



2019

**LAU
REA**

Societal
impact and
interaction



AMMATTIKORKEAKOULU
University of Applied Sciences

Societal impact and interaction

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Painotuotteet
4041-0619



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Foreword

The strategy of Laurea University of Applied Sciences was revised through a collaborative process in 2019. During the process, we identified five critical needs that Laurea must answer in order to achieve its strategic intent of being an international developer of workplace competence and dynamism in the Uusimaa region in 2030.

THE STRATEGY ALSO specifies five strategic choices for answering the critical change needs. In addition, it describes the strategic themes guiding Laurea's operations. The new strategy emphasises the importance of capacity for change and defines the jointly agreed values guiding our operations and work, namely **openness, effectiveness and responsibility**.

FOR US, OPENNESS means transparency in all our operations, including management, leadership and decision-making. It is important to us that 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. We believe that openness helps develop the substance and methods of teaching, improves the quality of R&D activities and accelerates the distribution of information in regional development.

EFFECTIVENESS, IN TURN, steers all our activities and efforts to carry out the provision of services entrusted to us by society. Laurea's social impact encompasses the development of workplace competence and dynamism in the Uusimaa region. For employer partners and students, effectiveness means competence development and the capacity for renewal, while in R&D

activities, it means the creation of new solutions. In order to build effectiveness, all members of the Laurea community actively participate in societal interaction regionally, nationally and internationally. To strengthen the effectiveness of our operations, we continue to seek improvement in line with the PDCA (plan, do, check, act) cycle of continuous development that is part of Laurea's quality system.

TO COME ABOUT, effectiveness requires responsibility, which is the third of Laurea's values and means taking responsibility for collaboration and the results of our work. Whether collaborating or working independently, all members of the Laurea community act ethically, follow a student- and customer-centric approach and support the success of students and partners responsibly.



Introduction: Laurea's social impact and interaction

We are pleased to present you with our report describing the societal impact and interaction of Laurea University of Applied Sciences. This annual report is Laurea's contribution to discussions about the impact of the higher education institution. The report takes a people-oriented approach, mirroring Laurea's approach to education and research.

LAUREA FOCUSES ON regional development and has always strived to build future operations on the foundation of prior experiences and learning. This report of our societal impact and interaction contains various examples of good practices and indicators, in which we have emphasised continuous monitoring and learning from prior experience.

WE BELIEVE THAT examples focusing on people and brief case studies reflecting our practical activities are the best way to demonstrate the depth and qualitative aspects of our impact. For the purpose of this report, we have grouped the various measures that impact citizens, communities and society based on the themes of Laurea's strategy 2030. However, this report only scratches the surface of the broad spectrum of Laurea's societal impact overall. We hope that this report will nevertheless provide you with a good overview of what societal impact entails.

Higher education and impact

HIGHER EDUCATION PLAYS an important role as the mainstay of a society based on 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 the development of impact. Laurea interacts within its own area of operation and in the international arena, enabling our students to develop well-being and competitiveness for the future society and build their personal future. At Laurea, our activities are based on close, equal cooperation among our students, partners and personnel. Equal cooperation creates permanent effects on the competence, well-being or competitiveness of the parties involved.

What does impact mean?

IMPACT PLAYS A KEY ROLE in the assessment of education, research and innovation activities. However, no actual consensus has been reached on what 'impact' actually means. Perhaps the clearest way of analysing different impacts is based on the IOOI model:

I (input): Our inputs into activities (resourcing) play an important role. In higher education, inputs include the number of students starting their studies, the RDI funding received and the number of assignments agreed on with local organisations.

O (output): The output of activities indicates, for example, the number of graduates, the number of publications produced by a project, or the number of hours spent on co-creation. Measuring these outputs is high up on the agenda at many higher education institutions.

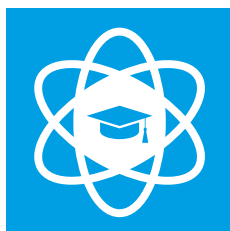
O (outcome): This refers to the concrete changes achieved as a result of the inputs and outputs. They may include a student's professional skills acquired during studies, a new nursing practice developed through the RDI activities, or security competence that a partner has obtained as a result of a student 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 acquired new skills, a partner can ensure safe operations. All of these also have knock-on effects on well-being and competitiveness.

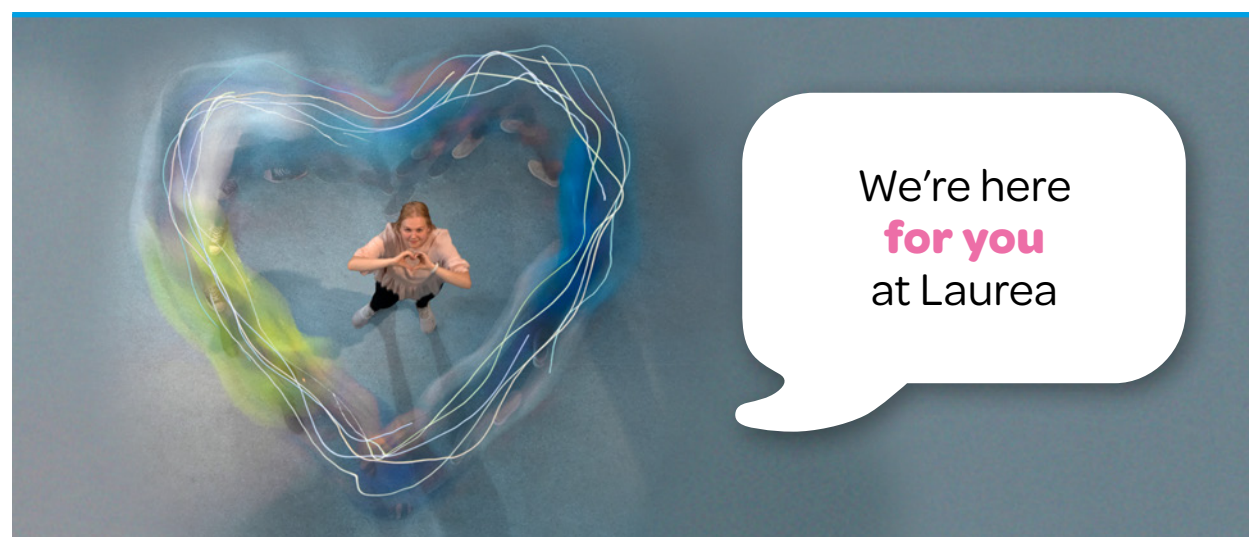
WHILE LONG-TERM CHANGES are usually the most interesting results, they are also the most difficult ones to measure. We hope that you find this review of our activities in 2019 interesting and thought-provoking. Feel free to contact us for more information. Enjoy your read!



Teemu Ylikoski
Director, External Relations
and Marketing, PhD



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 their prior education and work experience when planning and organising their study paths. Competence equivalent to the learning outcomes can also be obtained outside Laurea – at work, in international networks or through entrepreneurial activities.

AT LAUREA, STUDENTS receive high-quality, flexible and professionally challenging teaching all year round. We provide degree-awarding education as daytime studies, blended learning and online studies. Laurea's **Learning by Developing (LbD)** model is applied in all three modes of education.

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.

TO PROMOTE THE QUALITY of learning in Laurea's degree-awarding education we have, for example, systematically developed study guidance. By the end of 2019, over 60 teacher tutors had completed the Laurea Certified Tutor programme, and a third programme began in January 2020. Each student pursuing a degree at Laurea has an assigned teacher tutor, who monitors the student's study progress.

WE HAVE ALSO been paying more and more attention to guidance provided to students who complete all their studies online. Many of our study-related support services, such as the chat service offered by the Student Affairs Office, guidance videos and electronic

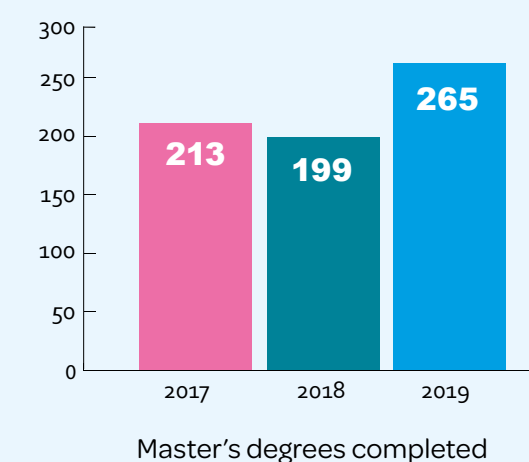
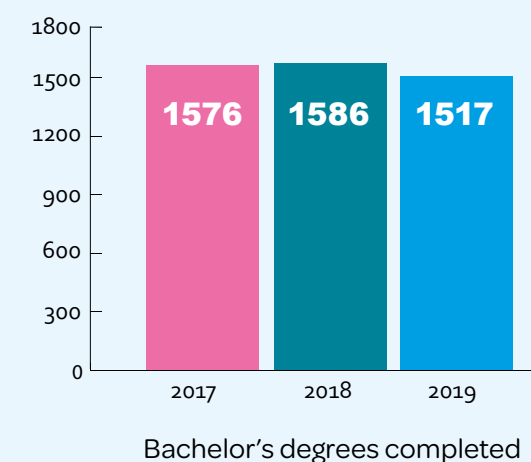
requests for study-related certificates enable us to provide student guidance irrespective of time and place. In 2019, we also developed digital options for the identification and recognition of students' competence acquired outside of the formal learning environment.

