

The logo consists of the word "LAUREA" in white, bold, sans-serif capital letters, stacked vertically within a solid blue square. The background of the entire page features a central 3D-rendered silver pushpin with a glass ball tip, set against a background of concentric blue and pink ripples that create a sense of depth and movement.

**LAUREA**

**AMMATTIKORKEAKOULU**

*University of Applied Sciences*

**SOCIETAL IMPACT AND INTERACTION**

**2021**



**AMMATTIKORKEAKOULU**  
University of Applied Sciences

## Laurea's societal impact and interaction

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**Jouni Koski**  
President, CEO, PhD

## Foreword

**WE AT LAUREA UNIVERSITY OF APPLIED SCIENCES** have been building the societal influence of our higher education institution for three decades. Everything can always be done better, and we want to strive for ever greater quality and influence of our higher education institution's quality system according to the PDCA (Plan, Do, Check, Act) cycle. In order for us to learn and develop the societal influence of our activities as a higher education institution in a responsible manner, we must be transparent. We have compiled these reports on Laurea's societal influence and interaction since 2016. This sixth iteration of the report includes again some examples of operating models and activities by which the higher education institution has produced societal influence. Hopefully, these examples will inspire our entire higher education community as well as our current and new partners to cooperate actively with higher education institutions and develop operating models and activities that we can use to develop a more functional and sustainable world together.

**OUR HIGHER EDUCATION INSTITUTION'S STRATEGIC INTENT** is to be an international developer of workplace competence and dynamism in the Uusimaa region in 2030. Although we want to create influence in Uusimaa as a regional developer, we also interact actively with society at the national and international level. How do higher education students view the societal influence of the higher education institution in developing workplace competence and vitality in the area? For our higher education students, impact means competence development and professional growth as well as building work networks already during their studies. Laurea's pedagogy, i.e., Learning by Developing (LbD), has long traditions in this. The aim has been to further strengthen the integration with employers and education at our higher education institution by developing cooperation with companies and public organisations in an increasingly systematic manner. A key partnership model has been developed for this purpose. It will enable us to promote the development of working life and reform it more effectively than before. Through the key partnerships, our higher education institution can offer our employer partners systematic and extensive collaboration. The key partnerships guarantee our partners a valuable cooperation package, the core of which is an annual plan based on the needs of our partners, always built together with the partner. The key partnership model and the related activities also open up a significant opportunity to enhance the influence of research, development, innovation and business operations, which means creating new solutions for the needs of society. With the implementation of the key partnership model, the basic tasks of the higher education institution will be increasingly integrated into each other, creating even better added value for both students and the region as well as for the entire society.

# Introduction: Societal impact and interaction at Laurea

*We are pleased to present you with our report describing the societal impact and interaction of Laurea University of Applied Sciences. The impact of higher education on society is a continuously topical theme, particularly now in the spring of 2021, when the Ministry of Education and Culture is commissioning a study on the interaction between regional cities and higher education.*

**THIS ANNUAL REPORT IS** Laurea's contribution to discussions about the impact of the UAS. The report takes a people-oriented approach, mirroring Laurea's approach to education and research. We try to give our activities a face, talk about the people behind the phenomena and build a story. We believe that a human approach brings depth to the impact phenomena.

**AS A UAS INVESTING IN DEVELOPMENT AND GROWTH,** we at Laurea have always built for the future based on our prior experiences. This report of our societal impact and interaction contains various examples of good practices and indicators, in which we have emphasised continuous monitoring and learning from prior experience.

**WE AT LAUREA BELIEVE** that examples focusing on people and case studies reflecting our practical activities are the best way to demonstrate the depth and qualitative aspects of our impact. For the 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 re-

port only scratches the surface of the broad spectrum of Laurea's societal impact overall. The summary still provides an accurate picture of the overall impact of society, even though we can address only a fraction of our societal activities.

## HIGHER EDUCATION AND IMPACT

**HIGHER EDUCATION PLAYS AN IMPORTANT ROLE** as the mainstay of a society that is 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 wellbeing 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, wellbeing or competitiveness of the parties involved.

## WHAT DOES INFLUENCE MEAN?

**INFLUENCE PLAYS A KEY ROLE** in the assessment of education, research and innovation activities, even though there are different definitions for impact itself. Our way of structuring different impacts at different levels is based on the IOOI model (Input, Output, Outcome, Impact):

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

**OUTPUTS:** The outputs of the activities measure, 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.

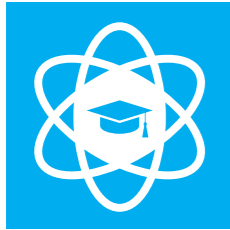
**OUTCOMES:** This refers to concrete changes achieved as a result of the inputs and outputs. They may include a student's professional skills acquired during studies, a new nursing practice developed through RDI activities, or a security competence obtained by a partner through a student project.

**IMPACTS:** The final link in the chain is impact, or a permanent long-term change in the wellbeing or competitiveness of a partner or the region. Professional skills result in wellbeing 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 wellbeing 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 2020 interesting and thought-provoking. Feel free to contact us for more information. Enjoy your read!



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



## A student-centric UAS



*At Laurea, students are at the heart of learning. For us, a student-centric approach means placing special emphasis on students' goals and competence as well as 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.*

**SINCE 2019, NEARLY** all of Laurea's working groups dealing with education have had student representatives. Student representatives participate in about 40 different working groups, including Laurea's Management Team, education management team, pedagogy development group and development group for 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. The involvement of student representatives in degree pro-

gramme development group supports student-centric planning, implementation, evaluation and development.

**IN DEGREE-AWARDING EDUCATION**, we have made every effort to strengthen the competence-based approach, the quality of learning, teaching methods and study efficiency. By better recognising the competence needed in working life, the competence of students can be developed based on competence and competence acquired elsewhere can be recognised.

**TO SUPPORT STUDY EFFICIENCY**, the "L160 application process" has been opened in universities of applied sciences. With L160, students who dropped out of school but completed at least 160 credits may continue their studies. Completing studies that were discontinued will create a sense of success for the student, strengthen their self-confidence and open up new opportunities for work and postgraduate studies. At Laurea, you can apply for and start these studies at any time. Special attention has also been given to the guidance of students in order to better recognise competence acquired in working life and plan the acquisition of missing competence for each student.

**THE THESIS PROCESS** has also been harmonised at Laurea in order to promote the faster graduation of students. Harmonising the thesis process is one of the development projects implemented at Laurea that was funded by proceeds from the 2018 fundraising campaign. Another area where donations were put to use was the Toolkit for Building a Meaningful Career study unit.

**TO IMPROVE THE QUALITY** of learning, Laurea has continued to develop tutoring competence. For example, Laurea Certified Tutor training for teacher tutors is continuously improved based on feedback. Each student pursuing a degree at Laurea has an assigned teacher tutor, who monitors the student's study progress. A Teams group has also been set up for teacher tutors. There they can share tips, information and materials to support grouping.

**THE ORIENTATION OF NEW** students has been reformed and harmonised throughout Laurea. Before the start of their studies, students received good feedback from online orientation, which is a separate course on the online learning platform in Canvas. There is a separate version of the online orientation for Bachelor's and Master's degree students.

**THE NUMBER OF CREDITS** earned at Laurea through identification and recognition of competence has increased significantly. One of the critical change pro-

jects identified in Laurea's strategy is related to strengthening the competence-based approach, competence quality and study efficiency. In this context, practices for identifying and recognising competence have been developed systematically. In 2021, as many as 116,970 credits were recorded through recognition of competence, compared to 71,810 credits in 2020 and 58,686 credits in 2019. The significance of verbalising and recognising one's own competence has become increasingly topical in Sitra's Reveal your skills campaign, for instance.

### GOOD PRACTICE: QUALITY TALKS OPERATING MODEL TO ENHANCE THE INFLUENCE OF STUDENT FEEDBACK

**THE PURPOSE OF THE QUALITY TALKS** practice is to make the utilisation of summarising student feedback, i.e., early stage feedback, student wellbeing feedback, service promise feedback, feedback from graduating students and career monitoring feedback more efficient in order to improve the quality of degree programmes.

**THE PURPOSE OF IMPROVING** the efficiency of feedback processing is to systematise development activities by highlighting key development areas identified in the feedback, defining development measures and their responsibilities and schedules (degree programme-specific development workbooks). The influence of student feedback and the importance of providing feedback are highlighted by communicating about the development measures carried out based on the feedback, for example, through the academic year review.

**THE PURPOSE OF QUALITY TALKS** is to serve as an annual practice. We also want to invite more students to participate in the related seminar. The implementation of the seminar also makes it possible to share good practices between programmes and learn from each other through the degree development groups participating in the seminar.





### The digital instrument for service need assessment CREAR was recognised in the Quality Innovation Award competition

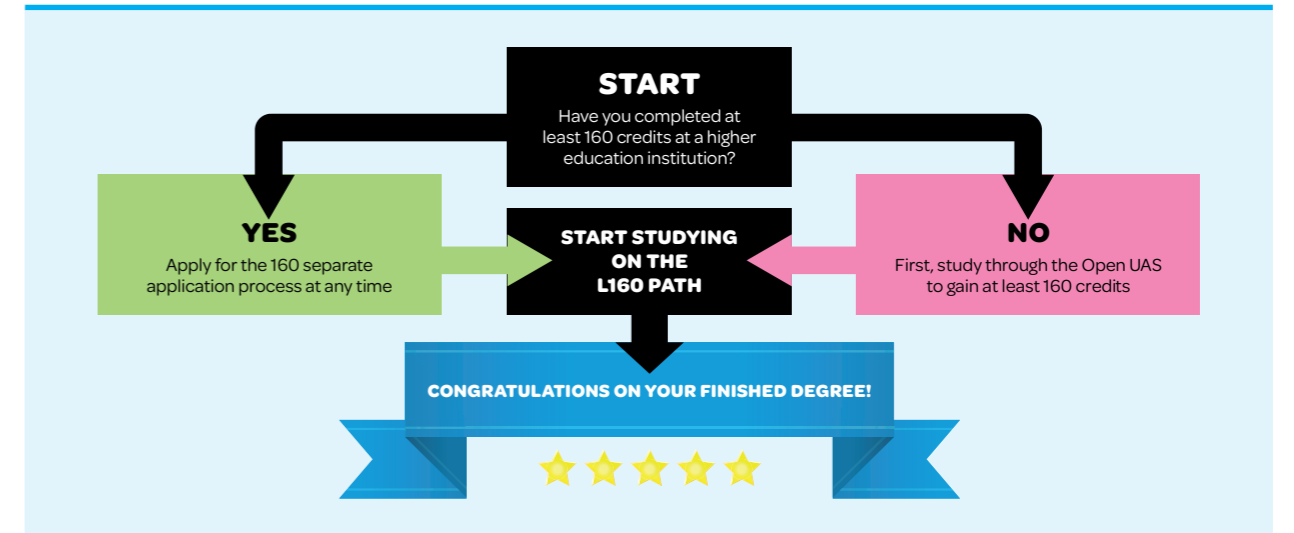
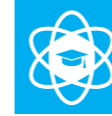
**QUALITY INNOVATION AWARD** is a recognised international innovation competition organised annually to increase the number and improve the quality of innovations. This year, the digital service need indicator CREAR, which was developed in the ESF-funded Resilience and Future belief project (2018–2020) coordinated by Laurea, was awarded with an honourable mention.

