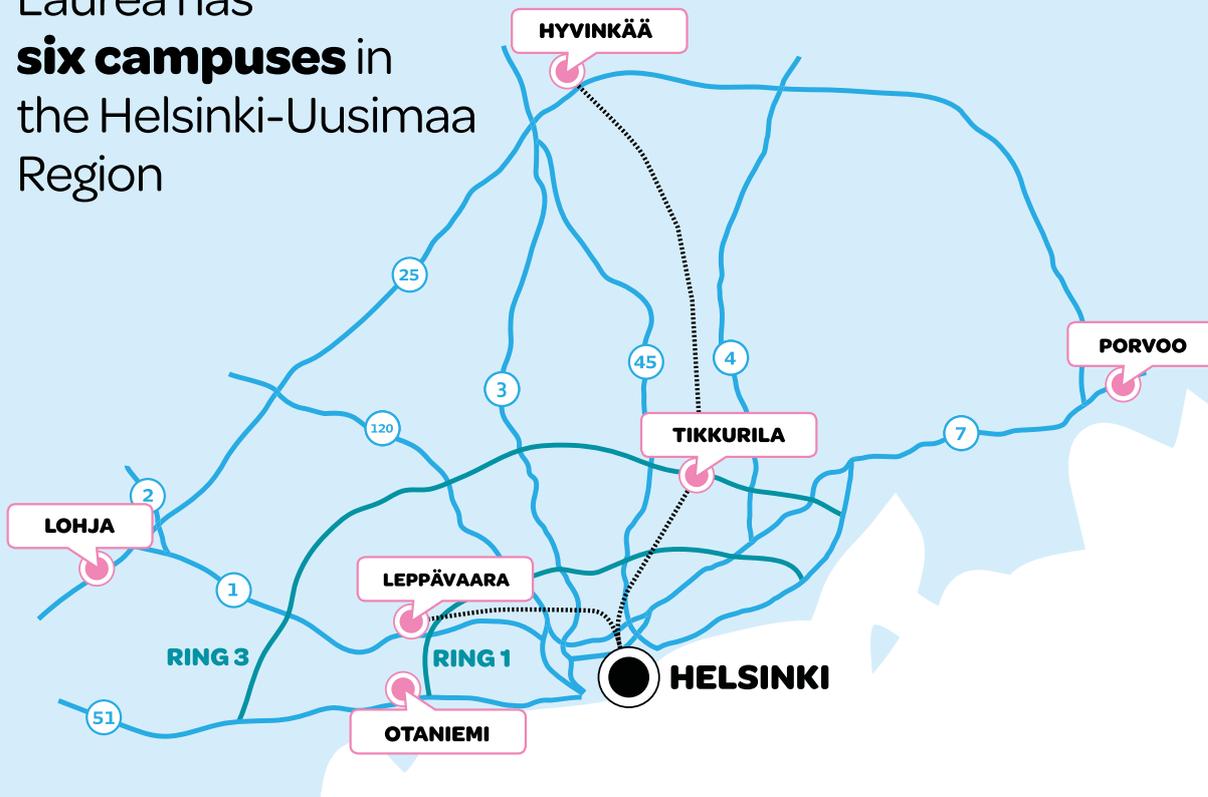
WE MONITOR AND develop employee and student well-being systematically in our community-oriented university of applied sciences. We regularly enhance management, leadership and supervisory activities based on the feedback we collect.



We are always committed to cooperative development and operations.



Laurea has
six campuses in
the Helsinki-Uusimaa
Region



REAL-LIFE ASSIGNMENTS arising from the needs of workplaces, such as projects, 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 approximately **7,800** Bachelor's degree students, **880** Master's degree students, **550** staff members and over

26,000 Laurea alumni. Laurea has no religious or political affiliations.

LAUREA FOCUSES ON practical research and development work in strategic areas, based on future needs and strong expertise in the fields of social services and health care, service business and security.



AMMATTIKORKEAKOULU

University of Applied Sciences

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