LAUREA HAS CONTINUED to increase the number of starting places for first-time applicants. In 2019, we allocated a minimum of 80% of places in daytime degree studies and a minimum of 70% of places in blended learning to first-time applicants. In 2019, the number of first-timers accounted for an average of 86% of all applicants, and 80% of the students selected.

LAUREA HAS ALSO continued its systematic development of career and recruitment services. All students pursuing a bachelor's degree now complete a 5-credit study unit (From a student to a professional) during their first year of studies, which contains guidance and career management, among other things.

SEPARATE QUALITY CRITERIA for all modes of education (daytime, blended learning and online studies) were drawn up last year. We have also placed further emphasis on developing the quality of our implementation plans and on harmonising the criteria uses in assessment.

Degrees completed:



Laurea's graduates appreciate the library and the support for career management

AVOP IS A FEEDBACK SURVEY for students graduating from a university of applied sciences, where students assess and provide feedback on their education. In the 2018 survey, Laurea came in first place among Finnish universities of applied sciences in three of the survey questions: "the library and IT services supported my learning", "I received adequate support in career planning in my studies" and "I was offered adequate opportunities to participate in studies that included cooperation with workplaces".

COMPARED TO THE PREVIOUS year's survey, Laurea scored higher on several questions. The biggest increases were recorded for the following statements: "I received adequate support in career planning in my studies" (average of 4.8 vs 4.3), "graduate and employed alumni were consulted" (average of 4.1 vs 3.7) and "the personal study plan steered and promoted my learning" (5.1 vs 4.8).

Student representatives involved in the development of education

SINCE 2019, NEARLY all of Laurea's working groups dealing with education have had student representatives. Student representatives now participate in some 40 different working groups, including Laurea's management team, the education management team, the pedagogy development group and the development group in each field of study.

STUDENT REPRESENTATIVES TAKE part as equal members of the group, and their task is to ensure that the perspective of students is taken into account in the development work assigned to the group.

STUDENT REPRESENTATIVES ARE selected by Laureamko, Laurea's student union. Students can submit an application for membership in the working groups in the autumn. The student union also organises training for student representatives.

"The working groups are a very important forum where students can influence things," says **Liisa Niinivirta**, a student of safety, security and risk management, who was on Laureamko's board in 2019, attending to

matters regarding the development of education. "It is important to involve students in the development of education and study units."

ACCORDING TO NIINIVIRTA, the importance of feedback collection was one of the themes that Laurea's student representatives promoted strongly in 2019. In 2020, the collection of interim feedback from students will become compulsory in all study units. Student representatives can earn credits for their work by compiling a portfolio of their activities in the working group.

"In addition to credits, participation in working groups offers students important experience of influencing and meeting procedures, which is also very important in the workplace," Niinivirta explains.



New library synergy in Uusimaa – the libraries of Laurea, Haaga-Helia and Metropolia initiate collaboration

THE LIBRARIES OF the 3AMK alliance, that is, of Laurea, Haaga-Helia and Metropolia, have engaged in close collaboration ever since the alliance was launched. Since summer 2019, students of the three universities of applied sciences have been able to use their library card to access the print collections and other services of all three libraries. Combining the libraries' collections makes for smoother studies across the three universities of applied sciences.

HAAGA-HELIA, LAUREA AND Metropolia provide education to nearly one quarter of all students of Finnish universities of applied sciences, which means approximately 35,000 students. The 3AMK libraries operate in a total of 15 locations in Helsinki, Espoo, Vantaa, Hyvinkää, Porvoo, Lohja and Vierumäki. The libraries' collections house approximately 300,000 print books.

THE LIBRARIES OF universities of applied sciences are open to all. Their services also benefit workplaces in the area as well as regional development. The libraries can be used by all professionals and experts interested in developing their own competence.

THE LIBRARIES OF Haaga-Helia, Laurea and Metropolia offer services under the name 3AMK libraries. However, their collaboration does not signify a merger. Each library continues to operate independently, engaging in close collaboration.

www.laurea.fi/en/3amk-libraries



The first-ever national UAS entrance examination – over 3,000 applicants took the examination at Laurea

THE NEW JOINT entrance examination to universities of applied sciences was organised for the first time from 29 October to 1 November 2019. As part of its student selection, Laurea introduced the digital UAS entrance examination for all of its degree programmes in the autumn 2019 joint application procedure.

ACROSS FINLAND, SOME 17,400 applicants took part in the revised entrance examination. Laurea administered the examination to 3,117 applicants and organised examinations on the Hyvinkää, Leppävaara and Tikkurila campuses. There were a total of 24 examinations over the four days.

"Laurea handled the entrance examinations as expected. The arrangements worked excellently on all campuses, and all the participants were able to complete their examinations as planned. No major problems took place," says **Hanna Kuitto**, Head of Admissions Services at Laurea.

THE ELECTRONIC ENTRANCE examination raised interest among applicants, and the number of participants increased from previous years. The joint entrance examination to universities of applied sciences harmonises the selection procedures in different fields and makes them more equal. All fields, except for that of culture, have adopted the new UAS entrance examination. There has been a considerable change from previous entrance examinations, since applicants can now apply for several degree programmes in different universities of applied sciences and in different fields of study by taking a single exam.

THE DESIGN OF the UAS entrance examination is based on research knowledge, and its goal is to ensure that it measures or assesses the key skills and resources required in each field of study.



A unique higher education campus opens in Lohja: "An excellent environment kindles the joy of learning"

LAUREA'S NEW CAMPUS in Lohja was inaugurated in early autumn 2019. The unique campus, located in a shopping centre, began to provide teaching in August, and in October, the new facilities were officially opened in the presence of invited guests.

THE MODERN AND unique campus is located on the second floor of the new Lohi shopping centre, right in the heart of Lohja. The new campus is centrally located, has excellent transport connections and is right next to the diverse services of the shopping centre.

THE DECISION TO locate a higher education institution in a shopping centre is highly unique – both in Finland and abroad. The solution offers brand new opportunities for partnerships and cooperation with other local players. The design of the campus facilities in the shopping centre was based on the goal of better and more effectively supporting a sense of community as well as the diversity of learning and various forms of interaction.

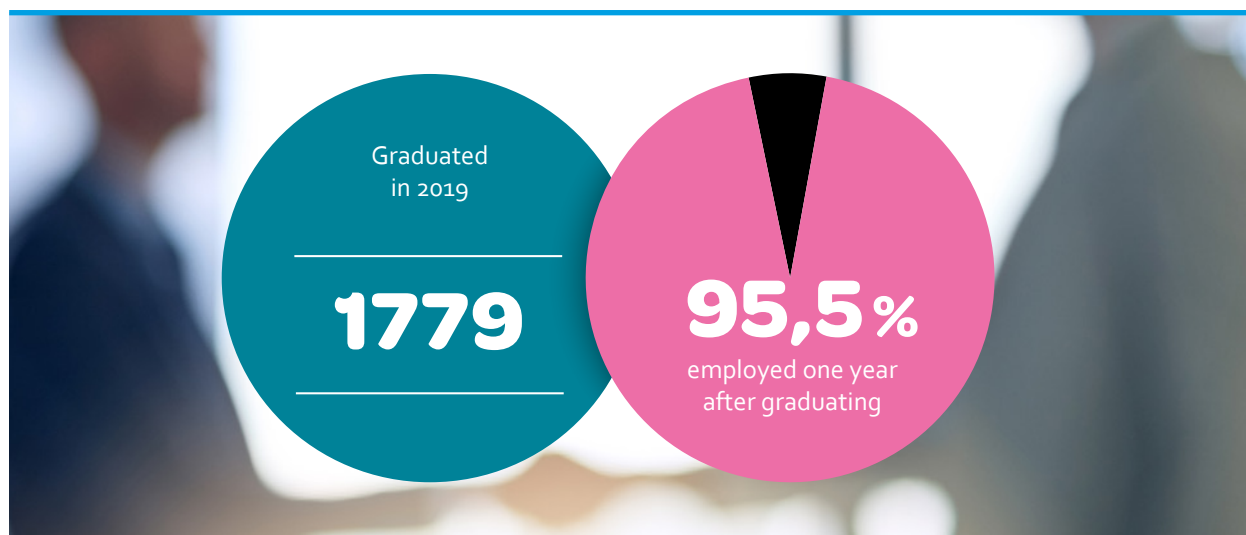
THE MODERN SIMULATION hospital is one of the sources of pride on the new campus. Modelling a real hospital environment, the simulation hospital plays an important part in nursing studies provided in Lohja.

"Starting the new academic year in this new and modern simulation hospital is absolutely awesome," says **Essi Peltonen**, a nursing student who demonstrated nursing studies at the simulation hospital during the opening day. *"The simulation hospital offers a completely new dimension to the studies and prepares us even better for placement. Once you've studied here, you are much more confident working in a real hospital environment."*

www.laurea.fi/en/lohja-campus



Laurea and workplace integration



At Laurea, all teaching is based on the Learning by Developing (LbD) model, making Laurea tightly integrated with workplaces and an international pioneer in this respect. All our students get to participate in regional and international employer networks and build their future in cooperation with major experts. The professional competence generated through the LbD model is of a unique nature and offers a good match with the changing needs of workplaces.

LAUREA SEEKS TO build an entrepreneurial attitude – a drive to act, experiment, learn and test new things – at the level of individuals and the organisation. Understanding the changing workplace of the future and strengthening an entrepreneurial approach have been placed at the centre of entrepreneurial studies. This is based on the estimate that by the end of the 2030s, as much as 60 per cent of the workforce will be entrepreneurs, freelancers and self-employed persons. Traditional paid employment will decrease in many fields, and work will become increasingly versatile.