**CREAR RECEIVED AN HONOURABLE MENTION** in the Education Sector Innovations category of the Quality Innovation Award 2021 competition.

**CREAR IS A DIGITAL** service need assessment tool developed to support the customer work of guidance, teaching and student welfare personnel. CREAR acts as an early detection tool that can be used to comprehensively examine an individual's situation in life. Based on the results obtained from CREAR, the guided person's potential need for guidance and other support can be evaluated, enabling the provision of timely, customer-oriented assistance.

**PARTICIPATING INNOVATIONS** in the Quality Innovation Award competition are assessed and provided with feedback to enable further development. The competition jury's feedback describes CREAR as the result of systematic development. It states that CREAR has been proven a necessary assessment tool that increases social sustainable development. "The honorary mention granted to CREAR is a considerable recognition to Laurea and its partners that participated in developing the tool. According to the prestigious jury of experts, we have clearly succeeded in creating a functional digital tool that has future potential," says **Mika Launikari**, Career Guidance and Knowledge Development Expert at Laurea.

Read more: [www.laurea.fi/en/news-crear-qi](http://www.laurea.fi/en/news-crear-qi)



### Laurea's separate application process offers you the opportunity to complete your degree flexibly

**LAUREA OFFERS STUDENTS** who have not finished their university studies the opportunity to complete their degree in a new separate application process that is ongoing. The L160 separate application process is open to all students who have completed 160 credits at a Finnish higher education institution and then dropped out of their studies. Students will receive personal guidance to support completion of their studies.

**THE AIM OF THE NEW** separate application process is to make it easier for students to return to their studies. The application process is ongoing and you can start your studies all year round. After the application process, the student is assigned a teacher tutor, with whom a study plan is drawn up and who provides help in career planning. "There may be students who experience shame or fear of returning to a higher education institution. At Laurea, we wanted to lower this threshold as much as possible. It's truly wonderful if a student reaches a point in their life where they could finish their degree," says **Pauliina Nurkka**, Director of Guidance and Student Wellbeing.

**ANY COMPETENCE ACCUMULATED** in working life after dropping out of university can be identified and recognised as part of the degree. Studies can also be completed alongside work and, for example, flexible methods have been developed for completing an unfinished thesis. "It is a good idea to finish your studies when most of the work has already been done" – Your studies are almost done but work is too engaging. "That's how it usually goes, I suppose," says **Tuomas Hytönen**, who graduated as a Bachelor of Business Administration from Laurea in December 2020.

**TUOMAS ORIGINALLY STARTED STUDYING** at Laurea in 2000, and returned to complete them last autumn through Laurea's new L160 separate application process. Tuomas Hytönen, who works as a sales manager at Fortum, started finalising his degree because of an encouraging supervisor. Tuomas believes that work experience and career speak for themselves in the job market, but it is a good idea to also have a degree as an assurance.

Read more: [www.laurea.fi/en/news-l160](http://www.laurea.fi/en/news-l160)



Stories from your student-centric higher education institution



Photo: Anttila Janniina

### A Diary thesis led to the creation of a self-reflection tool for LocalTapiola's experts

**DIARY THESIS (PONT)** is an alternative for traditional theses at Laurea. In this process, the student carries out a 10-week journal report according to a plan, the purpose of which is to develop their own work and workplace. PONT is a particularly suitable method for those working in their own field, if their work involves development and if they want to write their thesis as part of their work.

**WRITING A DIARY-FORM THESIS**, and thus examining one's own daily work, gave Janniina insights into how one's own work could be made more efficient. Her supervisor also recognised the insights as the diary made everyday work visible. "In fact, my supervisor got so enthusiastic about this journal process that LocalTapiola wanted to try a similar method with supervisors and experts," Janniina continues.

**THE PONT PROCESS WAS PILOTED** at Laurea in 2018, and since then it has been developed even further. Many Diary theses have been created at Laurea in various degree programmes, and the students have been very satisfied with the model.

**SHE TOOK OVER** the responsibility for the project and took the same position as the senior lecturer who supervised her thesis at Laurea, a facilitator. A dozen participants were involved in the self-reflection carried out in diary in LocalTapiola General.

**ONE OF THE ENTHUSIASTS** for journal-form theses is **Janniina Anttila**, who graduated as a Bachelor of Business Administration this year. She works as a communications expert at LocalTapiola General and made her thesis on communicative development in an expert role.

Read more in Finnish: [www.laurea.fi/opinnayte](http://www.laurea.fi/opinnayte)

## Become one of Laurea's key partners!

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

### As one of Laurea's key partners you get:

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

**Interested?** Our regional service managers will be happy to discuss key partnership with you. More information on key partnership: [www.laurea.fi/en/key-partners](http://www.laurea.fi/en/key-partners)



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## Laurea and workplace integration



*At Laurea, the starting point for all instruction is the Learning by Developing (LbD) model. Thanks to the LbD model, Laurea is deeply integrated into the world of work 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. Laurea strives to meet the future competence needs of working life by developing competence that is relevant to it and based on research.*

**LAUREA AIMS TO** respond better to the challenge of continuous learning by developing the offer outside degree-awarding education. The provision of continuous learning includes all studies at the Open UAS, specialisation studies and continuing education.

**LAUREA'S OPEN UAS** studies are becoming more and more popular (see p. 16). Anyone can study at the Open UAS regardless of their educational background or age.

All open UAS studies meet the degree requirements in terms of content and requirement levels, which means that studies completed at Laurea's Open UAS can be recognised as part of the degree at Laurea later.

**GUIDANCE AND COUNSELLING** services for continuous learning have been strengthened at Laurea. Those interested in Open UAS studies are offered personal study guidance by booking an appointment through

the booking calendar. This way, especially those who have completed individual Open UAS studies receive as good and high-quality guidance as degree students. Feedback on the guidance services and using the booking calendar has been positive. The agility and ease of service have been praised.

**SERVICES PROMOTING STUDENTS' CAREER PLANNING** and employability have been developed further. The Career Planning study unit, which is compulsory for all UAS students, has been reborn as From a Student to a Professional study unit that better serves the student's personal goals. Career planning is also supported by workshop activities. The student's career planning is guided by a teacher tutor appointed for the entire time of their studies. Tutors are systematically trained in Laurea Certified Tutor training. The student also receives personal guidance and support for career guidance from the career services expert (Bachelor) and the head of student affairs (Master).

**INTEGRATION INTO THE WORLD OF WORK** and planning of education that meets workplace needs are supported by Laurea's workplace steering groups and the Alumni Advisory Board (AAB). Laurea's workplace steering groups operate in every Bachelor's degree programme (10 pcs). Each group comprises from 6 to 10 employer representatives related to the degree's areas of expertise. The influence of the workplace steering group activities is manifested in, among other things, defining the emphases and learning outcomes of degree curricula (e.g., developing Business Management and Bachelor's Degree in Health Care, taking circular economy into account in curriculum work) and directing RDI activities.

**LAUREA'S TEACHING** is also supported by a lecturer database for alumni. It is a database of alumni who are interested in helping students learn from the starting points of workplace needs. There are already more than 650 alumni in the lecturer database, one in five of whom attend lectures each year. Collaboration with

alumni is active, and they form an important link between the higher education institution and the world of work.

### GOOD PRACTICE: THE ALUMNI ADVISORY BOARD SUPPORTS THE STRATEGIC DEVELOPMENT OF EDUCATION

**SYSTEMATIC PARTICIPATION** of working life in the planning of degree programmes and the provision of continuous learning supports responding to working life needs and future challenges. Social interaction, integration into the labour market and the planning of education that fulfil employers' needs are supported by workplace steering groups and the Alumni Advisory Board (AAB).

**THE ALUMNI ADVISORY BOARD** is one of the core groups of Laurea's alumni activities. Its mission is to support the development of education by involving workplace competence and perspectives in the development work. AAB comprises of 20 alumni from Laurea, who broadly represent different fields of employment and educational backgrounds. The group's meetings address topical issues related to Laurea's educational activities and developing them to meet employers' future needs. This systematic inclusion of the world of work will provide advance information on the changing societal and work-related requirements for developing education.





Stories of an UAS integrated with working life



### Laurea Open UAS studies at the height of popularity

**IN 2021, LAUREA'S OPEN UAS** studies were free of charge for the unemployed, lay-offs and those graduated from Laurea within target schedule. The decision was made to support the employment of those laid off and unemployed due to the coronavirus and to supplement their competence.

**THROUGH OPEN UAS STUDIES,** you can familiarise yourself with higher education studies, acquire new competences or apply for a degree programme. Laurea Open UAS offers approximately 200 different courses each year in various fields of education.

**MORE THAN 7,000 STUDENTS** registered for Laurea's Open UAS studies in 2021. The offer of open studies at universities of applied sciences has been expanded, and the number of online courses in particular has increased considerably. Open UAS studies can be completed basically all-year-round, as study units are available during the spring, summer and autumn semesters.

**THE NUMBER OF ONLINE COURSES** and MOOC studies

has been increased considerably. MOOC studies are free courses open to anyone that you can complete independently at your own pace. Additionally, Laurea offers students in upper secondary education peek courses and project studies in different fields free of charge. This way they can get a taste of Laurea's degree programmes. Their purpose is to lower the threshold for young people to apply for higher education studies after completing the upper secondary level studies. Light peek courses worth 1–5 credits are available to them. These courses provide students with the opportunity to familiarise themselves with different fields of education and experiment with studying at a university of applied sciences.

**Read more in Finnish:**  
[www.laurea.fi/avoin-amk-suosittu](http://www.laurea.fi/avoin-amk-suosittu)



Stories of an UAS integrated with working life



Photo: Jorma Jokela

### Principal Lecturer Jorma Jokela receives the internationally valued Florence Nightingale medal

**THE INTERNATIONAL RED CROSS** has awarded **Jorma Jokela**, PhD, Principal Lecturer at Laurea, the Florence Nightingale Medal. The Florence Nightingale medal is the highest international award in nursing.

**THE MEDAL WAS AWARDED** to a total of 25 nurses in 18 different countries this year. Since 1921, the International Committee of the Red Cross (ICRC) has awarded a biennial medal to deserving, qualified nurses and volunteers at the Red Cross. Jorma Jokela is the 24th Finn to whom this recognition has been granted.

