

The logo consists of the words "LAU" and "REA" stacked vertically in a bold, white, sans-serif font, enclosed within a solid blue square.

LAU
REA

AMMATTIKORKEAKOULU
University of Applied Sciences

The year "2019" is rendered in a very large, white, sans-serif font, centered horizontally and partially overlaid by a blue geometric pattern of triangles. The background of the entire cover features a collage of blue-tinted photographs: a group of people in the top left, a woman pointing at a screen in the top right, hands working on a project in the middle, a student writing at a desk in the bottom left, and a handshake in the bottom right.

2019

ANNUAL REPORT



Content

Review by the president	4
Education	6
RDI activities	8
Services	10
Personnel	12
External relations	14
Key figures 2019	16
Board of directors	20
Finance	22

Review by the President: Strong results and strategy renewal at Laurea University of Applied Sciences in 2019 to address the demands of the new decade


THE 2019 OPERATING year was a success for Laurea University of Applied Sciences from the perspective of the education, research, development and innovation (RDI) activities and regional development. Laurea's degree programmes again had the highest appeal (measured as the number of primary applicants per starting place) among the universities of applied sciences in Finland in 2019. The number of primary applicants in the spring 2019 joint application procedure reached 7.6 per starting place, which is Laurea's all time record. Laurea meeting the needs of workplaces is demonstrated by the fact that the level of employment of Laurea graduates again was excellent, ranking us once again at the top among the universities of applied sciences in terms of student employment.

IN RECENT YEARS, the internationalisation of our RDI activities has increased considerably, and compared to the other universities of applied sciences, the level of external funding subject to competition (the EU's Horizon 2020 funding) we received last year was again particularly high. In 2019, the RDI funding subject to competition increased overall by as much as 27 per cent from 2018, amounting to a total of EUR 4.5 million.

THE FINANCIAL RESULT (EUR 1.9 million) of Laurea University of Applied Sciences Ltd. for the 2019 operating year is good and operating profit is as budgeted (EUR 140,820). In 2019, we continued to actively develop our higher education operations to improve both quality and efficiency, taking into consideration the universities of applied sciences funding model based on performance. As of 1 January 2021, the model will undergo changes that will be unfavourable for the university of applied

sciences. We also responded to the decreasing amount of state funding by developing Laurea's business operations, which continued to strengthen slightly in 2019 (EUR 2 million). The third operating year of the strategic alliance of large universities of applied sciences (3AMK), formed by Laurea, Haaga-Helia and Metropolia, saw solid and established operations, although strong development work continued in all areas of cooperation.

LAUREA'S STRATEGIC INTENT, defined in the new strategy that was finalised during the 2019 operating year, is to be an international developer of working life competence and vitality in the Uusimaa region in 2030. Laurea's Learning by Developing action model is also a factor that highlights regional development as the focus area of the higher education institution. The operating model enables the entire higher education community to participate in research-oriented co-creation with stakeholders in the region in an agile manner. In this way, Laurea's operations also strengthen the future prerequisites for growth and export in small- and medium-sized businesses, promote the establishment of new enterprises, and strengthen the impact of public sector services, in particular.



Jouni Koski
President, CEO



Katri Ojasalo
Vice President (Education)

Education: A year of developing student-centric operations and guidance

LAUREA'S DEVELOPMENT WORK related to education strengthened the realisation of the student-centric approach by including a student representative, appointed by the student union, in each education development group. Contacts with workplaces were made more systematic by setting up workplace panels in all degree-awarding education. These panels convene regularly and include representatives from a broad spectrum of workplaces.

THE FOCUS OF the development of Laurea's education activities was on the implementation of a guidance and counselling plan that covers the entire study path and on the scheduled deployment of the measures included in the Laurea Digitalisation 2020 policies. In 2019, Canvas was selected as Laurea's new online learning platform, which offers a modern, open learning environment.

COOPERATION RELATED TO the learning activities in the strategic alliance of Haaga-Helia, Laurea and Metropolia (3AMK) involved the implementation of twelve competence paths designed for the needs of workplaces. In addition, we provided four

international implementations of intensive study in 2019. Other provision of shared studies consisted of the implementation of a total of 385 study units, including language study units, which also covered language studies provided by Aalto University.