DURING THEIR STUDIES, all Laurea students will learn about the entrepreneurial attitude and gain the skills

required to function in a changing work environment. Laurea has been developing an online course to teach students how to commercialise and price their competence. It was tested in several projects in 2019, including the Future path project focusing on the entrepreneurial skills of immigrants.

LAUREA INSPIRES AND encourages students' interest in startup entrepreneurship. Among other things, it organises various types of events for students interested in becoming entrepreneurs. Going back several years, the Cambridge Venture Camp is one of the main annual events. It offers students the chance to develop their

own business ideas under expert coaching, and to learn about the Cambridge entrepreneurial ecosystem.

IN 2019, LAUREA set up a pedagogy development group, which aims to strengthen the competence-based approach and the quality of learning, as well as develop the LbD pedagogy. Among other things, it nominated Laurea's first pedagogic action of the year, which was the integration of the KEIJO project into Bachelor's and Master's degree studies at the university of applied sciences. In addition to student competence, Laurea develops the competence of workplaces and workplace partners. Thanks to its workplace integration, Laurea can pioneer the field in understanding changes in the workplace and in developing and applying new competence and operating models related to these changes.

THE COOPERATION LAUNCHED in 2018 between the 3AMK higher education institutions and Headai Ltd, a company specialised in artificial intelligence, continued in 2019. We entered the curricula of all 3AMK institutions (approximately 15,000 study units) into an AI application which compares the learning outcomes of the curricula with job announcements and their competence requirements found on the internet. This resulted in competence maps, and by analysing and interpreting them, we learn how our education matches the competence sought by employers. In spring 2019, 3AMK appointed an AI team with the task of introducing artificial intelligence into the daily activities of each higher education institution. Competence maps have already been used in the development of curricula, and this work will continue in 2020.

IN 2019, LAUREA and its 3AMK partners joined forces with the Häme University of Applied Sciences (HAMK) and the South-Eastern University of Applied Sciences (XAMK) to provide a training programme called AMKoodari to meet the acute shortage of experts

in the software industry. Mainly provided online, the free studies are designed for anyone interested in a career in coding, with the exception of students pursuing a degree at a higher education institution. The first six courses that Laurea offered in the autumn were attended by approximately 100 students. For the courses offered in early 2020, the number of enrollments had already exceeded 250.

**WORKPLACE ADVISORY
BOARDS SUPPORT
THE DEVELOPMENT OF
BUSINESS MANAGEMENT
EDUCATION**



To ensure that the studies provided by Laurea offer an increasingly better match to the changing needs of workplaces, we have introduced workplace advisory boards for all degree programmes. The advisory boards have already operated in several degree programmes. One of these is Business Management, where the advisory board has proved its important role. The workplace advisory board in business management has convened every semester since autumn 2018. Its members include representatives of workplace partners, recently graduated alumni as well as representatives of present students and teaching staff.

"This composition enables us to take a wide range of perspectives into account, and the activities have proved to be very rewarding," explains Ilkka Kurkela, Development Manager in charge of the development of business management education.

At each of its meetings, the workplace advisory board has focused on a specific theme. To date, the board has discussed themes related to, among other things, marketing and sales as well as the economy and financing. *"These advisory boards have been of enormous value in the development of curricula," says Kurkela. "The input of alumni has been particularly valuable, since they can approach and reflect on the content of the degree as well as the present needs of workplaces from their own perspective."*

Suvi Kunnari is Laurea's Alumni of the Year 2019

BACHELOR OF BEAUTY and Cosmetics **Suvi Kunnari** was selected as Laurea's Alumni of the Year 2019. Kunnari graduated in 2016 and currently works as Marketing Director at Flow Cosmetics. She has played a pivotal role in expanding the company from a small family company into one of the most significant manufacturers of natural cosmetics in Finland.

SINCE HER GRADUATION, Kunnari has been working in close cooperation with Laurea, offering students in the Bachelor of Beauty and Cosmetics programme thesis topics as well as work placement opportunities in her company. She is also a frequent guest lecturer at study units. Kunnari is described as an inspiring role model for students in the Master's degree programme as well, and she has given talks

to them about her growth company and her own experiences in the management of a cosmetics company.

THE ALUMNI OF THE YEAR has been selected at Laurea since 2008. The prize is awarded to Laurea graduates who have highlighted their education and background as Laurea students in a positive manner. A positive approach to developing work or the working community is also an important selection criterion. At Laurea, the Alumni of the Year Award is called the Pentti Rauhala Prize, in honour of Laurea's former President **Pentti Rauhala**, who retired in 2011.

www.laurea.fi/en/alumni

OpintoCoach service offers new competence to companies

THE NEW OPINTOCOACH ("study coach") service for companies, which has been piloted at Laurea, offers study guidance, sparring and tutoring for employees interested in developing their competence. The personnel of participating companies are entitled to receive guidance for completing 60 credits of studies in the Open University of Applied Sciences, after which they can apply through the separate application process to pursue a degree at Laurea.

THE FIRST COMPANY that took part in the pilot was SOL Palvelut Oy. A provider of cleaning, facility, real estate, security and laundry services as well as a supplier of temporary workforce, the company employs approximately 10,000 people in Finland and provides its staff continuous training both internally and in cooperation with educational institutions in the field.

"However, according to our customers, there was a need for higher education at the supervisory and managerial levels. Our business management agreed and encouraged the staff to participate in the training," says **Merja Oljakka**, director in charge of staff training and development at SOL.

A TOTAL OF 17 service directors and managers as well as supervisors from various educational backgrounds were selected for the pilot. The participants included employees with specialist vocational qualifications for business management, specialist vocational qualifications for security officers as well as specialist vocational qualifications in cleaning and property services.



Stories from UAS integrated in working life



Service design education offered new options for developing member services

HOW CAN SERVICE DESIGN methods help unions develop their services to better benefit their members? This was one of the questions discussed in connection with the service design education that Laurea provided to the member organisations of STTK, a trade union confederation.

SOME TWENTY PROFESSIONALS from STTK and its member organisations took part in the education. The five days of contact teaching focused on topics such as co-creation with customers, the development of a customer understanding, prototypes and rapid testing as well as the development of digital services.

JUSKA KIVIOJA, ORGANISATION MANAGER, took part in planning the service design education at STTK's end. The starting point was a survey of the operating environment carried out at STTK, which pinpointed member services and member interaction as the main areas of development.

"Customer understanding is the term often used in service design, but during this education, we introduced the term member understanding for our own purposes," says Kivioja, who also took part in the education.

KIVIOJA POINTS OUT that STTK exists for its members. This makes it important to understand how the confederation can produce information and services in a modern way so that they are suitable for members.



Stories from UAS integrated in working life



Nursing students involved in the development process of the Suursuo hospital

IN THE SPRING, Laurea's nursing students carried out a collaborative project with the Suursuo hospital, City of Helsinki, as part of the study unit on co-creation in social services and healthcare. The goal was to develop the hospital's services by increasing customer understanding regarding family members.

LAUREA'S STUDENTS PREVIOUSLY participated in the Suursuo hospital's development process in 2017, when they observed the patients' first day in hospital and their service experiences related to it, as well as in 2018, when the theme of co-creation was on ways to deal and interact with patients. In 2019, the focus was on developing service concepts for the patients' family members and friends.

THE STUDY UNIT began with an intensive period, during which students discussed theories related to service design and the creation of customer experience, and with a simulation in which students analysed situations of interaction in the hospital environment. After this, the students began to work in pairs in different wards at

Suursuo. **Rauni Hellstedt**, a nurse in charge of induction at Suursuo, was satisfied with the students' efforts: *"We have cooperated with Laurea's nursing education for quite a while, and this has offered us many new perspectives and materials. The students have provided us with valuable information about areas of development that we can use, for example, when designing a customer engagement poster and a form for initial patient interviews,"* she says.

THE YEAR 2020 has been declared the International Year of the Nurse and the Midwife. Laurea, Finland's biggest provider of nursing education, will emphasise the significance of nursing education and the future competence of nurses this year.



Stories from UAS integrated in working life



STOP to pressure ulcers: students worked with Helsinki and Uusimaa Hospital District to prevent pressure ulcers

THURSDAY, 21 NOVEMBER, was International Stop Pressure Ulcer Day. The theme is significant from both a human and a financial perspective. According to estimates, as many as 80,000 people suffer from pressure ulcers annually in Finland, and the cost of treatment is nearly 500 million euros.

IN RESPONSE TO the international event, Laurea's nursing and physiotherapy students organised pressure ulcer-related programme at six hospitals in cooperation with the Hospital District of Helsinki and Uusimaa (HUS). They distributed information about identifying and preventing pressure ulcers at the hospitals of Hyvinkää, Jorvi, Lohja, Meilahti, Peijas and Porvoo.

AROUND 40 OF Laurea's students took part in the events at the six hospital campuses. The multidisciplinary project involved nursing students as well as physiotherapy students from the Otaniemi campus.

THE STUDENT TEAM designed the programme in cooperation with experts from HUS. An expert in wound treatment also took part in the event in each hospital.



Stories from UAS integrated in working life



Service design provides solutions for sharing Ravintolakolmio's employees' ideas

RAVINTOLAKOLMIO GROUP, WHICH comprises approximately 20 restaurants, ordered a student project from Laurea this autumn. During the Service Design study unit, student teams were commissioned to come up with ideas for creating an innovative atmosphere at Ravintolakolmio. Ravintolakolmio is one of Laurea's key partners.