**JORMA JOKELA**, who started his career as a nurse in 1979, has had a long career as a nursing educator and a developer of education. He started his educational work as a chief nursing instructor in the Finnish Defence Forces in 1987. While working at the Centre for Military Medicine, Jokela was involved in developing the first European emergency degree programme for nurses in the 1990s.

**JOKELA ENDED UP** in the middle of a conflict in Northern Afghanistan, where he worked as a nursing instructor and later as a project manager in a rehabilitation project for two hospitals in 2004 as part of an International Red Cross operation.

**JOKELA STARTED AT** Laurea University of Applied Sciences in 2009. In the very year, he was involved in building a simulation hospital on the Hyvinkää campus, which was the first simulated hospital centre in Finland. Jorma Jokela has also participated in several international and Finnish research and development projects at Laurea.

**Read more in Finnish:**  
[www.laurea.fi/jokela](http://www.laurea.fi/jokela)



### Prescribing programme will also help with examining patients

**IN ORDER TO OBTAIN** a nurses' limited specialist qualification in prescribing medicines, a total of 45 credits of higher education studies are required. At Laurea, additional education in prescribing medicines has been available since 2011, and the next training will be launched in spring 2022.

**THE ADDITIONAL TRAINING PRODUCES** the competences required of nurses to prescribe medicines. After completing it, a nurse may apply for specialist qualifications in prescribing medicines from the National Supervisory Authority for Welfare and Health.

**THE EDUCATION EMPHASISES** the knowledge and competence required to prescribe medicines. Pharmacology, prescribing medicines and safe pharmacotherapy in customer situations constitute more than half of the 45 credits.

**IN ADDITION TO THE COMPETENCE** in actual pharmacotherapy, the participants consider competences

related to clinical research, evaluation of the need for treatment and diagnosis important fruits of the training. This is how **Leena Forslund**, who completed the prescribing programme in 2018, also describes it. *"I mainly work with diabetes and in that context, the right to prescribe medicines and competences in pharmacology are a truly valuable addition to my own experiences. I can now better assess the treatment as a whole, especially in patients with multiple illnesses,"* explains Forslund, who works as a public health nurse at Loviisa Health Centre.

**Read more in Finnish:**  
[www.laurea.fi/laakkeenmaaraaminen](http://www.laurea.fi/laakkeenmaaraaminen)



Photo: Amina Mohamed

### Amina Mohamed is Laurea's Alumni of the Year 2021

**THE TITLE OF ALUMNI OF THE YEAR** has been awarded at Laurea since 2008. The title is awarded to Laurea graduates who have highlighted their education and background as Laurea students in a positive manner. The selection criteria also emphasise an approach that develops the working life or the work community in a positive manner.

**THE TITLE OF ALUMNI OF THE YEAR 2021** was awarded to entrepreneur **Amina Mohamed**. Laurea double alumni Amina graduated as a Bachelor of Social Services in 2012, and completed a Master of Social Services in 2019.

**AMINA ENDED UP STUDYING** social services through volunteering. After graduating, she has worked in various areas of the social services sector, including early childhood education and care, reception centres, adult social work, education and child welfare. Master's studies encouraged entrepreneurship, and Amina currently works as an entrepreneur in her welfare and social service company. Her company QJ-Diasporassa produces

various kinds of outpatient social services and educational services.

**IN THE CRITERIA FOR** her selection as Alumni of the Year, Amina is described as the builder of bridges between communities and thank her for encouraging young people to participate. Amina held lectures for other students already during her studies and encourages students to challenge themselves and their own thinking. Her cooperation with Laurea has continued after her studies, and Amina has visited different study units as a lecturer. The cooperation has given Amina the ability to train and encounter students and to support future social service sector professionals. *"I am grateful, overwhelmed and very pleased at being selected as Alumni of the Year. I think back on my time as a student Laurea with great affection. Our study group was close-knit and encouraging, which helped and supported my studies."*

**Read more:** [www.laurea.fi/en/news-alumni2021](http://www.laurea.fi/en/news-alumni2021)



## Digital UAS that renews professional learning



*The changing work environment calls for increasingly open, diverse and flexible learning solutions. Laurea meets this need by developing high-quality digital degrees and degree components. It manages, develops and provides digital education in a centralised manner. By centralising critical competences in the UAS structure, we can ensure the scalability and high quality of digital education.*

**LAUREA INTRODUCED THE NEW** learning platform Canvas in 2020. Laurea's strategy aims to increase and expand access to high-quality open digital studies, and the introduction of a new learning platform has provided an opportunity for this.

**IN ADDITION TO TECHNICAL USER TRAINING** for the Canvas platform, teachers have familiarised themselves with the design of learning in field-specific workshops. In 2021, there were more than 900 participants in online pedagogical education.

**IN MASTER'S DEGREE PROGRAMMES**, an experiment called digital sparring was carried out in autumn 2021. The aim of the digital sparring workshops was to help teachers in Master's degree programmes design studies that offer a high-quality learning experience in which digitalisation is utilised in a pedagogically meaningful way. The second objective was to help them find solutions to the challenges related to the use of digital tools. This was assisted by an expert from the dCELL team that promotes Laurea's digital and digital ped-

agogical competence as well as the digital lecturer of Master's degree programmes.

**FUNCTIONAL STUDENT FEEDBACK SYSTEMS** play a key role in the evaluation and further development of the core task of the higher education institution. To gain real benefits from student feedback, the data obtained should be sufficiently extensive. Laurea is introducing a feedback system for the Canvas learning platform. The system will integrate feedback into studies and make it easy for the student to give feedback. The new feedback system will be piloted in spring 2022.

**DIGITAL LEARNING ENABLES** international cooperation, the significance of which is further emphasised in the midst of the coronavirus pandemic, as students have had to postpone or cancel their student exchange periods. In fact, Laurea has focused on opportunities implemented through digital learning solutions in which students can develop their international capabilities. One example of this is the Corporate Social Responsibility study unit, which was implemented entirely online in summer 2021. The participants included students from different degree programmes at Laurea and some people from the Portuguese University Institute of Lisbon (ISCTE-IUL).

**IN THE CONTEXT OF DIGITAL LEARNING**, Laurea has also cooperated with its two key partners. In 2021, an independent MOOC online course was implemented with Osaango, a consultancy company specialising in API and data economy.

**IN AUTUMN 2021**, a development project was also launched with another key partner, Viope Education Oy, which focuses on developing Finnish learning solutions. The aim is to create an electronic solution for practicing medical calculations in nursing education.

### GOOD PRACTICE: MASTER WORKSPACES PROMOTE OPENNESS

**LAUREA INTRODUCED THE NEW** Canvas learning platform in 2020. Laurea's strategy aims to increase and expand access to high-quality open digital studies through a critical change project, and the introduction of a new learning platform provided an opportunity for this.

**ONE OF THE MEASURES** has been the implementation of the "Master workspaces". Working groups have started working across campus boundaries at Laurea.

**A MASTER WORKSPACE REFERS** to shared, built workspaces that will serve as the future basis of workspaces for implementations. They have three objectives: long-term, cumulative development of the workspace, coherence of studies from the student's perspective and avoiding the overlap of planning work.

**IN THE FUTURE, THE MASTER WORKSPACES** will form Laurea's shared content library, which will be a central component of Laurea's digital strategy. One of Laurea's values is openness, which is also supported by the shared building of workspaces between actors on different campuses.





Stories from a higher education institution pioneering digital vocational learning



## dCELL, enhancer of digital competence, is Laurea community member of the year 2021

**AT THE START OF THE NEW ACADEMIC YEAR**, Laurea announces the recipient of the Laurea community member of the year award. In 2021 dCELL, enhancer of Laurea's digital and digital pedagogical competence, received the award.

**THIS YEAR'S SELECTION** of Laurea community member focused particularly on open information sharing. The dCell team has made a significant contribution to open knowledge sharing and the openness, accountability and influence of education and learning through their activities in Laurea's employees' daily lives. The team's high-quality services have been targeted at the entire personnel, and this great work has contributed to the smooth continuation of teaching during the challenging coronavirus pandemic.

**THE IMPLEMENTATION OF THE NEW** Canvas learning platform has played a significant role in the dCell team's work over the past few years, and over 200 trainings were held for Laurea personnel during the previous

year. Developing a learning material library based on Laurea's open license was also launched in connection with the new learning platform. *"No one can solve the challenges of digitalisation alone. At dCell, our mission is to enable collaboration between different units, fields of education and functions and to support the creation of high-quality pedagogical solutions. Our selection as the Laurea community member of the year is a sign of the progress of our work,"* says Mikael Uusi-Mäkelä, Development Manager, who is the team supervisor.

Read more in Finnish: [www.laurea.fi/dcell](http://www.laurea.fi/dcell)



Stories from a higher education institution pioneering digital vocational learning



## A virtual escape game renews vocational rehabilitation and guidance for young people

**THE VIRTUAL ESCAPE GAME** Learning Life – Mysteeri 24/7 for vocational rehabilitation and guidance of young people was published in November 2021. The game is one of the first virtual utility games developed for the guidance of young people. It was produced by Laurea University of Applied Sciences, Kajaani University of Applied Sciences and Häme University of Applied Sciences, and its development was funded by Kela.

**THE OBJECTIVE OF** the Learning life – mysteeri 24/7 game is to improve the study skills of young people aged 16 to 29 in vocational rehabilitation and the capabilities related to everyday wellbeing and management. Young people and professionals working with them were involved in planning and testing the game. Young people have considered the game versatile and useful in tackling everyday problems. According to them, it is possible to learn through the functionality of the game and it is also a good discussion starter.

**AFTER PLAYING**, the instructor has a guidance discussion with the young person, during which they examine the game experience, the choices made in game and their personal life situation. A manual for professionals and the game's technical instructions for use have been produced to support the guidance.

**THE GAME CAN BE UTILISED** by service providers, social services and health care professionals and training organisations providing vocational rehabilitation implemented by Kela. Learning Life – Mysteeri 24/7 is free to download from Oculus Quest.

**THE JOINT MYSTEERI 24/7** project funded by Kela began at the beginning of 2020 and ended at the end of 2021.

Read more in Finnish:  
[www.laurea.fi/mysteeri247](http://www.laurea.fi/mysteeri247)



### The Future Frequency team coaches Laurea community members in future-oriented thinking

**THE FUTURE FREQUENCY IS AN OPEN** workshop method for building different kinds of futures published by Sitra at the beginning of the year. The aim is to make future-oriented thinking more approachable, understandable and inspiring. At the same time, the Future Frequency aims to link future-oriented thinking to ways of influencing the future.