WITH THE HELP of separate funding from the Ministry of Education and Culture, 3AMK launched cooperation with the Häme University of Applied Sciences and South-Eastern Finland University of Applied Sciences in order to offer the Amkoodari programme on IT and programming. The programme offers education across Finland to alleviate the shortage of programmers in workplaces.

A record number of University of Applied Sciences Master's degrees

Considerable increase in studies completed in the Open University of Applied Sciences

Appeal of our programmes is high in Finland





Mari Vuolteenaho

Vice President (RDI activities)

RDI activities and business operations: Pursuing increased impact of R&D activities and seeking more funding subject to competition

INCREASING FUNDING IS one of the critical change projects that were launched in 2019. Measures taken in the change project included defining new research programmes and their underlying themes while taking future needs into consideration. We engaged in dialogue with the major RDI funding providers on directing funding to areas that are important from the society's perspective. In addition, the measures focused on increasing the quantity and financial volume of RDI projects and on boosting the 3AMK cooperation.

THE ACTIVITIES TO meet the objectives included an increased number of RDI funding applications submitted, versatile application of various financing instruments, and the development of a systematic operating method to assess the commercial potential of the outcomes during the project and the need for extended funding for a new project. Support for RDI project preparation was strengthened by recruiting two grant writing experts.

TOGETHER WITH OUR personnel, Laurea established research programmes based on the areas of expertise defined in the strategy: *Sustainable and versatile social and health care*, *Coherent security* and *Service business and circular economy*. In addition, the following themes, to be implemented in all of the programmes, were defined: ethical competence and proactive competence, entrepreneurship,

pedagogy and co-creation, as well as digitalisation and information management in society.

REVENUE FROM LAUREA'S business operations was EUR 2.0 million in 2019, which is slightly more than in the previous year. The business operations mainly consisted of the sales of education services in Finland, the operations of BarLaurea and other work performed by students, as well as education export. The rest of the revenue comes from consulting and sales of supplies, among other things. As a new form of operation, we started two groups of degree-awarding commissioned education.

Sustainable and versatile social and health care	Coherent security	Service business and circular economy
Ethical competence and foresight competence		
Entrepreneurship		
Pedagogics and co-creation		
Digitalisation and data management in society		

Figure: Research programmes and cross-cutting themes.

We defined the research programmes and their underlying themes

External funding increased considerably

Growth was experienced in the Horizon 2020 funding, in particular



Kimmo Hannonen
Vice President (Services)

Services: High-quality services in a responsible manner

LAUREA HAS CONTINUED systematic work to develop the quality and accessibility of services. Higher quality of services streamline and increase the impact of both the studies and the RDI activities.

THE NEW FACILITIES of the Lohja campus opened in 2019. The campus is located in the Lohi Shopping Centre right in the centre of Lohja. The facilities are modern and adaptable and have received plenty of positive feedback from users. Environments offered for simulation teaching were also developed further in both Tikkurila and Lohja.

LAUREA IMPLEMENTED A SYSTEM that enables students to directly order electronic and official transcripts of records and study certificates through a student desktop. In 2019, Laurea also implemented other functionalities that improve guidance provided to and the study progress of students, such as a personal tutor's desktop and an electronic tool for the process of accreditation of prior learning. The implementation of the new Canvas online learning platform was also prepared in 2019.

MEASURES HAVE BEEN taken to improve the accessibility, up-to-dateness and reliability of data describing the operations and finance by developing follow-up reporting and data warehousing. An example of such measures is the implementation of the Microsoft Power BI reporting system. The nation-wide electronic entrance examination also required plenty of preparation. The arrangements of the entrance examination, held in October–November 2019, received extensive praise from examination participants.





Tiina Päivärinne
HR Director

Personnel: Competence development is everyone's business

PERSONNEL AND COMPETENCE development at Laurea are implemented in a strategy-driven manner and as part of the quality system. The focus areas in 2019 were the recognition of competence, making competence visible, and development of well-being at work. Development work was supported during the year through a number of measures, such as supervisor coaching, personnel training and implementation of digital competence indicators. The success and progress of the development work are monitored through development discussions and regular personnel surveys.