STUDENTS FROM VARIOUS degree programmes participated in the multidisciplinary English study unit, which was held at the Leppävaara campus. Some of the exchange students who are studying at Laurea this autumn participated as well. The study unit culminated at the end of November as the students presented the service concepts they had developed for Ravintolakolmio's representatives.

MARKETING MANAGER Tommi Lalu from Ravintolakolmio and Restaurant Manager **Tuulia Lepistö** from restaurant Paasi describe how in the commission, they

wanted the students to examine the current state of the innovative working atmosphere as well as to come up with the methods to increase it: *"The student teams worked hard on the project. Each team's suggestions had good aspects and ideas which we can implement in the everyday work at Ravintolakolmio,"* they said.

DURING THE AUTUMN, Ravintolakolmio also partnered with Laurea in another project. In that project, five student teams from Laurea carried out mystery shopping in one of Ravintolakolmio's restaurants. The customer understanding and experience they gained were analysed and used to create a sales script for the service staff. It was tested to see how it impacted the restaurant's sales.

www.laurea.fi/en/service-design

Become one of Laurea's key partners

Laurea's key partnership is a paid partnership that engages the partner in 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:

- Your own contact person, who, in connection with annual planning, will help you survey all your 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 participation in the 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? Our regional service managers will be happy to discuss key partnership with you.



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Digital UAS that renews 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 and degree components.

LAUREA SUPPORTS ITS integration with workplaces and employers by making full use of digital tools in its workplace cooperation. Flexible, digitally oriented learning and development environments pave the way for blended learning and collaborative work and development.

LAUREA'S DIGITAL REFORM builds around open learning, which in line with Laurea's strategy, helps us improve both the accessibility and quality of teaching. Laurea positions itself as a pioneer in teaching based on open learning.

WE WILL DEVELOP, share and use Laurea's digital degrees and degree components openly throughout our institution.

THIS WILL ENSURE that they effectively help us achieve the objectives set for both degree-awarding education and continuous learning. An open approach will help us ensure that the substance and methods of learning are developed continuously and collaboratively and that our education is of a high quality.

TO MAKE USE of the opportunities arising from digital alternatives, we drew up a roadmap, "*Laurea's digital vision*", in 2017. Many of the goals set in the vision were achieved in 2019. Our choice for the new online learning platform fell on Canvas, which is a modern solution that strengthens collaboration and fulfils international quality requirements. We also introduced an electronic system for the accreditation of prior learning. In addition, we use digital solutions, for example in student guidance.

IN THE NEXT STAGE of our digital reform, we will introduce the new Canvas learning environment. Adopted in thousands of organisations around the world, Canvas is a future learning environment that facilitates both teaching and learning. In spring 2020, Canvas will be piloted in study units. The second part of our digital reform will lay a foundation for a more extensive renewal of open learning. We aim to introduce a harmonised model for online implementation throughout Laurea.

DIGITAL ACTIVITIES ALSO enable new types of international cooperation, since studies are no longer dependent on time and place. One example of this is Working Across Borders, an international study unit, which was offered in October–November. Approximately 500 students from Belgium, Germany, Italy, Canada, the US and Finland took part in the study unit, coordinated by KU Leuven, a Belgian university. Participants from Laurea included both master's level students and teachers.

TREND CARDS AND PREDICTIVE SKILLS

In 2019, we renewed Laurea's trend library, a service that helps predict the future. Working in multidisciplinary student groups, our master's level students have for years monitored the operating environment, especially related to consumer behaviour and the service business.

Based on the monitoring results, we have produced trend cards for public use and published them at our quarterly trend breakfast events. The trend cards are freely available on Laurea's electronic trend library.

Trend cards are brief descriptions, visions of alternative futures based on observed changes. Our trend cards describe the implications that future signals and changes in the operating environment might have for people: for their behaviour and needs. They inspire "what if" analyses and provide food for thought. Providing an account of the key changes related to the theme, trend cards can be used to activate people.

We can develop our understanding about the future by monitoring phenomena and trends that have an impact on the future, by analysing alternative paths for the future and, to support decision-making, by engaging in bold and open

discussion about the desirable and undesirable scenarios and the ways in which our own choices mould the future.

At Laurea, students learn about prediction, for example in the master's level study unit called Anticipating Future, where they monitor the operating environment and jointly produce trend cards.

Trend cards are used to inspire future discussions and encourage people to voice their opinion about the future. "*The collaborative trend card process, which brings together students from different fields, has been very fruitful,*" says **Susanna Kivelä**, Principal Lecturer, who coordinates the study unit.





Stories from digital UAS that renews professional learning



The master's degree programme in Leading Transformational Change corresponds well to future needs for change

THE LEADING TRANSFORMATIONAL CHANGE is a completely new Master's degree programme that is provided online in English. At the beginning of autumn 2019, the student group had a two-day kick-off, after which the studying has taken place completely online.

AMONG THE STUDENTS participating the new Master's degree is **Maarit Ketterer** who is currently living in Toronto, Canada. One of the most important criteria for her when selecting a study place were flexibility of studies and the studies being offered in English.

"All students flexibly work together. For example, I am currently living in Toronto, so it has not been possible to meet face-to-face, but the online working has been really easy, and everyone has been motivated and flexible with schedules", Maarit is pleased to say. The Master's programme is focusing on change and change management. As a phenomenon, constant change will characterise work in the future. Change

often brings about surprises too, and means that a new perspective of paradigm must be adopted.

FOR STUDENTS, THE PROGRAMME will offer confidence to act in an uncertain world and the ability to obtain a deeper understanding of its phenomena. The Masters programmes usually bring together professionals from many sectors, offering a wide array of perspectives for the phenomena that are addressed. *"So far, the studies have given us a lot to think about. In my opinion, the work has been smartly planned such that you really have to use your brains. In the degree studies, you can clearly utilise your own experience and new theories",* Maarit says.

www.laurea.fi/en/leading-change



Stories from digital UAS that renews professional learning



Marika Järvinen's Master's thesis received an honourable mention in the Service Thesis of the Year competition organised by the Finnish Service Alliance

LAUREA'S STUDENT MARIKA JÄRVINEN was awarded for her master's thesis at the November gala seminar organised by the Finnish Service Alliance (FSA) at Aalto University in Otaniemi. In the FSA's Service Thesis of the Year competition, master's theses completed at universities and universities of applied sciences compete in the same category.

MARIKA JÄRVINEN COMPLETED her studies in the English-language Service Innovation and Design Master's degree programme. She began her studies in 2016, at which point she already knew the topic for her thesis. Marika's idea for her thesis emerged from concrete work experience and a real need for doing things in a different way. *"The innovation and development capacity of public healthcare organisations has room for development in many areas. My own experience of public healthcare development at the Tampere University Hospital revealed a thin culture of development, inadequate competence in development methods and a lack of structure for development. Development is often separated from strategic and operational activities,"* says Järvinen.

EXCERPTS FROM MASTER'S THESES:

The supervisors' perspective on the impact of the introduction of the new core curriculum for early childhood education and care. Eija Kenttälä and Katja Roininen (Management of social services and health care, Master's degree programme) examined from a managerial perspective how the introduction of the new core curriculum for early childhood education and care succeeded in the first year.

Development of trust between the supervisor and supervised in changing teams. The results of Satu Hakala's thesis (Customer-centric service development, Master's degree programme) indicated that supervisors can quickly influence the emergence and development of trust in changing teams.

The coaching method in a comprehensive well-being intervention for the self-employed. In her thesis, Monica Honkanen (Management and development of the promotion of social rehabilitation and health, Master's degree programme) showed that the coaching method improves the quality of life, coping and well-being of the self-employed.

An effectiveness study of the OmaPoliisi ("own police officer") operating model introduced by the Helsinki Police Department's team for young people. The effectiveness study carried out by Jutta Antikainen (Security management, Master's degree programme) indicated that the OmaPoliisi activities can help get young people out of a spiral of crime or reduce and mitigate recidivistic behaviour.



The digital approach as a theme in projects

DigiIN – Reforming the service culture to include everyone in the digital society

DIGITALISATION HAS A STRONG presence in the RDI projects carried out by Laurea. One example of these is DigiIN, a project funded by the Strategic Research Council at the Academy of Finland, which was launched last autumn.

PUBLIC SERVICES – MOST NOTABLY social services and healthcare – have become strongly digitalised in the past few years. Digitalisation requires brand new competence from citizens. “This development puts some citizens at risk of no longer having access to services, which leads to digital marginalisation. The goal of the DigiIN project is to create solutions ensuring that everyone stays on board in the increasingly digital society,” explains **Teemu Rantanen**, Principal Lecturer and Laurea’s project manager in DigiIN.

THE PROJECT APPROACHES the theme from three perspectives. Firstly, the goal is to develop better electronic services for everyone. Secondly, the project seeks to reform the social services and healthcare service culture so that it favours more accessible services. The third goal is to prevent the exclusion of vulnerable special groups, namely older people, immigrants, people rehabilitating from substance abuse or mental health issues and people with a criminal history.

IN THE DIGIIN PROJECT, Laurea is responsible for the work package related to the socially marginalised, the core target groups including people rehabilitating from substance abuse or mental health issues and people with a criminal history.

The SotePeda 24/7 project develops new pedagogic solutions

SOTEPEDA 24/7, running until the end of 2020, is funded by the Ministry of Education and Culture. Coordinated by Laurea, the project involves 23 Finnish higher education institutions and has a wide cooperation network in social services and health care.