**TO UTILISE THE FUTURE FREQUENCY METHOD,** Sitra also launched a partnership programme in which teams were formed out of public sector actors, organisations and other third sector actors interested in the method. One of the teams selected for the partnership programme is Laurean Tulevaisuusluotaajat (Laurea's Future Probers). Sitra's partnership programme attracted a lot of interest and 78 applications were submitted, and a total of 10 teams were selected.

**NEXT, ALL LAUREA PERSONNEL** can attend the Future Frequency workshops. The aim is for the team to implement a series of workshops for personnel. They are to be launched in spring 2022. Using the Future Frequency

method does not require prior skills or knowledge of future-oriented thinking; anyone can join future workshops. "The aim is to implement the Future Frequency method for personnel and thus support competence development in the field of foresight competence," describe RDI Specialist **Siiri Jalo** and Project Specialist **Emilia Risu**, who led the partnership programme application process at Laurea.

**THE FUTURE FREQUENCY MATERIAL,** which is open to everyone, makes it easy for all Laurea community members to integrate the method directly into their own activities for study units, RDI projects and internal development.

**Read more in Finnish:**  
[www.laurea.fi/tulevaisuustajuuus](http://www.laurea.fi/tulevaisuustajuuus)



### Master's degree students developing a more inclusive immigration policy preparation

**HOW COULD IMMIGRANTS** arriving in Finland be more closely involved in the preparation of new Finnish immigration policies? We received a number of answers to this question when the students of Laurea's Master's degree programme in service design got to come up with solutions in their study unit implemented during the autumn. The study unit project was implemented in collaboration with the Ministry of the Interior's project preparing the Finnish immigration policy.

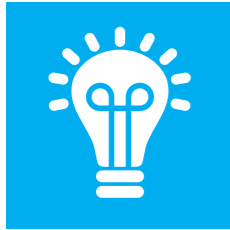
**FINLAND'S NEEDS AS** well as those of immigrants should be considered especially in the preparation of the new immigration policy. Until now, the preparatory processes have progressed largely between different authorities and organisations.

**LAUREA'S SERVICE DESIGN STUDENTS** were commissioned, together with the Ministry's immigration policy experts and other stakeholder groups, to develop new operating methods and ways of involving immigrants in preparation of future immigration policies. "This has

*been an extremely interesting project and the topic really motivates me. It is particularly important to have a perspective on how to make the voice of an individual heard in a large process,"* says **Anna-Elina Rahikainen**, Master's degree student who participated in the project.

**IN THE PROJECT, THE STUDENTS** utilised customer-oriented service design methods and theories to design concepts that promote the participation of immigrants. They involved different actors in the service design process in many ways including interviews and workshops.

**Read more in Finnish:**  
[www.laurea.fi/maahanmuutto](http://www.laurea.fi/maahanmuutto)



## A UAS that develops competence through applied research



*Taking advantage of its solid, multidisciplinary competence, Laurea uses its applied research to renew the substance of teaching and the competence generated within the institution, solve social problems, create new solutions and build new business. Laurea's research is of a participatory and applied nature. It is integrated into all our education, development and innovation activities to boost the impact of our educational operations.*

**LAUREA FOCUSES ON** practical research and development work in selected strategic areas, which are based on future needs and strong expertise in the fields of social services and health care, service business and security, to provide solutions built on tested data. In strategic research areas, we aim to improve the effectiveness of Laurea's profiling areas and to strengthen multi-disciplinary research and development activities beyond organisational borders in order to create broader competence clusters.

**IN ADDITION, THERE** are four themes to be implemented in all of the programmes: Foresight competence and Ethical competence; Entrepreneurship, Pedagogy and co-creation; and Digitalisation and information management in society.

**LAUREA'S SUCCESS IN** acquiring internationally competitive research funding has continued for a long time. One example of this is the funding by the European Union's Horizon 2020 programme. In January 2021, the programme granted funding for three new security

management projects that involve Laurea. The most important of these projects is the EUR 7 million AI-ARC project (see p. 32) coordinated by Laurea.

**THANKS TO REACT-EU** funding aimed at remedying the damage caused by the coronavirus pandemic, a large number of new RDI projects have been launched at Laurea as well in autumn 2021. The projects cover a wide range of themes, but the common denominators are digitalisation, circular economy and sustainable development as well as enhancing companies' ability to change. On the other hand, circular economy and the societal efforts towards carbon neutrality also open up new opportunities for business operations.

**TO STRENGTHEN MULTIDISCIPLINARY** collaboration and competence, a number of thematic teams have been kicked off at Laurea. They are multidisciplinary expert communities whose aim is to come up with ideas for new projects, support the integration of RDI activities and education, and promote cooperation. There are 19 thematic teams, of which the teams for foresight, service design and co-creation as well as development of occupational wellbeing combine the competences of different research programmes and fields of study.

**SINCE THE BEGINNING OF 2021,** Laurea has also started to systematically collect feedback on all RDI projects coordinated by Laurea. The results of the survey will be utilised in the development of the RDI process, for example, through the Certified Project Manager training implemented since 2017. The project cooperation survey examines how Laurea has succeeded in implementing the project and in different areas of the project, such as internal communications, methodical approach, monitoring and promoting the progress of the project, and external communications, publication and dissemination of the results.

**AN OPEN OPERATING CULTURE** has been developed as an Open Corner service concept in which personnel and students are supported in open learning, data management and open licensing issues. The service formats in-

clude building, implementing and testing the operating models for openness, trainings and webinars, personal guidance, intranet instructions and bulletins, public LibGuides and a newsletter and publications. In 2020, the Ministry of Education and Culture assessed Laurea's openness at the highest level of the evaluation scale.

### GOOD PRACTICE: RESEARCHER RECRUITMENT STRENGTHENS RDI ACTIVITIES

**AS PART OF A STRATEGIC** critical change project to strengthen the influence of RDI activities, a career track for researchers was launched at Laurea in 2021. Positions were opened in all research programmes at Laurea, including A Sustainable and versatile social and health sector, the Service business and the circular economy, and Uniform security.

**THE AIM OF LAUNCHING** the researcher career track at Laurea is to strengthen the influence of the higher education institution's research, development and innovation activities.

**THE RESEARCHER'S CAREER TRACK** has three stages: researcher, special researcher and leading researcher. On the career track, a researcher can progress on the career ladder based on predefined criteria. In 2021, the first researcher recruitment was carried out at the first two levels of the career track for the researcher and special researcher positions. During the career track, an evaluation will be carried out that draws on the knowledge and views of both Laurea personnel and external experts.

Read more in Finnish:  
[www.laurea.fi/urapolku](http://www.laurea.fi/urapolku)





## Laurea research programmes

Based on the areas of expertise defined in Laurea's strategy, three research programmes have been defined. They direct project work in accordance with Laurea's strengths. This contributes to the creation of significant societal influence.

### Coherent security

**LAUREA'S COHERENT SECURITY** research programme provides national and international research and innovation solutions that support the implementation of civil security in cooperation with authorities, companies, regions, research actors and organisations.

#### ONGOING PROJECTS:

**IRWIN – SECURITY OF DATA SUPPLY IN A COMPLEX ENVIRONMENT.** Funding: The Academy of Finland. The project examines the security of data supply in a complex environment and develops an inclusive national preparedness model. Laurea's sub-project investigates the collective agency of citizens as part of data security. Cross-cutting theme: Digitalisation.

**EU-HYBNET – EMPOWERING A PAN-EUROPEAN NETWORK TO COUNTER HYBRID THREATS.** Funding: EU Horizon 2020. Coordinated by Laurea (read more on p. 30). Cross-cutting theme: Ethical competence and foresight competence, Pedagogy, Digitalisation

**VARAVA – WELCOMING UAS – NATIONALLY AGAINST RACISM.** Funding: Asylum, Migration and Integration Fund Cross-cutting theme: Ethical competence and foresight competence, Pedagogy

### Sustainable and versatile social and health care

**THE SOCIAL AND HEALTH CARE RESEARCH PROGRAMME** is responsible for the development and research of health, wellbeing and functional capacity through both national and international activities.

#### ONGOING PROJECTS:

**DIGIIN – REFORMING THE SERVICE CULTURE TO INCLUDE EVERYONE IN THE DIGITAL SOCIETY.** Funding: The Academy of Finland. The starting point of the project is the desire to keep all citizens involved in the digital society. 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. Cross-cutting theme: Digitalisation, Ethical competence and foresight competence.

**VITALISE – VIRTUAL HEALTH AND WELLBEING LIVING LAB INFRASTRUCTURE.** Funding: EU Horizon 2020. Cross-cutting theme: Digitalisation and information management in society.

**EMPOWERING PEOPLE TOWARDS SOCIALLY INCLUSIVE SOCIETY.** Funding: Ministry of Education and Culture, special funding. Cross-cutting theme: Digitalisation, Ethical competence and foresight competence, Pedagogy and co-creation

### Service Business and Circular Economy

**THE SERVICE BUSINESS AND CIRCULAR ECONOMY** research programme focuses on the research, co-creation and implementation of business ecosystems and service innovations.

#### ONGOING PROJECTS:

**CEGO - CIRCULAR ECONOMY GOES EAST AND WEST.** Funding ERDF 2014–2020. The project aims to promote the systemic transformation of circular economy in the Uusimaa region through extensive co-creation, co-operation and impartial coordination. Cross-cutting theme: Entrepreneurship, Pedagogy and co-creation.

**HELSINKI-UUSIMAA – SUSTAINABLE AND DIGITAL ENTREPRENEURIAL REGION 2021–2022.** Funding: The European Regional Development Fund as part of the European Union's response to the COVID-19 pandemic. Laurea coordinates the project implemented in collaboration with Haaga-Helia and Metropolia. The project promotes entrepreneurship that supports digitalisation and sustainable development. Cross-cutting theme: Entrepreneurship, Digitalisation and information management in society, Pedagogy and co-creation.

**GREEN STEPS - STRENGTHENING INNOVATION, RESILIENCE AND GREEN COMPETENCE.** Sponsor: ESF 2014–2020. The aim of the project is to increase the ability of micro and SME enterprises in the Uusimaa region to renew and grow their business operations. Cross-cutting theme: Entrepreneurship, Digitalisation and information management in society, Pedagogy and co-creation.



Stories from an UAS that develops competence through applied research



## EU-HYBNET project to raise awareness of hybrid threats

**EMPOWERING A PAN-EUROPEAN** Network to Counter Hybrid Threats (EU-HYBNET) is the first Horizon 2020 project funded by the European Commission with a focus on preparing for and combating hybrid threats and on developing and building a European network in this field. The five-year project coordinated by Laurea University of Applied Sciences was launched in spring 2020. 25 European partners are participating in the project.