THE OBJECTIVES SET at Laurea for the management of learning and for competence management and leadership enable the entire personnel to benefit from continuous learning and competence development. Each member of the Laurea community is also expected to continuously develop their own work, the working community and competence.

IN ADDITION TO Laurea's internal training, personnel were also offered training within the 3AMK cooperation. The main theme of this training was personalising one's work in the changing operating environment. This theme included training sessions covering development of one's digital skills, facilitation methods and self-management, as well as supporting expert work through the personalisation of one's work. Apart from offering competence development, the training sessions also provided opportunities for the attendees to network with personnel from the other 3AMK partner universities of applied science.

Making competence visible through digital competence indicators

3AMK cooperation in personnel training

Systematic development of well-being at work and the management of working ability



Teemu Ylikoski

Director, External Relations and Marketing

External relations: Operations with more impact, closer partnerships

DURING THE OPERATING year, the most significant reform regarding the operations and impact targeting society was Laurea's new key partner programme for workplaces. Key partnership means paid partnership that engages the partner in extensive and systematic cooperation with various programmes offered by Laurea. The first five key partnerships that we entered into towards the end of 2019 were Coor Oy, Dieta Oy, Lindström Oy, Ravintolakolmio and StaffPoint.

THE SERVICES OFFERED to the key partners include multi-disciplinary cooperation with students from different programmes. In the assignment completed for Ravintolakolmio during the autumn, Laurea students mapped the current status of an innovative work atmosphere and sought ways to further foster innovativeness.

THE KEY SOCIAL THEMES of 2019 included responsibility and inclusion. On the International Women's Day on 8 March, we organised the Menestystä innovaatioilla seminar on achieving success through innovations in cooperation with QUIN-Suomi Ry. The event spearheaded ways to support girls and women to boldly embrace innovativeness. We organised the Vankimessut fair for incarcerated persons and their families in cooperation with the Silta-Valmennusyhdistys and Valo-Valmennusyhdistys coaching and support organisations, the Stop Huumeille association

against drugs, as well as the Pyörövesta ulos project on supporting repeat offenders in returning to society, run by the Sininauhaliitto association, and church social work for special groups. The practical arrangements of the fair were carried out by Laurea students from the Correctional Services, Nursing and Social Services programmes and the experts by experience who had graduated from the Keijo project.

THE PRIDE WEEK in June focused on the equality of sexual and gender minorities and the realisation of human rights. Laurea took part in the week by flying rainbow flags and providing communications and social media content highlighting equality.

LAUREA'S PERSONNEL AND students participate in voluntary work at destinations of their choice during work hours. On Wednesday 20 November, a group of personnel from the Lohja campus volunteered for a number of associations in Lohja.

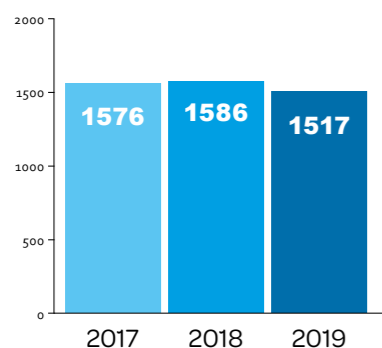
The first key partnerships were concluded