THE SOTEPEDA 24/7 PROJECT aims to make teachers, students and professionals in different fields more competent in the use, management and development of digital services and structures for social services and health care. The goal is to come up with a definition for competence in digital social services and health care and to create a flexible, digital living lab learning environment. Pedagogic solutions and models for building competence in digital social services and health care will also be developed. “*It is important to strengthen multidisciplinary collaborative competence during studies, and this also requires multidisciplinary cooperation among teachers,*” says Project Manager **Outi Ahonen** from Laurea. “*To ensure that digital services function in social services and health care, we need the different fields to work in close cooperation so that we can develop good, people-oriented services.*”

THE PROJECT’S PRIMARY target groups are teachers and students of higher education institutions. The teacher network of SotePeda 24/7 includes over 200 teachers from different higher education institutions. To date, the project has produced pedagogic solutions, a system of competence badges and learning environments that form digital learning paths. It has also produced over 200 open microlearning units, which will be made freely available in the Library of Open Educational Resources (*aoe.fi*). These will be used to build MOOCs for all to use.

SHAPES – Digital services to support the well-being of ageing individuals

SHAPES (Smart and Healthy Ageing through People Engaging in Supportive Systems), a project funded by the EU Horizon 2020 programme, was launched in the autumn of 2019. The goal is to develop a novel digital service ecosystem to support the well-being of ageing people living at home. “*SHAPES builds on digital transformation and ecosystem thinking, which enable new kinds of operating models to help ageing people continue to live at home. This also offers new business opportunities for technology suppliers and service companies,*” says **Sari Sarlio-Siintola**, Project Manager for the SHAPES project at Laurea.

THE RIGHTS OF AGEING individuals and their ability to live a good life at home or in a home-like environment are at the heart of the services designed in the SHAPES project. Ethics and ethical competence play a key role in the project, from planning to implementation and assessment. Ethical competence is one of Laurea’s areas of responsibility “*In addition to ethical and legal competence, Laurea contributes to the project with service design, co-creation, ecosystem modelling and substantive competence in the well-being of the ageing population,*” says Sarlio-Siintola.

DURING THE PROJECT, digital services will be piloted in seven areas in Europe.

www.laurea.fi/en/shapes

www.laurea.fi/en/learning-online



Developing competence through applied research



The objective of Laurea's research, development and innovation activities is to generate competence, solutions and new business operations by promoting future well-being, safety and international competitive advantage. RDI must be quick enough in meeting the needs of a changing world.

DEVELOPING AND COMMERCIALISING the ideas and results from RDI projects will become increasingly important in the future. This is supported by the openness of RDI activities, leading to a greater social impact. In compliance with the principles of open science and research, we produce and make use of open research data.

TO CREATE A SPECIAL strength, we will adopt a new operating method in degree-awarding education, which involves systematically collecting longitudinal research data in all our areas of expertise to produce unique and open research material for our own applied research and for society at large. 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, which are based on the prediction of future needs and the identification of our present areas of strength. Laurea's research is of a participatory and applied nature. It is integrated into all our education, development and innovation activities to boost the impact of our educational operations.

LAUREA'S STRATEGIC GOAL is to integrate its education, RDI and regional development activities, putting students at the centre. RDI will be more closely integrated into teaching, and in the new organisation model, introduced in 2019, Laurea's units are in charge of research, development and innovation activities, building on their competence and degree structures.

MORE AND MORE of Laurea's staff participates in RDI, which increases the need for competence development. To ensure high-quality, impactful results and a uniform quality of project activities, Laurea continues to train its project managers in the Certified Project Manager degree programme. The staff can also participate in training of a shorter duration, focusing on, for example, funding instruments.

EITHER LAUREA OR its stakeholders will put the ideas and results from RDI projects to commercial use. In this connection, we will also review the chances of using the results in follow-up projects. In addition, we will create and pilot a new operating method for collecting research data that can be made openly accessible for society at large.

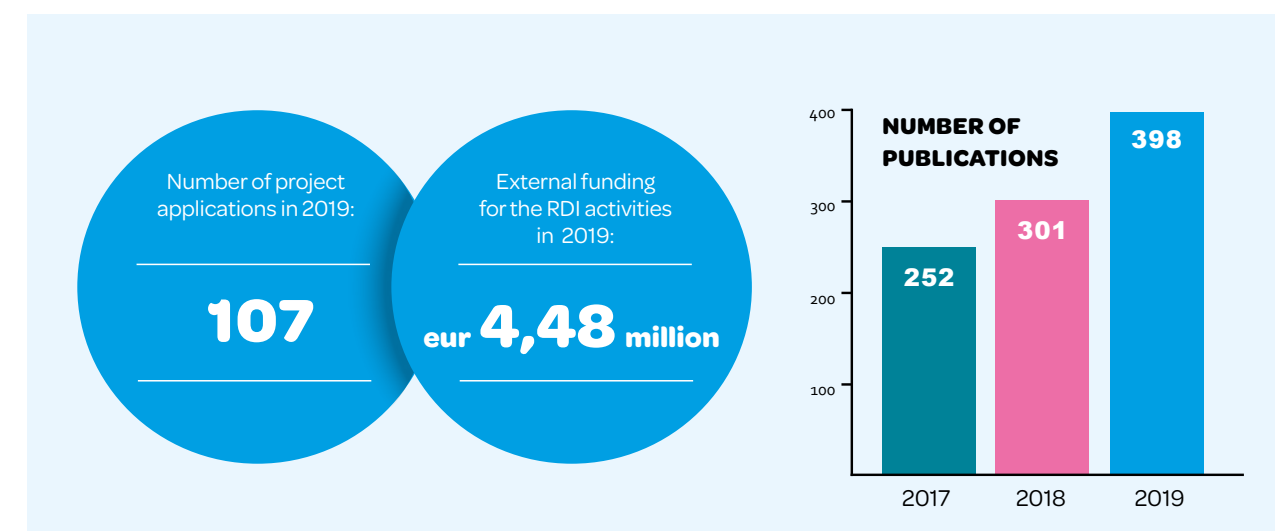
LAUREA CONTINUED ITS strong drive in carrying out international projects, and it remains at the forefront of

Finnish universities of applied sciences in obtaining EU framework funding and other competitive EU funding.

LAUREA HAS ALSO been successful in its applications for project funding granted by the Academy of Finland. In its strategy, drawn up in 2019, Laurea identified critical needs for change and launched critical change projects in response to them. One of these involves increasing the impact of R&D activities and the amount of competitive funding.

TOGETHER WITH ITS personnel, Laurea established research programmes based on the areas of expertise defined in its strategy. The programmes focus on social services and health care, the service business and circular economy, as well as safety. In addition, the following overarching themes are to be included in all of the programmes: ethical competence and proactive competence, entrepreneurship, pedagogy and co-creation, as well as digitalisation and information management in society.

FUTURE NEEDS WERE taken into account when specifying the research programmes and themes, and we also engage in dialogue with major RDI funding providers on how to direct funding to areas that are important to society.



ROSE project: testing the use of robots in serviced homes

THE ROSE PROJECT, funded by the Academy of Finland and the Strategic Research Council, is progressing. The goal of the project is to determine how robotics could be used to create and adapt products and services and to promote the reform of well-being services. The project has especially examined ways of introducing robotics into the provision of services to older people.

THE PROJECT HAS also examined how the staff at serviced homes have experienced the introduction of robotics into their work. The study was carried out as a survey given to home-care employees in the social and health care district of South Karelia (Eksote), as well as in the municipalities of Keminmaa, Oulu, Seinäjoki and Sipoo in 2016 and 2019.

ROBOTICS – ESPECIALLY THE Pepper robot – has been tested in authentic operating environments, using inclusive methods based on co-creation and the Living Lab approach. Laurea has carried out testing in a care home in Sipoo, where the Pepper robot has visited and spent time with the residents. Staff have also taken part in the research, and they have been trained, for

example, to independently use the Pepper robot. *"It is important to be involved in projects that examine the use of technical devices in nursing and caring, because we will need a variety of methods to secure good care in the future, especially in services for seniors,"* says **Sari Heikkinen**, Project Manager at Laurea.



Immigrants involved in developing services that support integration

LAUREA UNIVERSITY OF Applied Sciences is a partner in the ICT Enabled Public Services for Migration (MI-ICT) project, launched in 2018. The goal of the project is to develop information and communication technology services to help address the challenges posed by immigration into Europe.

"The project partners have developed services to assist the integration of immigrants. These include solutions that support employment or improve access to social and healthcare services," explains **Tuomas Tammilehto**, project manager for Laurea. In 2019, the project organised a total of six co-creation events in Italy, Spain and Cyprus. They were attended by

immigrants, service providers and the authorities alike, and resulted in over 100 ideas, of which 13 were further developed into mockup services. ICT developers will now continue their development efforts, working towards the final solutions.

"The approach adopted in the project emphasises end users: immigrants have a real opportunity to influence the result to ensure that it serves them in the best possible way," Tammilehto explains.

www.miict.eu

TUTKA project coaches micro enterprises towards growth

TUTKA IS A JOINT PROJECT involving Laurea and development companies in the Uusimaa region, which promotes the growth opportunities of SMEs. Launched in the autumn of 2018, the project involves Keuke (Keski-Uudenmaan Kehittämiskeskus Oy), Posintra Oy, active in the Eastern Uusimaa region, and Novago Yrityskehitys Oy, from Western Uusimaa.

THE GOAL IS TO provide companies with concrete tools for re-evaluating their business operations, identifying future customer and market needs, as well as understanding and applying new business models and customer-oriented operating methods.

LAST YEAR, 45 COMPANIES took part in the project, most of which were micro enterprises with less than ten employees. Laurea's experts organised coaching for companies under themes such as customer-orientation, prediction of the future and the use of digitalisation in marketing.