**THE MAIN OBJECTIVE OF THE PROJECT** is to reinforce the existing European networks, which will combat hybrid threats and work for long-term stability. The work of the EU-HYBNET project also aims to create a comprehensive European network to combat hybrid threats. Actors working extensively on hybrid threats, such as authorities, cities and regions, companies, research training organisations and organisations, can join the EU-HYBNET network.

**IN ADDITION TO THE PROJECT COORDINATOR** Laurea, the Finnish partners in the project include the Hybrid Centre of Excellence and the City of Espoo. With the support of the project, a podcast episode was recorded

in Espoo as part of the Safe Espoo podcast series. The podcast builds an understanding of what safety is in an individual's daily life. We also highlight how everyone can influence their own safety and the safety of their loved ones and what is the citizen's own responsibility in different crisis situations.

**IN CONNECTION WITH THE THEME** of the EU-HYBNET project's theme, the topic of discussion was hybrid threats; what are they and how can citizens prepare for them? The experts in the podcast were **Petri Häkkinen**, Chief Security Officer at the City of Espoo, **Hanna Smith**, Research Director at the Hybrid Centre of Excellence, and **Jarno Limnéll**, Professor of Practice in Cyber Security at Aalto University.



*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 883054*



Stories from an UAS that develops competence through applied research



## ROSE project: Service robotics will be a part of nursing in ten years

**FINLAND, LIKE MANY OTHER** western countries, will face a major challenge in the near future: the ageing population will require an increasing amount of ethical high-quality care at a reasonable cost.

**RESEARCHERS EXAMINED THE OPPORTUNITIES** of using service robots in welfare services for six years in the Robots and the Future of Welfare Services (ROSE) research project funded by the Academy of Finland. In the project, all research and development work was based on users' needs.

**LAUREA HAS PARTICIPATED** in the project coordinated by Aalto University. Among other things, the project studied the functionality of telepresence robots in different applications. Many elderly people living at home can already chat with a nurse via video call connection using a tablet. However, a telepresence robot enables the nurse to move around in an elderly person's apartment, providing them with an overall picture of the situation. "During the coronavirus pandemic, for example, we implemented a five-week trial in which grand-

*parents used a robot to communicate with their children and grandchildren,"* says **Sari Heikkinen**, Research Programme Director at Laurea. "The trial received a lot of positive feedback. The elderly felt that the robot created a sense of safety and that meeting the relatives felt more authentic than in a video call where the participants simply stare at the screen of a phone or tablet. The children felt that the mobile robot gave them a broader view of their parents' overall situation."

**Read more:** [www.laurea.fi/en/news-roseproject](http://www.laurea.fi/en/news-roseproject)



Stories from an UAS that develops competence through applied research



Photo: Antti Rinne

### Launch of the AI-ARC project: “Cooperation in the Arctic area needed now”

**CROSS-CUTTING THEME:** Digitalisation

**DUE TO GLOBAL WARMING**, the ice in the Arctic sea areas is melting and, consequently, the volume of shipping is increasing in the region. In addition, the shrinking of the ice cover also increases interest in the economic utilisation of the area for purposes such as mining, fishing and tourism. All this increases the risk of accidents in an area where rescue and surveillance resources are limited.

**THE AI-ARC** (Artificial Intelligence based Virtual Control Room for the Arctic), coordinated by Laurea and funded by the EU Horizon 2020 programme, aims to improve maritime safety in Arctic sea areas. Cooperation and increasingly open exchange of information are also expected to alleviate geopolitical confrontations in the Arctic, providing new effective channels for cooperation and dialogue.

**THE KEYNOTE SPEAKER** in the AI-ARC project's kick-off conference held in September 2021 was First Deputy

Speaker of Parliament **Antti Rinne**, who acted as Prime Minister (2017–2019) when Finland last held the chairmanship of the Arctic Council. In his speech, Rinne emphasised that today we need close cooperation between the actors in the Arctic region more than ever. *“The interest in the Arctic region is growing, which may also create conflicts in the region. Practical cooperation, such as the one the project currently being launched represents, can promote safety and resilience in the region,”* Rinne said.

**A TOTAL OF 22** partners from 12 countries are involved in the AI-ARC project. Most of the members in the consortium are from EU countries, but there are also representatives from Turkey, the United Kingdom, Norway and Iceland. The partners involved include universities, research institutes, industrial operators and operative end users. The total budget of the project is approximately EUR 7 million.

Read more: [www.laurea.fi/en/news-ai-arc](http://www.laurea.fi/en/news-ai-arc)



Stories from an UAS that develops competence through applied research



### RDI act of the year: Utilising MOOCs in the SotePeda 24/7 project

**SOTEPEDA 24/7** WAS a project coordinated by Laurea, which involved 23 Finnish higher education institutions between 2018 and 2020. The project defined the competences of the social welfare and health care sector in 12 different areas of expertise, and based on these areas, 28 massive open online courses (MOOCs) were created.

**THE AIM WAS TO ENSURE** the reliability of the MOOCs created in the project also after the end of the project period. This was done by concluding a three-year post-project contract between the higher education institutions participating in the project. Of the 23 higher education institutions involved in the project, 22 committed to taking responsibility for the implementation of MOOCs in turn. The contract assigned a certain role for each university of applied sciences in relation to each MOOC. According to the contract, this enables the use of MOOC implementations for degree and open university students through CampusOnline and the Open UAS.

**A CONTRACT BETWEEN 22** higher education institutions

that enables the utilisation of MOOCs produced during the project for three years after the project period is a significant achievement in the world of higher education. The achievement logic of the contract is based on the fact that each MOOC institution in charge always receives the accumulated credits --both open university credits and cross-study credits. The Ministry of Education and Culture grants all higher education institutions funding for accumulated credits. The commitment of higher education institutions to a multi-year contract demonstrates Laurea's successful work as a project coordinator.

**THE CONTRACT CONCLUDED IN** the SotePeda 24/7 project was awarded at Laurea as the RDI act of the year 2021. In 2021, we highlighted innovative solutions developed at Laurea that support the students' learning, the influence of RDI activities and the smooth daily life of students and the entire Laurea community.

Read more in Finnish: [www.laurea.fi/innovaatiot](http://www.laurea.fi/innovaatiot)



## International higher education institution developing the region



*Laurea boosts 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.*

**IN JANUARY 2022**, Laurea had 60 key partners. A key partnership is a paid partnership that guarantees the partner extensive and systematic cooperation with Laurea's various degree programmes. It can involve cooperation with students, research, development and innovation activities as well as business activities.

**THE KEY PARTNERSHIP AIMS TO** help achieve strategic objectives and influence society. Through key partnerships, our areas of expertise develop, we expand our RDI and business operations and, in particular, we

support our students in extending their employer networks and strive to ensure good employment of Laurea graduates.

**KEY PARTNERSHIPS ENABLE** societal influence, for example through joint development projects. Laurea's key partners in 2021 have been involved in the Elossa! project (Helsingin Seniorisäätiö senior foundation), which aims to develop an operating model based on a new type of cooperation between care homes and creative industries, and in the Digiln project (Betesda

Foundation), which aims to address the threat of digital exclusion.

**LAUREA'S STAKEHOLDER SATISFACTION** has developed positively. The stakeholder survey conducted for Laurea's partners and stakeholder groups was conducted for the eighth time in 2021. The survey results show that the overall grade given to Laurea by its partners has risen slightly and is now 4.1 (on a scale from 1 to 5). This year, for the first time, a separate section for key partners was included in the survey to monitor the key partners' satisfaction, experiences and expectations regarding the key partner programme.

**THE SECOND CONTRACT PERIOD 2021–2024** of the 3UAS alliance of Haaga-Helia, Laurea and Metropolia was launched successfully in terms of results. The objectives set for both learning activities and effective RDI activities in the negotiations with the Ministry of Education and Culture have been achieved with regard to the offer of learning activities, RDI-external funding and joint publications. The new indicator in the performance agreement were the joint publications of 3UAS higher education institutions. Laurea's authors were involved in over 40 publications, which exceeds the target set for 2021.

**LAUREA IS INVOLVED IN** the biggest commissioned degree deal in Finnish history, which was concluded with the State of Kenya. In addition to Laurea, Metropolia and Gradia, joint municipal authority for education in Jyväskylä, are involved in the trade agreement concluded by EduExcellence Oy, the common provider of educational solution for 3UAS higher education institutions. Laurea is responsible for nursing and physiotherapist degrees. The need for education in the health sector in Kenya is very high. Many students are looking for study opportunities in the European Union, currently especially in Finland.

**IN 2019**, a paid commissioned training programme was launched at Laurea, in which Chinese students began

their Bachelor of Health Care (Nurse) degree studies. Most of the students in the group were nurses in China, and a large number of them graduated at the end of 2021 and were employed in health care in Lohja and the Helsinki Metropolitan Area.

**THE PURPOSE OF** the Laurea International Advisory Board (IAB) is to support the strategic development of the university of applied sciences. The IAB consists of international experts invited by Laurea. Its activities focus on issues where the operating environment is global or where trends in different countries are similar. These include research, development and innovation (RDI), education exports and the digitalisation of teaching. The members of the IAB elected in 2021 are **Sylvie Chevrier**, Université Gustave Eiffel (France), **Meralda Slager**, The Hague University of Applied Sciences (Netherlands), **Stefan Pickl**, Universität der Bundeswehr München (Germany), **Petra Turkama**, Abu Dhabi University (United Arab Emirates), **Kätlin Pulk**, Estonian Business School (Estonia) and **Martin Geissdoerfer**, University of Cambridge (Great Britain).



***The overall grade given to Laurea by its partners has risen slightly and is now 4.1 (on a scale from 1 to 5).***

## GOOD PRACTICE: THE KEY PARTNERSHIP MODEL DEEPENS COOPERATION WITH THE HIGHER EDUCATION INSTITUTION'S PARTNERS

**IN ACCORDANCE WITH** Laurea's 2030 strategy, our goal is to expand and deepen the partnership network. The key partnership model introduced in 2019 enables building a long-term and systematic cooperation with selected partners.

**KEY PARTNERSHIP ACTIVITIES** promote the key partner's opportunities to recruit Laurea students and those graduating from Laurea, the visibility of the key partner to Laurea students and the general public, and to develop the activities and personnel competence of the key partner.

**INTERACTION IS EMPHASISED** in the cooperation with key partners, and their needs are considered in education and RDI activities. Utilising student competence and strengthening their employer networks play a key role in the key partnership model.

**TOGETHER WITH OUR KEY PARTNERS**, we aim for joint RDI projects that support not only the development of the key partner's own activities but also regional development work. Through public project funding for joint RDI projects, the economic benefits of the key partnership for the key partner will increase, making key partnership even more attractive.