Responsibility and inclusion as themes

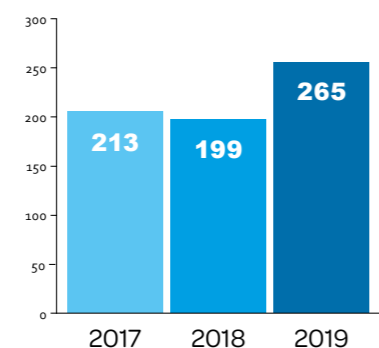
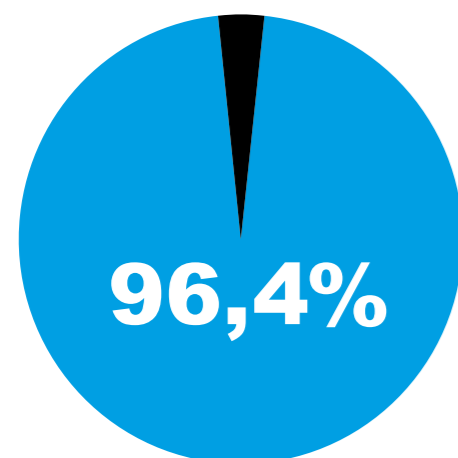
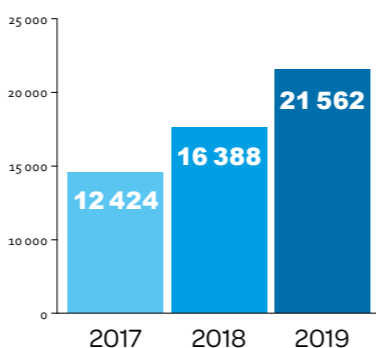
Students and personnel participate in voluntary work

Studies/completed degrees and credits

BACHELOR'S DEGREES COMPLETED



MASTER'S DEGREES COMPLETED

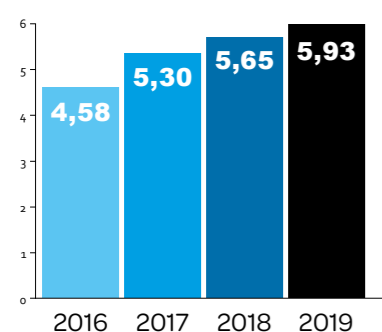
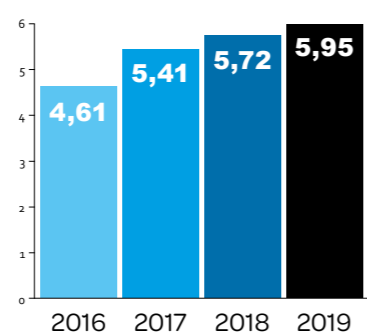
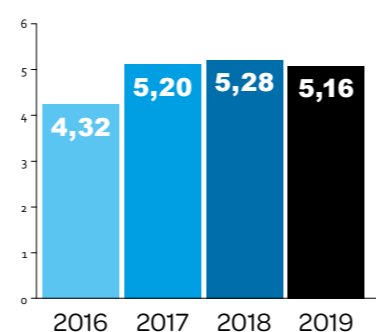
CREDITS EARNED AT THE OPEN
UNIVERSITY OF APPLIED SCIENCES

Employment

EMPLOYED ONE YEAR AFTER GRADUATING
(Source: Education Statistics Finland)