"The feedback received from companies that have participated in the coaching has been extremely positive to date. Matters have been discussed in concrete enough terms for companies to benefit from coaching," explains **Anneli Manninen**, Project Manager, from Laurea.

GAINING INSIGHT INTO the operations of micro enterprises was important to all participants in the early stages of the project. The project's impact in terms of business operations and employment can be assessed in the long run.

STUDENT INTEGRATION HAS been an important part of the TUTKA project. To date, the project has involved 19 theses and numerous development projects carried out by students.

Laurea rated at the highest level in an assessment of the openness of operating culture

THE MINISTRY OF EDUCATION and Culture has assessed the promotion of open science and research in higher education institutions. The results of the most recent assessment were published in January 2020, and Laurea performed excellently in it. In a maturity hierarchy of five levels, Laurea's openness was assessed to be at the top level of five. Seven universities of applied sciences and nine academic universities reached the top level.

LAUREA'S GOAL WAS to reach level 4 in the openness of its operating culture, but it reached level 5 in the 2019 survey. The areas of development in terms of openness have been taken into account in our revised strategy. In the maturity-level assessment, we scored 16 out of 18 points.

OPENNESS HAS BECOME an inherent part of our organisational culture through our values (openness, responsibility and impact), objectives and critical change projects. One of our key objectives is to make the data collected through our teaching and RDI activities openly available, to analyse the collected data and use the resulting research knowledge in our pedagogical activities as well as open up our teaching activities.



The RANGER project: New radar technology aims to save lives in the Mediterranean Sea

THE RANGER PROJECT, funded by the European Union's Horizon 2020 programme, ended in Autumn 2019. The aim of the RANGER project was technology that enables the identification of vessels from much farther away than before. Traditionally, radars see only to the horizon, in practice a few dozen nautical miles away, which has made surveillance of the entire Mediterranean region a challenge. This new technology helps enhance surveillance and speeds up search and rescue operations.

THE RANGER PLATFORM'S capabilities and performance were assessed in pilots that took place

in France and the Greek archipelago. Even though the technology is not yet ready, it already proved superior to current technology.

*"This project was described as "a success story" by the EU officials", says project manager **Tuomas Tammilehto**. "Also Laurea got excellent feedback on its efforts that focused on the ethical assessment of the project."*

<https://ranger-project.eu/>



The TYÖKE project supports integration between occupational health care and other social services and health care

THE GOAL OF THE national project is to build operational integration with occupational health services, other social services and health care, as well as rehabilitation services as part of the health and social services reform. Coordinated by the Finnish Institute of Occupational Health, the project partners include Laurea, the University of Helsinki, the University of Eastern Finland and the Central Finland Health Care District.

AT LAUREA, THE FuturesLab CoFi working group created future scenarios for occupational health care. The project has been integrated into teaching, involving students in the Master's degree programme in future management and customer-oriented service business.

Virtual Tours categorised as a Best Practice project

LAUREA TOOK PART in the international Virtual Tours project, which aimed to create measures for developing students' workplace skills. The project received Erasmus+ funding from the EU in 2017–2018. It was granted an exceptionally high score by the funder (99/100), and was categorised as a Best Practice project in the Erasmus+ programme.



USCO: Collaborating to engender digital change

CONDUCTED BY LAUREA and the University of Tampere, the USCO (Using Digital Co-Creation For Business Development) project ended in late 2019. The project's goal was to provide information about the use of digital, inclusive tools and methods in work organisations, the digital development of services, leadership and organisation culture that support digitalisation and the role of well-being at work in digital change.

FUNDED BY BUSINESS FINLAND, the project also involved the University of Cambridge as an international partner. In addition, the project's research subjects and development partners included eight Finnish organisations: Danske Bank, Fennia, Humap Consultation, Isännöintiverkko, Kesko, Keva, Silta and the Finnish Tax Administration.

THE USCO PROJECT focused on four themes in particular: leadership, open innovation, well-being at work and customer-orientation. The participating

organisations monitored progress in these themes using both quantitative and qualitative methods.

*"All the eight organisations made clear progress," says **Ruusa Ligthart**, Project Manager. "According to the participants, the project provided structure for developing these themes, as well as guidance for furthering them in the future."*

DURING THE PROJECT, several training events were offered to the staff of the participating organisations, Business Camps were arranged in Cambridge and co-creation workshops were organised in companies.

www.laurea.fi/en/usco



An international UAS that develops the region



Laurea strives to boost workplace competence and dynamism in the Uusimaa region, taking a regional, national and international approach. In our diversified regional development activities, we pay attention to the special features of the Uusimaa region. Regional development thus deals with the various development needs of metropolitan cities, regional towns and neighbouring municipalities in the Uusimaa region.

FOR US, 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. Our regional development partners include companies, public organisations and third-sector stakeholders as well as workplace and business 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, Laurea supports smooth transitions from upper secondary level education to the university of applied sciences using digital path studies, broader degree paths and project activities. Digital path studies that can be completed independent of time and place offer students of vocational and upper secondary schools the opportunity to get acquainted with higher education studies. At present, Laurea's contracting parties include Careeria, the upper secondary schools of Espoo, Helsinki Business College, Keuda, Kisakallio Sports Institute, Luksia, Omnia, the Training Institute for Prison and Probation Services, Riveria, Helsinki Vocational College and Adult Institute, Työväen Akatemia, the upper secondary schools of Vantaa, Varia and the upper secondary school of Vihti. We

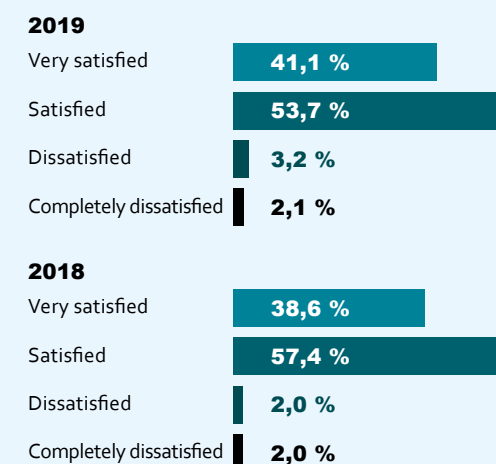
regularly meet with upper secondary level guidance counsellors and coordinators of education.

COMPANIES AND OTHER organisations have actively participated in Laurea's research, development and innovation activities as project partners and as business customers. In line with our regional development task, a notable share of the organisations we cooperate with come from the Uusimaa region. Turnover from Laurea's business operations increased to EUR 2.0 million in 2019. Laurea carries out education export through Eduexcellence Oy, a joint education export business of the 3AMK institutions, whose turnover continues to increase. The bulk of new orders consists of commissioned degree programme education for Sino-Finland Bridge, a Chinese customer.

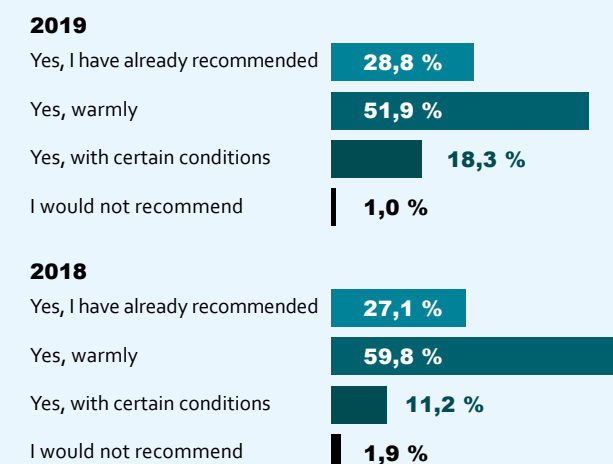
WE ALSO OFFER a broad range of studies at the open university of applied sciences as well as a variety of continuing education solutions for those already employed. Continuing education is also available in Laurea's fields of strength, offered as customised courses, consultation or training open to all. We support the staff of organisations in learning and developing their competence to match new challenges or changes in duties resulting from a new situation in their organisation. We offer customised education for individual companies based on their specific needs as well as paid training designed for the employees of various organisations, which also make it possible to learn from others in multidisciplinary groups.

Feedback from our stakeholders:

SATISFACTION WITH COOPERATION WITH LAUREA:



WOULD YOU RECOMMEND LAUREA AS A PARTNER?



Credits earned at the open university of applied sciences:





Stories from an international UAS that develops the region



Chinese nursing students began studies at Laurea

A GROUP OF CHINESE STUDENTS started their Finnish nursing degree studies at Laurea in Lohja last year. The students, who arrived in Finland last summer, first completed preparatory studies during which they learned Finnish and English and familiarised themselves with the Finnish culture, way of studying and health care. The actual nursing studies began in English in the autumn.

THE GOAL IS for the Chinese students to complete their nursing degrees in approximately three years. The education has been planned in close cooperation with the town of Lohja, and the town is hoping that the Chinese nurses will help alleviate the labour shortage in social services and health care. *"Today, recruiting nurses is difficult across Finland, and Lohja is no exception,"* says head nurse **Hannele Patjas**, who works in the town's service area for the elderly. She is in charge of the service housing units and health care centre wards of the town of Lohja. The units she is responsible for have approximately 390 customer places and 300 employees. *"In particular, the service housing for the elderly finds it*

difficult to recruit nurses. That is why it is great that the Chinese students are studying in Lohja, and we hope that they also find jobs here," head nurse Patjas says.

THE STUDENTS ADMITTED to study at Laurea were selected through entrance examinations. Most of them have 5–10 years of nursing experience in China. The admitted students also have a good command of English and they are highly motivated to study and find employment in Finland.