**LAUREA'S ANNUAL STAKEHOLDER SURVEY** considered the satisfaction of key partners as well as experiences and expectations of key partnership cooperation for the first time in 2021. Key partners' feedback is at a good level and more positive than with other respondents. Satisfaction with the key partner programme is 4.2 (on a scale from 1 to 5, no "very dissatisfied" responses). The most important contents of the key partnership programme are apparently the designated contact person and systematic development of cooperation, student cooperation and the development of recognisability and employer image.

Read more: [www.laurea.fi/en/key-partners/](http://www.laurea.fi/en/key-partners/)



Stories from an international higher education institution that develops the region



## Finnish know-how to accelerate the fourth industrial revolution in South Africa

**IN 2020 EDUCELLENCE**, an education export company created jointly by 3UAS, a strategic alliance of the three biggest Universities of Applied Sciences in Helsinki metropolitan area, Haaga-Helia, Laurea and Metropolia, launched cooperation in South Africa. The Forge Academy, supported by Nokia's South African operations, is a partner in this work.

**THE COOPERATION STARTED** to gain speed in 2021. The aim is to strengthen the development of digital competence and support the construction of new innovation and entrepreneurship ecosystems. "The big picture is all about the acceleration of the fourth industrial revolution. How we can help in the utilisation of new technology, such as 5G networks, robotics, IoT and artificial intelligence, and thus support South Africa's transformation so they get up to speed in digitalisation," explains **Asko Mononen**, Senior Lecturer at Laurea, who is taking part in the cooperation project.

**THE FIRST PHASE OF COOPERATION** included establishing the Skills Development Center, where students,

especially impoverished students, will be able to gain access to education. EduExcellence experts have been involved in the development of aspects such as curricula, while South Africans have been responsible for teaching.

**ASKO MONONEN SEES** many opportunities in the EduExcellence expert cooperation, both for South Africa and more extensively for the African continent. Finnish professional higher education has a great deal to offer: "We plan to expand our activities in the direction of digital learning and various lab environments. Instead of just individual courses, we can offer much more from the vantage point of Finland's model for universities of applied sciences, development pedagogy and corporate cooperation" he says.

Read more: [www.laurea.fi/en/news-finnishknowhow](http://www.laurea.fi/en/news-finnishknowhow)



Stories from an international higher education institution that develops the region



### A new key partner cooperation was piloted: students leap into development challenges in an agile manner

**STUDENT PROJECTS BASED ON** genuine workplace development needs and completed during the study units are central to both the Laurea method of learning and Laurea's collaboration with key partners. But how could project cooperation be developed so that the projects can respond to the needs of the partners in an agile manner and at the same time offer students the opportunity to select meaningful topics for their projects? Laurea's Bachelor of Hospitality Management programme created a new type of Heti Valmis deal.

**FOR THE FIRST TIME**, this new model was piloted during the semester 2020–2021, and one of Laurea's first key partners, Dieta Oy, focusing on the comprehensive design and sales of professional kitchens and concepts, became a partner. The pilot experiment was successful and the Heti Valmis deal was selected as Laurea's pedagogical innovation of the current year.

**DIETA HAS BEEN A KEY PARTNER** since 2020, but they started collaborating with Laurea long before that. **Minna Miettinen**, Account Manager at Dieta, emphasises the holistic nature of cooperation: *"The value of a key partnership is that we can work together to develop the hotel and restaurant sector,"* she says. *"We want to keep up with the times and also develop education of our field. This allows us to ensure that skilled people will be available in the future as well. In this sense, our collaboration with Laurea has been fruitful."*

Read more in Finnish:  
[www.laurea.fi/heti-valmis](http://www.laurea.fi/heti-valmis)



Stories from an international higher education institution that develops the region



### Students participate in the Management Team – Kauppakeskus Lohi received an honourable mention in the Shopping centre act of the year competition

**THE KAUPPAKESKUS LOHI** shopping centre in Lohja was awarded an honourable mention in the Shopping centre act of the year competition. An honourable mention was granted for the collaboration launched with Laurea University of Applied Sciences, in which Laurea students participate in the management team of Kauppakeskus Lohi.

**LAUREA UNIVERSITY OF APPLIED SCIENCES'** Lohja campus is located in the premises of the Kauppakeskus Lohi shopping centre, which was opened in 2019. Laurea and Suur-Seudun Osuuskauppa SSO, which owns Kauppakeskus Lohi, have worked closely together as key partners. The shopping centre's management team is one concrete example of this.

**SINCE 2020**, SSO has selected a number of Laurea students in the management team of the shopping centre based on applications and interviews. The aim of the management team is to develop the activities of the shopping centre, and through the work of the management group, students also complete a project management study unit.

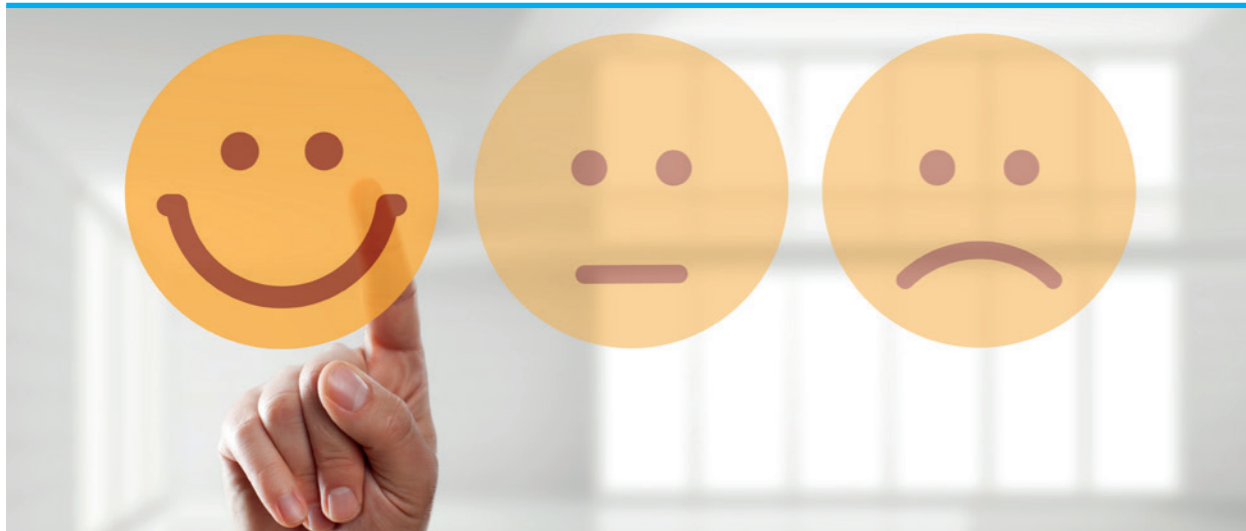
**IN THE JUSTIFICATIONS FOR** the honourable mention, participation was praised as well as the fact that students gained experience in cooperation and learned from the suitable challenges at work. *"It's great that we have received this kind of recognition from a panel that has clearly identified the goals and opportunities of our cooperation. We want to increase our sense of community and be a shopping centre that local people can be proud of,"* says **Mika Tolppola**, Business Location Manager at SSO.

**THE WORK OF THE KAUPPAKESKUS LOHI** management team is guided by Business Location Manager Tolppola, and Laurea's senior lecturers support the students in the project. The student team participating in the project changes by semester. In autumn 2021, four Laurea students had been involved in the management team.

Read more in Finnish: [www.laurea.fi/johtoryhma](http://www.laurea.fi/johtoryhma)



Stories from an international higher education institution that develops the region



## Wellbeing design at work as a way towards a “culture of listening”

**DIGITALISATION AND THE TRANSFORMATION** of work, the coronavirus pandemic. These are examples of factors that test the wellbeing of employees at work in many different sectors. But how do employees perceive the challenges of wellbeing at work and how would they start solving them? During the autumn, solutions to these questions have been sought in four organisations with support from Laurea University of Applied Sciences' wellbeing design at work services.

**WELLBEING DESIGN AT WORK** is a service built with the support of the Finnish Work Environment Fund, in which development projects for wellbeing at work are implemented together with the employees of client organisations. Wellbeing design at work solves issues related to the occupational wellbeing of a company, association, municipality or other organisation by utilising service design methods, while learning employee-centric development methods that can be utilised in everyday life.

**THE FIRST WELLBEING DESIGN** at work projects implemented by Laurea began in spring 2021. Folkhälsan, which provides social and health care services, was already involved at the time, and now in the fall, they continued their work in developing wellbeing at work together with Laurea.

**DURING THE AUTUMN**, Folkhälsan has been testing an operating model that helps employees and supervisors to identify needs related to wellbeing at work and bring them up in development discussions, for example. It has been observed at Folkhälsan that the threshold for talking about one's own needs is high, and this makes it challenging to identify the needs – both for supervisors and the employees themselves. *“Our great vision and goal is to create a culture of listening. A culture in which we listen to each other and thus create better wellbeing at work,”* describes **Mikaela Wiik** Specialist in Wellbeing at Work at Folkhälsan.

**Read more in Finnish:**  
[www.laurea.fi/hyvinvointimuotoilu](http://www.laurea.fi/hyvinvointimuotoilu)



Stories from an international higher education institution that develops the region



## Magnetism of the elderly care! Better care with new solutions

**THE AGEING POPULATION** and the shortage of skilled workers challenge actors in the care for the elderly. At the same time, public discussion is characterised by negative news about care homes and care for the elderly. However, everyone's common goal is to provide the a safe and high-quality old age for everyone.

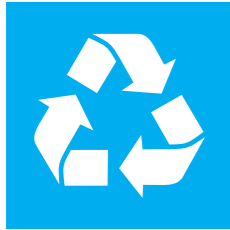
**LAUREA AND LAUREA'S KEY PARTNERS** in the senior sector gathered around these themes at the joint Magnetism of the elderly care seminar held on Tuesday 5 October as part of the national Week of Older People. The online seminar was intended for everyone working with the elderly.

**IN ADDITION TO LAUREA**, the key partners participating in the seminar included the Helsingin Seniorisäätiö senior foundation, Villa Tapiola and Senior Hotel Ainola, the Uudenmaan Seniorikodit senior homes, the Kaarikeskus Foundation, the Betesda Foundation, the Municipality of Siuntio, AddSecure Smart Care and Väinö Korpinen Oy.

**THE SPEECHES AT THE SEMINAR** brought up many perspectives: what is good living and ageing, how can everyone's needs be responded to individually, how new technologies can help in this, and how can we ensure that there is a sufficient number of skilled personnel in Finland to support older people in the future as well.

**IN APRIL, LAUREA** and its key partners also organised an online seminar on child welfare and family work. The speakers of the seminar aimed at all social welfare professionals and students were child welfare professionals and experts. The focus was especially on the impacts of the coronavirus pandemic on children and young people from the perspective of child welfare and family work.