Appeal/Primary applicants per starting place

LAUREA'S OVERALL APPEAL

LAUREA'S APPEAL,
BACHELOR'S DEGREESLAUREA'S APPEAL,
MASTER'S DEGREES

RDI activities in 2019

External funding
for the RDI activities

EUR **4.48** MILLION

H2020 and
FP7 ventures

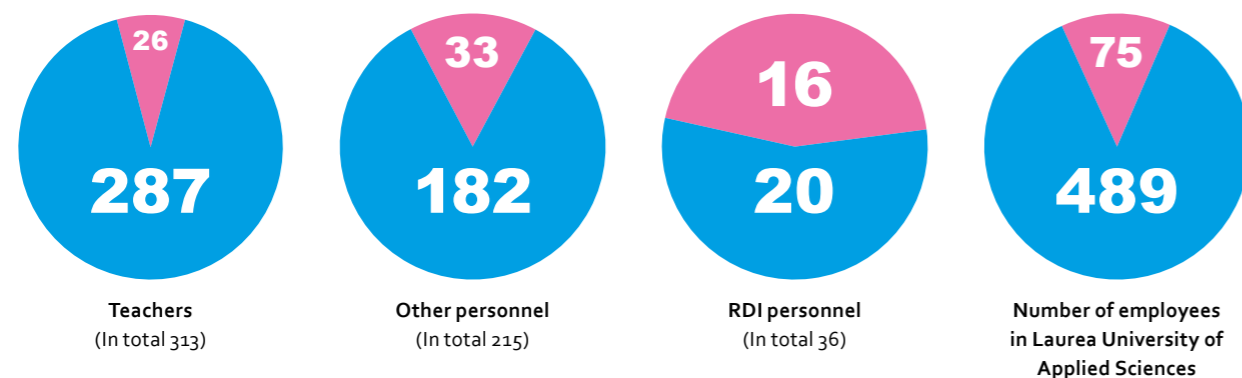
11

Number of project
applications

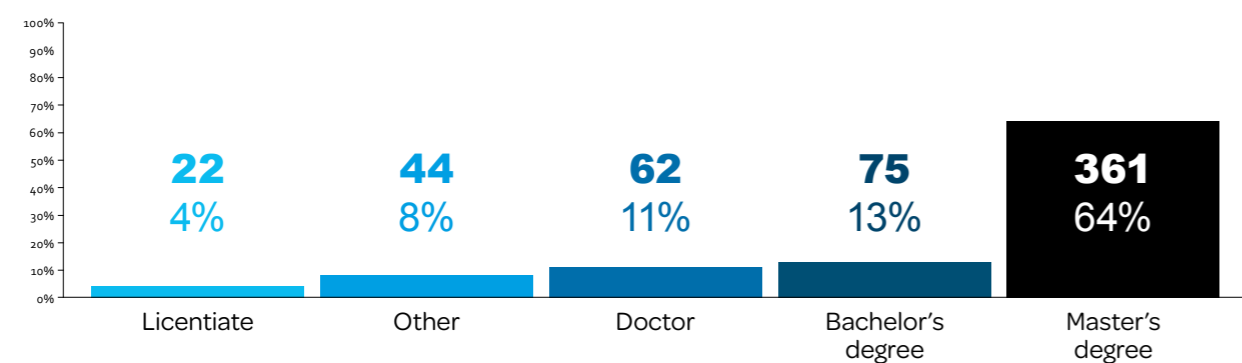
107

Personnel

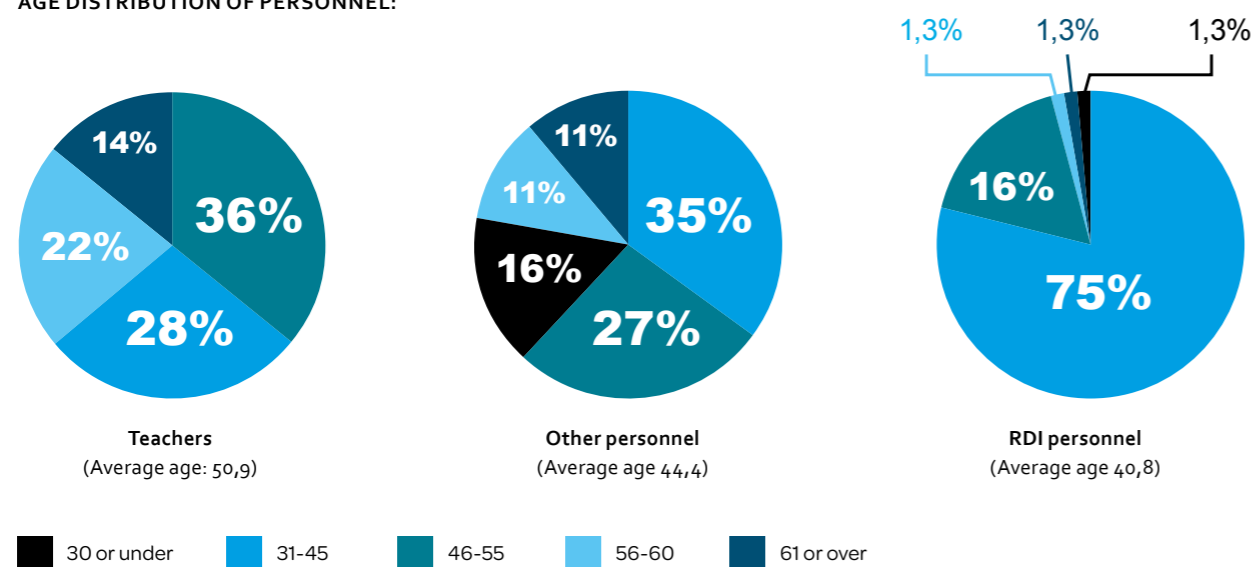
PERMANENT VS. NON-PERMANENT EMPLOYEES AND TEACHERS/RDI/OTHER PERSONNEL:



PERSONNEL TRAINING:

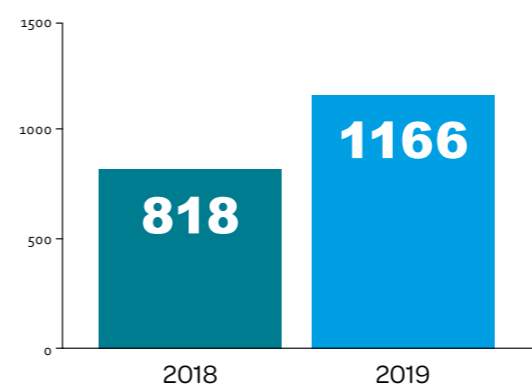


AGE DISTRIBUTION OF PERSONNEL:

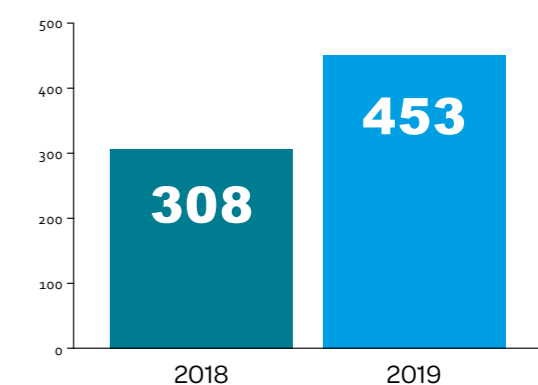


Social activities and impact

ACTIVE PARTNERS DURING THE YEAR:



WORKPLACE ASSIGNMENTS:



KEY PARTNERSHIPS

5

COOR

Dieta®

Lindström

RK

RAVINTOLAKOLMIO
KONSERNI

StaffPoint

Board of directors

THE BOARD OF DIRECTORS of Laurea University of Applied Sciences Ltd. carries out duties according to the Finnish Companies Act, is responsible for the company's administration and running the operations appropriately, and ensures that the company is organised and managed in accordance with the regulations. In 2019, the Board of Directors convened 9 times.

UPPER ROW FROM LEFT: Jarno Lappalainen, Jukka Linna (personnel representative), Sanna Hartikainen, Perttu Koistinen, Juha Salo

BOTTOM ROW FROM LEFT: Minna Hyytiäinen, Saana Simonen, Jan Holst (chairperson), Pirjo Väänänen



Finance

Source of
funding
54,4 M€

CORE FUNDING
FROM THE
GOVERNMENT
44,5 M€ | 81,8 %

EXTERNAL R&D
FUNDING
4,5 M€ | 8,3 %

EDUCATION AND
SERVICE ACTIVITIES
2,3 M€ | 4,2 %

OTHER INCOME
AND FUNDING
1,4 M€ | 2,6 %

FINANCIAL
INCOME
1,7 M€ | 3,1 %

Spending
54,4 M€

PERSONNEL
EXPENSES
35,6 M€ | 65,4 %

OTHER OPERATING
EXPENSES
7,6 M€ | 14,0 %

EXPENDITURE ON
PREMISES
6,6 M€ | 12,1 %

MATERIALS AND
SERVICES
2,1 M€ | 3,9 %

DEPRECIATION
0,5 M€ | 0,9 %

FINANCIAL
EXPENSES
0,1 M€ | 0,2 %

RESULT FOR THE
FINANCIAL PERIOD
1,9 M€ | 3,5 %





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 **6,500** Bachelor's degree students, **900** Master's degree students, **550** staff members and over **28,000** 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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