MANY OF THE STUDENTS who arrived in Finland have already worked outside their home country. *"It is very important for us to learn Finnish, but we also want to learn about Finnish culture,"* says student **Liu Hongling**. *"I have also worked at an international hospital in Beijing, and there I noticed how much people and cultures can differ from one another. The Finns and Chinese have at least one thing in common: we are slightly shy, but also helpful,"* continues Hongling, smiling.

www.laurea.fi/en/nursing-students



Stories from an international UAS that develops the region



Laurea is developing a co-creation ecosystem for the Uusimaa region in the CCO project

FUNDED BY THE MINISTRY of Education and Culture, the CCO (Co-creation Orchestration) project has been prepared as part of Laurea's Kunta2020 strategy. In this context, co-creation orchestration means the synergies that are generated collaboratively between actors in the Uusimaa region and their projects. The scalable action model is being developed and piloted in the Uusimaa region and elsewhere in Finland.

THE GOAL IN CCO is to build a model that helps companies, cities, researchers and citizens to jointly develop increasingly better services that promote well-being and health in the most innovative area in Europe. The aim is to make innovation more open, inclusive and based on cooperation.

THE PROJECT BOLSTERS continuity between completed, ongoing and new RDI projects. It is based on Laurea's persistent co-creation efforts and numerous projects carried out jointly with municipalities and other operators in the Uusimaa region.

IN OCTOBER, THE CCO project facilitated a meeting for open-science coordinators from EU Member States, which was organised at Laurea's Tikkurila campus. The meeting formed part of Finland's Presidency of the Council of the EU. During the meeting, participants shared good practices in open science and discussed a common policy for the development of open science in Europe.

THE MEETING WAS attended by members of the steering groups of the OSPP (Open Science Policy Platform) and the EOSC (European Open Science Cloud), as well as key open-science coordinators from EU Member States. There were participants from 21 countries.



Stories from an international UAS that develops the region



Urban Growth in Vantaa – answering society’s challenge of continuous learning

URBAN GROWTH – GSIP VANTAA (Growth and Social Investment Pacts for Local Companies in the city of Vantaa) improves the growth of local companies. It focuses especially on smart automation and digital change management.

THE PROJECT ALSO helps lower educated employees and unemployed job seekers boost their abilities to engage in lifelong learning and pursue further education. The services offered in the project reduce future risks of unemployment. The innovative core idea is to provide the region’s companies with a service model that encourages them to develop and grow, taking into account the social impacts.

LOW-SKILL JOBS and an unemployed workforce are a comprehensive risk to the local economy. In Vantaa, nearly 17 per cent of jobs are low-skill jobs and 32 per cent of the workforce have a low level of education and

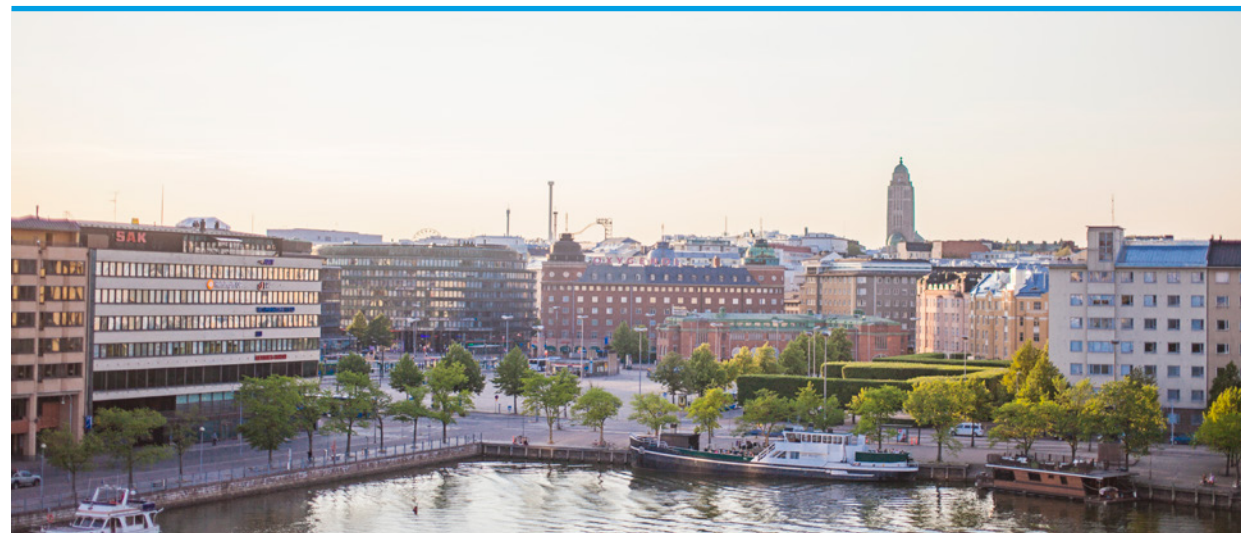
a matching level of competence. The technological revolution highlights the challenges arising from increasingly digital business operations and increasingly automated work.

TO ANSWER THESE challenges, the project strives to increase the competence of both companies and employees. Other goals include helping the workforce in Vantaa, especially employees with a low level of education, to engage in training and lifelong learning as well as mitigating their risk of unemployment.

www.laurea.fi/en/urban-growth



Stories from an international UAS that develops the region



New innovation, business and entrepreneurial ecosystems in the Uusimaa region

THE DEVELOPMENT OF new innovation, business and entrepreneurial ecosystems is particularly important for addressing challenges arising from the changing landscape in different sectors. It also places the approaches – openness, collaboration, interaction, continuous learning and adaptation to changes – required to deal with changes in the global operating environment at the core of innovation policy.

THE HELSINKI-UUSIMAA Regional Council has granted funding for a joint project of the 3AMK alliance. The goal is to develop innovation, business and entrepreneurial ecosystems.

THE GOAL OF the short-term project (running from 1 October 2019 to 30 April 2020) is to set up a new kind of operating culture. The project lays the foundation for systematic, long-term operations that generate business, exports and jobs. Business development

is enabled by strategic RDI cooperation between the participants, new joint projects and the incorporation of project results into business activities. The universities of applied sciences provide concept creation, presentation and identification of business needs, employing innovation to strengthen the competitiveness of companies in the Uusimaa region.

THE COOPERATION MODELS developed in this project also pave the way for new, internationally recognised research and cooperation initiatives outside Europe.

www.laurea.fi/en/3amk-innovation



Laurea and sustainable development



At Laurea, 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 TERMS OF sustainable development, what Laurea does as an organisation makes a difference, but it is also important that we challenge our students and other players around us to analyse their own behaviour.

WE HAVE INCORPORATED sustainable development themes in all our curricula and promote their execution in society through our RDI activities. Sustainable development has been discussed, for example, in the CERN BootCamp study unit for master's level students. In connection with the second BootCamp organised in June, students visited the CERN research centre in Switzerland.

THE CIRCUS PROJECT, funded by the Finnish Innovation Fund Sitra and carried out jointly with the 3AMK alliance, focused on developing a study module on the circular economy. Piloted in 2018, the module was offered for the third time in the autumn of 2019. The module was offered in English to enable international degree and exchange students to participate.

AT LAUREA, REAL ESTATE, transport and the food served at campus restaurants are the major sources of climate load. Solar power is one of the measures that Laurea has adopted to reduce its carbon footprint, and in 2019, solar power stations were completed on the Tikkurila campus as well as in

Porvoo where Laurea owns campus facilities jointly with Haaga-Helia. In addition to solar power, Laurea uses environmentally certified electricity.

ALL THE RESTAURANTS OPERATING on Laurea's campuses monitor the volume of waste generated and document it systematically. Restaurants provide guidance on appropriate meal sizes and remind customers about reducing the amount of waste. BarLaurea, Laurea's learning environment on the Leppävaara campus, works daily to minimise waste. Waste from the kitchen, buffet and diners is recorded daily. The information is discussed at daily meetings with students, and measures to reduce waste are planned jointly.

IN THE CONTEXT of Laurea's financially sustainable operations, we pay special attention to resource use and to monitoring the impact and results of our work. Everyone at Laurea takes responsibility for how we spend our time. Work time planning has helped Laurea improve the impact and effectiveness of work. Our new reporting system, based on data warehousing, enables us to improve the monitoring and predictability of our finances. This will also put us in a better position to ensure that we make proper use of our financial resources.

AS A PUBLIC OPERATOR, Laurea is required to comply with the Act on Public Procurement and Concession Contracts, which lays down provisions on sustainable choices related to procurement. The goal is to reduce material consumption and harmful environmental impacts over the entire life cycle of products and services.



The KEIJO project supports reintegration into society

SINCE AUTUMN 2018, a group of people with criminal and substance abuse backgrounds have studied on Laurea's Tikkurila campus in the KEIJO project. The objective of the project is to develop a training model for expert by experience activities. The project targets people with criminal and substance abuse backgrounds whose rehabilitation has progressed well and whose goal is to work towards education and the open job market.

THE KEIJO PROJECT involves comprehensive cooperation with different authorities, organisations, companies and educational institutions. The SyTy project is one example of the involvement of experts by experience. The goal of the project is to make the systemic operating model an inherent element of child protection in municipalities in the Uusimaa region. **Anne Kantoluoto**, Senior Planning Officer in the SyTy project, has had an expert by experience from the KEIJO project as a co-worker for the past five months. She finds the personal experience that experts by experience have of child protection to be particularly valuable in developing services and educating

professionals: *"When experts by experience talk about their own experiences, they also connect with people at the emotional level,"* she says.