**Read more in Finnish:**  
[www.laurea.fi/vanhustyon-seminaari](http://www.laurea.fi/vanhustyon-seminaari)



## A UAS of sustainable development



*Sustainable development is one of the themes of Laurea's strategy and it guides the choices we make as a university. We examine effectiveness, responsibility and openness that are part of our values extensively in the context of the United Nations' Sustainable Development Goals (SDGs) and take into account the ecological, social and economic impacts of our activities at all times.*

**LAUREA'S SUSTAINABLE DEVELOPMENT** Programme 2030 entered into force on 1 January 2021. Laurea students, personnel and stakeholders were actively involved in the creation of the programme. You can follow the progress of Laurea's Sustainable Development Programme and concrete measures taken to achieve the goals at [www.laurea.fi/kestavalaurea](http://www.laurea.fi/kestavalaurea) (in Finnish)

**WE ARE RENEWING** our curricula and the priorities of RDI activities in accordance with the SDGs. We have incorporated sustainable development themes in all our

curricula and we want to promote their implementation in society. The integration of circular economy into all education has started with business management. The compulsory Bachelor's degree studies in Business Management include content related to circular economy and projects for Business Planning and Service Design study units. The students' genuine interest in sustainable development and responsible business operations, products and services is well conveyed both in their own business ideas and in successful implementation of the project topics of selected key partners.

**THE CORE STUDIES** in our Master's Degree Programme in Sustainable Growth Management strengthen the students' management skills related to sustainable development, with business development as a particular focus. In addition, circular economy themes have been promoted in education through a study path launched in 3UAS cooperation. The inclusion of voluntary work in studies has been made possible for students, and we also encourage staff to do voluntary work each year.

**IN THE SERVICE BUSINESS AND CIRCULAR ECONOMY** research programme, research related to the SDGs is conducted in a total of 20 projects that examine circular economy business models, sustainable urban development, tourism and food service. In our 3UAS RDI cooperation, we participate in sustainable urban development projects.

**ENSURING THAT OUR** students and alumni are able to identify the impacts of their actions from the perspective of the SDGs, both in working life and as citizens, is one of the cornerstones of our objectives related to sustainable development.

**WE ARE INVOLVED IN** the Climate University network coordinated by the University of Helsinki, which has concluded collaboration agreements for teaching between 18 higher education institution partners. With the new agreement, the majority of Finnish higher education students can take the study units related to climate and sustainability within the network. Study units open to students at the partner universities of the network were launched in January 2022. The educational contents of the study units have

been jointly designed by experts from different higher education institutions.

**THROUGH OUR RESEARCH,** development and innovation activities, we create new research evidence and operating models to enable efficient SDG achievement. Regional cooperation with local companies and organisations as well as with our partners is of paramount importance.

**TO STRENGTHEN OUR COMPETENCE** and the influence of our activities, Laurea has joined the following three important sustainable development and circular economy networks: UN Sustainable Development Solutions Network, Northern Europe, International Sustainable Campus Network ISCN and Ellen McArthur Foundation.

**KEY FACTORS IN REDUCING** higher education institutions' carbon footprint include more efficient space use and improved energy efficiency of buildings as well as minimising emissions from travel. The best way to achieve this is through the everyday actions and choices of all higher education community members. We use digitalisation, virtual environments and telework

appropriately in the activities of the higher education community and in our cooperation with regional and international partners. We favour public transport in our travel practices

**WITH THE STARTUP THAT** developed a new filter innovation and our special service, we tried the environmentally friendly LeanFil filter solutions for the IV machines



***The core studies in our Master's Degree Programme in Sustainable Growth Management strengthen the students' management skills related to sustainable development, with business development as a particular focus.***

at the Tikkurila campus. If the new filter solution proves to be functional and more widely deployed, it will significantly reduce the amount of mixed waste generated by filter replacements, which involve large metal frames and filter material attached to them. In the new solution, the frames are made of wood and only the removable filter element is replaced.

**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. At Laurea's own BarLaurea learning environment at Leppävaara campus, 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.

**LAUREA IS ALSO COMMITTED TO** acting as an investor in a responsible and sustainable manner. ESG risks and

opportunities related to investment objects are examined and managed as part of Laurea's investment practices (investment decision-making, monitoring of investment objects and reporting on them). Responsible investments can be made through ESG integration, thematic investments, favouring, exclusion, active ownership and influence, and impact investing.

**RESPONSIBLE INVESTMENT ACTIVITIES** also support Laurea's goal of carbon neutrality. Laurea promotes the goal of carbon neutrality, for example, by monitoring the development of emissions in investment objects through asset managers' ESG reporting and by investing in objects that increase the number of carbon sinks. One example of the last item is the investment made by Laurea (EUR 0.5 million) in the Evli Impact Forest Fund I. This fund invests in forest funds with enhanced carbon impact and good prospective yield. According to the target, the average positive carbon impact of Laurea's investment is 750 tonnes of atmospheric carbon dioxide removed per year.

#### GOOD PRACTICE: THE LIVING LAB MODEL OF CIRCULAR ECONOMY PROMOTES COMPETENCES IN CIRCULAR ECONOMY AND SUSTAINABLE DEVELOPMENT

**IN 2021**, an active and extensive Living Lab model of circular economy was launched. It serves as a collaborative platform, a learning and development environment and a showcase for Laurea's activities and results on campuses and online. The model makes efficient use of the methods of service design and Design Sprint, which is commonly used in product and service development.

**THE AIM IS THAT** actors, functions and projects of sustainable development and circular economy can be found in a single location both on campuses and online. The Living Lab model primarily serves students as a learning environment, produces influence for companies and organisations, and develops the understanding of circular economy of all Laurea community members. Rapid training of personnel in circular economy is also one of the goals of the Living Lab concept.



Read more in Finnish: [www.laurea.fi/kiertotalous-livinglab](http://www.laurea.fi/kiertotalous-livinglab)



Stories from a higher education institution for sustainable development



#### BarLaurea in Leppävaara prepared 500 ready-made dishes for the Espoo food aid network

**THE TEACHING RESTAURANT BARLAUREA**, which operates on the Leppävaara campus of Laurea University of Applied Sciences, prepared 500 dishes in one week for the Espoo food aid network in March. Preparing the dishes was a next step in the years of cooperation between BarLaurea and Espoo's food aid network.

**BARLAUREA IS A TEACHING RESTAURANT** at the Leppävaara campus of Laurea, that comprises a lunch restaurant, an à la carte restaurant, a café as well as meeting and catering services. When the restaurant closed because of the coronavirus restrictions, an idea was brought up that food could be made for other needs than those of students.

**LAUREA'S PARTNERS WERE** also quick to join the event. The materials were donated by Valio and HK and the packaging materials by Laurea's key partner Dieta.

**IN A SIMILAR SITUATION** a year ago, BarLaurea introduced itself to actors in the Espoo food aid network to

make food on site. Recipe booklets were also developed to facilitate the utilisation of surplus food bags. Today, cooperation with the Espoo food aid network is part of everyday life at BarLaurea. "For almost a year, the leftover lunch food has been delivered to different food aid actors. This is already a very normal activity at BarLaurea," says **Mika Vitikka**, Project Manager of Laurea's food sector's development projects.

Read more in Finnish: [www.laurea.fi/ruoka-apu-barlaurea](http://www.laurea.fi/ruoka-apu-barlaurea)



Stories from a higher education institution for sustainable development



### Students developed new concepts of circular economy in the 3AMK project

**IN THE SPRING**, the 3AMK alliance of Laurea, Haaga-Helia and Metropolia organised a circular economy path where students were tasked with producing a new service concept in accordance with the circular economy in collaboration with K-Rauta. The groups designed a process in which products are not only recycled but the materials reused. "Climate change mitigation guides our activities and it is also a strategic priority for us. The perspective within the company may be narrower, and student cooperation brings a new perspective and freshness to it," commented **Leena Takaveräjä**, Sustainability Manager of building and building systems at K-Rauta.

**THE 3UAS CIRCULAR ECONOMY** path consists of three study entities. The journey started with students choosing a product the lifecycle of which they started examining Laurea coordinates the study entity of service design, and the utilisation of service design in circular economy concepts became important from the viewpoints of both the students and the client. "After

*this study unit, I was left with a combination of service design and circular economy, as they both taught me alternative ways in which a company can operate. The service design process is important in finding new solutions. Companies can think about how they can make a profit if nobody buys anything – circular economy is more about shaping services from products,"* says **Anas Abdullah**, student of Laurea's Service Business Management programme taught in English.

**Read more:**  
[www.laurea.fi/en/news-3uas-circulareconomy](http://www.laurea.fi/en/news-3uas-circulareconomy)



Stories from a higher education institution for sustainable development



### Courses at Climate University will be launched among 18 higher education institutions

**THE CLIMATE UNIVERSITY NETWORK** coordinated by the University of Helsinki has concluded collaboration agreements for teaching between 18 higher education institution partners. With the new agreement, the majority of Finnish higher education students can take the study units related to climate and sustainability within the network. Laurea participates in the Climate University network together with 17 other higher education institutions.

**STUDY UNITS OPEN TO STUDENTS** at the partner universities of the network will be launched in January 2022 and their registration is now under way. The educational contents of the study units have been jointly designed by experts from different higher education institutions. INAR, the Institute for Atmospheric and Earth System Research at the University of Helsinki, is the organisation that manages the network.

**THE COURSE MATERIALS** are open to everyone, but in order to receive credits, you must be registered either at a partner university or at an open university. As a

rule, the study units operate online, but in addition to remote assignments, the teachers in charge also offer real-time teaching and evaluate the students' performance.

**THE STUDY UNITS AT** the Climate University are suitable for students, teachers and other workplace influencers who are interested in the topics of climate change and sustainability. As a rule, the language of the study units is English. Five of the study units are also available in Finnish, and new translations into Finnish and Swedish are under way.

**Read more:**  
[www.laurea.fi/en/news-climateuniversity](http://www.laurea.fi/en/news-climateuniversity)



## A community-oriented UAS



*At Laurea, we believe in co-creation and collaboration. We want to promote the inclusion of all voices in our community, trusting in the democracy of our UAS and supporting our community members in taking personal responsibility for their lives as well as common issues.*

**THE CORONAVIRUS PANDEMIC** has posed challenges to student wellbeing. The OMA OTE project funded by the Ministry of Education and Culture was launched at Laurea in January 2021 to support student wellbeing and progression in studies. The aim of the project was to increase the students' agency in their wellbeing and self-directiveness as well as student guidance through different methods and meetings. The HALI project led by Haaga-Helia was also launched at Laurea to respond to the coronavirus situation.

**THE OMA OTE PROJECT** supported student wellbeing and the progression of studies on three levels. Firstly, basic guidance

offered to all students was developed. It also included developing the visibility of the services. On the second level, complementary guidance was provided to those who felt they needed additional support for progressing in their studies and their wellbeing. The third level meant enhanced steering, in which methods for outreach activities were developed. In spring 2021, one of the aims was reaching around 600 students via text messages. Their studies seemed to have been delayed during the coronavirus pandemic.