THE CORE IDEA of the project is to provide a meaningful path to the job market and, at the same time, to strengthen positive experiences of being part of society through productive agency. Another objective is to develop practices in the correctional services in cooperation with experts by experience and professionals. *"The KEIJO project offers a path towards meaningful work and it is an immensely important project for the reintegration into society,"* Kantoluoto summarises.

www.keijo.net



Solar power on the Tikkurila campus

IN THE AUTUMN, a rooftop solar power station was completed on the Tikkurila campus. In the future, it will generate a considerable share of the electricity used on campus. With a rated power of 120 kW, the solar power station generates slightly over 10 per cent of the electricity annually consumed by the Tikkurila campus.

THE CAMPUS BUILDING in Tikkurila is ideal for solar power, since it is located higher than the neighbouring buildings in terms of the sun's movement. The roof surface, covering 1,300 square metres, has been put to efficient use for solar power generation.

PREPARATIONS FOR LAUREA'S campus power station in Tikkurila began in 2016, when the facility participated in the Climate Street project, which carried out carbon footprint measurements and solar power surveys in several facilities around Tikkurila.

SOLAR POWER IS one of the measures that Laurea has adopted to reduce its carbon footprint. *"In its*

new strategy, Laurea is committed to the principles of sustainable development and to combating climate change. The Tikkurila solar power station is one small step in these efforts," says **Kimmo Hannonen**, Vice-President.

THIS YEAR, A SOLAR POWER station, with a rated power slightly over half of that in Tikkurila, will be launched on the Porvoo campus. Laurea owns the Porvoo campus jointly with Haaga-Helia.

SOLAR POWER IS one of the measures that Laurea has adopted to reduce its carbon footprint. The electricity procured by Laurea is also environmentally certified.



Stories from a UAS of sustainable development



BarLaurea took first place in the 2019 Finnish Championship for organic restaurants

BARLAUREA TOOK FIRST place in the category for medium-sized public operators in the 2019 Finnish Championship for organic restaurants. The prize was awarded at the Organic Food Day event organised at Finlandia Hall in early October.

THE COMPETITION IS open to all professional kitchens, and the goal is to find the public food services and private restaurants in Finland that use the greatest amount of organic products. The competition is divided into six different categories. *"This achievement was particularly important to us, because we want to serve as an example and teach our students of hospitality management that locally produced and organic raw materials and foods can also be used in an educational institution,"* says **Teemu Sirainen**, restaurant manager at BarLaurea.

IN THE COMPETITION, the use of organic products is assessed based on their share of the overall weight of produce. *"Organic production is one of our values,*

and we do our best to maintain as wide a supply of organic products as possible," says **Jarmo Vähä-Savo**, BarLaurea's chef, who has received the PRO award for outstanding professionals in the restaurant and catering industry. *"We are pleased with our victory and will continue to increase our use of organic products in the future. Organic products account for 36 per cent of our food procurement."*

LAUREA'S STUDENTS OF hospitality management train in BarLaurea's restaurant environment during their first and second years of study. BarLaurea is a teaching restaurant that comprises a lunch restaurant, an à la carte restaurant, a café as well as meeting and catering services. Daily visits amount to some one thousand, and the clientele mainly consists of Laurea's staff and students.

We're here for you at Laurea





A community-oriented UAS



As a community-oriented university of applied sciences, we believe in co-creation and collaboration. We respect democracy in higher education and want to let everyone have their voice heard in our community. We appreciate diversity and all people.

THROUGH THEIR ACTIONS, every member of the Laurea community promotes health, well-being and safety in a manner that increases learning motivation and well-being at work. We want to improve the ability of individuals to assume personal responsibility for their own lives and for common issues. Therefore, we want to support our employees' participation in social activities through voluntary work. During their studies, all of Laurea's students also 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. Laurea has had a diverse development group for student well-being since the beginning of 2019. The group includes

representatives of nurses, counselling psychologists, university chaplains, heads of student affairs, special education teachers, teacher tutors and, of course, students. In terms of the development of student well-being, Laurea's strength lies in multi-disciplinary cooperation, which the various parties carry out in their daily activities.

TUTOR TEACHERS PLAY a key role in student well-being, monitoring the students' progress of studies, professional growth and workplace integration. Each student has their own personal tutor, and the idea is that personal tutors meet their students at least twice a year. In line with our goal, every teacher who works as a personal tutor at Laurea should participate in Laurea's Certified Tutor training.

WE INTRODUCED MORE services supporting student well-being in 2019, adding another counselling psychologist to our staff and training one teacher per campus to support students with difficulties reading and writing. In addition to the head of student affairs on each campus, we now also have a special student social counsellor supporting the well-being of international students.

LAUREA CARRIES OUT project activities, such as the TOTEEMI and RETU projects, to promote student well-being. The TOTEEMI project, completed in

2019, examined and developed practical models for combining work and higher education studies. The project has resulted in the creation, sharing and establishment of solutions for flexible study paths, on-the-job learning, year-round studies and co-creation between higher education institutions and workplaces. Coordinated by Laurea, the RETU project, focusing on resilience and future belief, strives to develop a tool for assessing digital service needs, which teachers, supervisors and student services staff can use in their work.

LAUREA'S PERSONNEL PARTICIPATE IN VOLUNTARY WORK IN LOHJA

Laurea's personnel have the opportunity to 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.

One of the associations chosen for voluntary work was Hiiden Omaishoitajat, which operates in Lohja, Vihti and Karkkila. In the morning, Laurea's personnel attended a meeting for family carers and those cared for, where they organised uplifting activities. *"This was a great day. We haven't had activities like these earlier and especially not animals as guests,"* said **Minna Mäenpää** of Hiiden Omaishoitajat. *"It was also very important that a number of Laurea's personnel visited people's homes, because some family carers aren't able to visit our facilities."*

The association, funded by the Funding Centre for Social Welfare and Health Organisations, organises activities for family carers and their family members. These include, for example, group activities, coaching and general information and guidance. *"What is most important to family carers is that we can support their coping and provide a sense of community,"* explains Mäenpää, who coordinates activities.

This time, Laurea's personnel attended the family-carer meeting in the morning. The association welcomes anyone interested in voluntary work to participate at any time in the future. *"Everyone can engage in exactly the kind – and amount – of work that feels good to them,"* says Minna Mäenpää.





Stories from a community-oriented UAS



Laurea awarded

HENRY LYBÄCK, SENIOR LECTURER in Laurea's Bachelor of Hospitality Management programme, won the Teacher of the Year award in the PRO2019 contest, highly recognised by the restaurant industry. The PRO award winners were selected by a jury of HoReCa experts from a variety of fields. *"I truly value this award, which I consider to be a recognition shared with the Laurea University of Applied Sciences, my students, colleagues and partners, with whom I am happy to work every day,"* Henry says. According to the jury, Lybeck is a wise and fair role model who can make even difficult topics interesting. He possesses solid experience and insight, is skilled in integrating stories in teaching and in highlighting the skills that help students find employment.

SVENSKA FOLKSKOLANS VÄNNER (SFV) r.f. elected **Annika Kirkkomäki**, Laurea's Senior Lecturer, as Swedish Teacher of the Year. As the grounds for its decision, the association mentioned Kirkkomäki's long and diverse work experience, participation

in development projects in the field as well as her approach of putting students at the centre.

LAUREA'S MULTISENSORY SPACE and its developers, lecturers **Minttu Rätty** and **Tiina Wikström**, were rewarded at a conference organised in London by the Global Women Invention & Innovation Network. In explaining their decision for granting the Special Recognition Award, the jury highlighted the creative and inspirational nature of the Multisensory Space as well as the determined and systematic development of the method.

LAUREA'S TEAM WON gold in the Resto2019 skills and knowledge competition, also known as the Finnish Championship for students of hospitality management. The winning team, competing under the name Rebels, included **Noora Herlevi**, **Sanni Kalola**, **Tiia Kopra** and **Asta Salmela**. This year, the competition, which traces its roots back to 2002, was organised by Karelia University of Applied Sciences.

Laurea flew the flag for equality and human rights during Pride Week

PRIDE WEEK, ORGANISED in the last week of June, focused on the equality of sexual and gender minorities and the exercise of human rights in practice. Similar to many other Finnish universities of applied sciences, Laurea flies the flag for Pride.

LAUREA'S GOAL OF ensuring equality is also set out in its equality programme: *"The equality programme of Laurea University of Applied Sciences is based on the notion of equality among people. Laurea's staff and students, partners and prospective students are equal, whatever their personal characteristics or background."*

www.laurea.fi/en/pride



The workshop for Laurea's international partners headed into the woods

THE INTERNATIONAL CONFERENCE of the European Association For International Education (EAIE), organised in September, brought thousands of experts in education to Helsinki. In connection with the conference, Laurea invited its partners to a workshop, which culminated in a refreshing outing and coffee by the campfire in Nuuksio.

THE 3AMK ALLIANCE and its international activities also made a strong presence as part of the official programme of the EAIE conference. The alliance organised a campus event, where participants spent the morning at Metropolia's Myllypuro campus and the afternoon at Haaga-Helia's and Laurea's joint campus in Porvoo.

Closing words

THE ASSESSMENT OF 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 of the impacts can be difficult and does not always do justice to the diversity of the 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 competencies and have been generated collaboratively.

WE BELIEVE THAT impact results from new ideas and viewpoints developed through cooperation – it is difficult to achieve lasting changes on your own. All the 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, using the hashtag [#LaureaUAS](#).



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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.



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