**SINCE THE BEGINNING OF 2021**, student wellbeing has been tackled by a multidisciplinary team. A wellbeing

services planner, student psychologists, a special needs teacher, coordinators and planners and other experts have been involved. University chaplains have also participated in the activities. The aim has been to better identify the entirety of students' needs from different perspectives. In order to respond to the coronavirus situation, Laurea had three counselling psychologists in 2021. This has helped students to access support in matters related to coping and wellbeing.

**THE NEED FOR SPECIAL NEEDS TEACHERS'** assistance has also been significant during the coronavirus pandemic. The students have contacted us often about difficulties with concentration, activeness and attentiveness.

**IN THE BEGINNING OF 2021**, students at universities of applied sciences gained an equal status with university students, as the FSHS services of the Finnish Student Health Service expanded to include students of universities of applied sciences. From the viewpoint of student wellbeing actors of Laurea, the launch and establishment of FSHS cooperation has been a key change. The exchange of information through open cooperation has worked in both directions.

**GOOD PRACTICES FOR STRENGTHENING** the sense of community and promoting working in a group have been shared in the Teams workspace of Laurea's teacher tutors. Laurea University of Applied Sciences' student union Laureamko has also implemented a joint project that promotes the sense of community, and its working group is represented by each campus.

**LAUREA HAS ALSO PARTICIPATED** in the Yhdessä yhteisöksi (Together as a community) project of the Finnish Nyyti ry association, which promotes students' mental health. The guide produced in the project for promoting the sense of community in higher education institutions has helped Laurea's teacher tutors.

**THE ORIENTATION OF STUDENTS** starting their studies has been developed at Laurea, and it has received good

feedback from new students. Before the actual start of the studies, the students are instructed to complete an online orientation built on the Canvas online learning platform. It is an assignment-based general introduction to studying at Laurea and the systems and student services used there. The actual orientation days have been arranged on campus at the beginning of the studies.

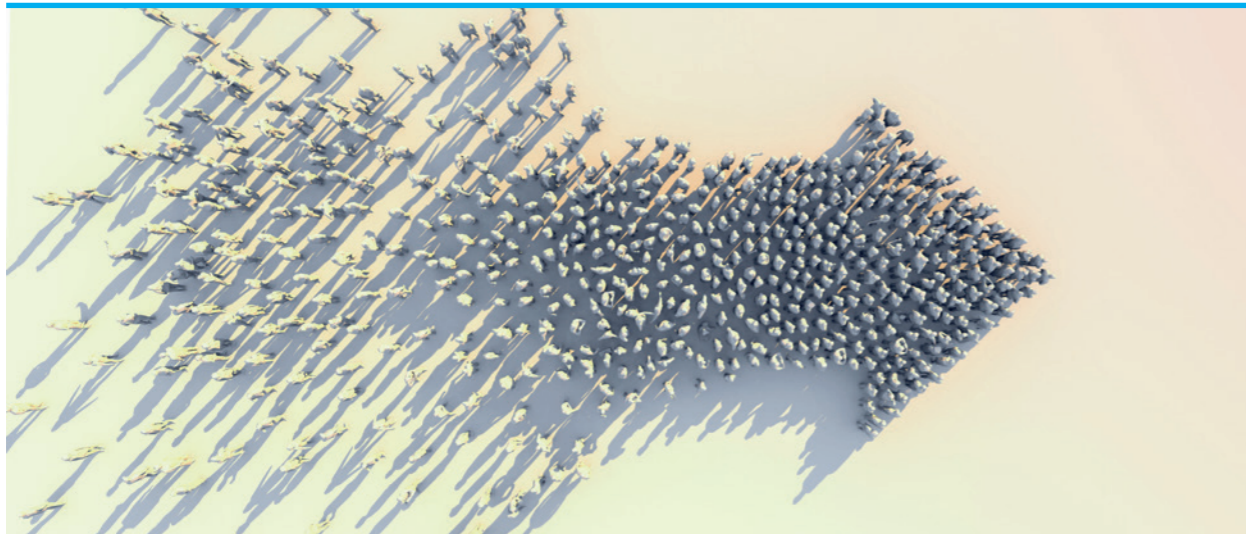
### GOOD PRACTICE: THE POPUP GUIDANCE SUPPORTS THE PROGRESSION OF STUDIES AND STUDENT WELLBEING

**THE NEED FOR SUPPORT** increased during the pandemic was responded to in the OMA OTE project by launching a new kind of service concept, the Popup Guidance. The guidance and counselling services of the Popup Guidance have been used to support both the progression of studies and student wellbeing. During the opening hours of the Popup Guidance, students have been able to participate in Zoom meetings and ask about matters concerning them at a low threshold. Laurea's student wellbeing and study progression services are available on site.

**STUDENTS CAME FOR** Popup Guidance to discuss matters such as time management, scheduling and planning of studies, problems with concentration and other difficulties related to studies.

**THE OPERATIONS OF** the Popup Guidance will be continued next year, and the idea is to implement the Popup Guidance on Laurea's campuses as well. The Popup Guidance responds to the need that although Laurea offers students a lot of different types of support, it may be difficult for students to know which party they should contact.





## Laurea to receive EFQM recognition

**THE EFQM MODEL** is an internationally recognised management framework indicating excellent organisational operation. The model is based on an understanding of causal relationships between the organisation's steering, operation, and results.

**THE EXTERNAL AUDIT** carried out at Laurea in spring 2021 was based on a self-evaluation report conducted by the university of applied sciences in accordance with the EFQM model and interviews of an extensive group of Laurea specialists (nearly 100 interviewees). The audit was carried out by a group of seven experts appointed by the Excellence Finland.

**IN THE AUDIT**, the evaluation group highlighted the strategy based on vision and values as the key strength of Laurea's activities. The implementation of the strategy was considered to have taken note of changes in the operating environment and the preparation of the strategy to have involved both personnel and stakeholders. To fulfil its vision, Laurea has identified critical needs for changes as part of the strategy process. Projects have been launched and ambitious goals set to achieve the desired changes.

**LAUREA'S ACTIVITIES ARE** marked by a strong positive attitude towards development and business activities. The personnel are encouraged to innovate and try new solution models. The Learning by Developing (LbD) model and extensive RDI project funding encourage the entire Laurea community to creativity and innovation. Student, business and other stakeholder representatives systematically participate in the development of education and activities through regional advisory boards, degree-specific workplace steering groups and various development groups.

**LAUREA WAS GRANTED** the Recognised by EFQM recognition at the Quality Day event organised by Excellence Finland on 11 November. The digital instrument for service need assessment CREAR, which succeeded in the Quality Innovation Awards, was also recognised in the same event (read more on p. 10).

Read more: [www.laurea.fi/en/news-efqm](http://www.laurea.fi/en/news-efqm)



## Peer group gave Silja and Ann a rhythm for distance learning

**ANNI LAURILA, WHO** studies for a Bachelor of Hospitality Management on the Leppävaara campus, and **Silja Nurmi**, who studies for a Bachelor of Health Care in Hyvinkää, did not know each other when they started in the same peer study group in March 2021. Since then, they met with their team via Zoom in the morning a few days per week. Long-term distance learning has challenged the wellbeing of higher education students and the progression of their studies. "I joined peer activities as studying online alone is not good for me. When a starting time has been agreed with the group and you are encouraged to study, there are no excuses to skip," says Silja Nurmi. "When everything has been happening at home all of a sudden, it has been difficult to distinguish between work and leisure time. I thought the group could bring a rhythm for studying. The day starts better when you do it together," Anni Laurila continues.

**ANNI LAURILA, WHO** is working on her thesis, believes that being merciful is important, as the coronavirus epidemic has been difficult for everyone. A future in the tourism and catering sector has been a cause

for concern. Silja Nurmi also feels that the mornings together help her work on the last study units in her studies: "Getting started together has become useful to me. There is also support from peers, to whom you can sometimes complain to if the day before did not go well. Then there are the two people who tell you to forget about yesterday and start on a clean slate. I find it an important resource."

**PEER STUDY GROUPS** were established under guidance in Laurea's OMA OTE project. The purpose of the project funded by the Ministry of Education and Culture is to support the wellbeing agency of students and the progression of their studies during the coronavirus situation. Peer support helps to set a rhythm for the day and brings the needed social contacts and motivation to study. It still does not solve all the challenges of distance learning.

Read more in Finnish:  
[www.laurea.fi/vertaisryhma](http://www.laurea.fi/vertaisryhma)



## Success for students

### LAUREA'S STUDENT TEAM WINS IN THE YOUTH HOUSING IDEA COMPETITION

IN DECEMBER, A TEAM of Laurea's students won the Finnish Youth Housing Association's (NAL) Youth housing idea competition, which sought ideas to support young people's independence and housing. Social Services students **Mira Vehviläinen** and **Mona Väänänen** as well as Bachelor of Business Administration students **Annika Vikstedt** and **Jasmin Vornanen** came up with the NAL Nappi mobile application for tenants of NAL housing, which combines housing, financial management, mental wellbeing and sense of community. The idea was particularly praised for having succeeded in considering all of the above-mentioned areas, and especially the sense of community pleased the jury.

### THE EDUVR IDEA BY STUDENTS OF LAUREA AND VAASA UNIVERSITY OF APPLIED SCIENCES WON THE FUTURE UNIVERSITY OF APPLIED SCIENCES COMPETITION

TWELVE TEAMS COMPETED in the Future UAS hacka-

thon organised by the Rectors' Conference of Finnish Universities of Applied Sciences (Arene) and the University of Applied Sciences Students in Finland (SAMOK) with their ideas related to the future University of Applied Sciences. The jury of the competition that ended in April selected **Hannele Lohiniva**, **Milja Heinonen** and **Taru Rintamäki**'s EduVR idea as the winner. EduVR, developed by Hannele and Milja, who are studying for a Bachelor of Social Services at Laurea, and Taru, who studies business management at Vaasa University of Applied Sciences, is a low-threshold virtual learning platform for universities of applied sciences.

### LAUREA'S STUDENT TEAM WINS THE INTERNATIONAL GLOBAL CASE COMPETITION

FOR THE FIRST TIME, Laurea's partner school, Nazareth College of Business and Leadership from the United States, organised the annual Global Case Competition in May 2021. The jury selected **Jannina Niskala**, **Laura Korkka**, **Panu Nilsson** and **Anni Sinervo** as the winner of the competition. Around fifteen universities and

universities of applied sciences from around the globe were invited, including from the United States, South Korea, Japan, Hungary and China – Laurea was the only educational institution invited from Finland.

### LAUREA'S BACHELOR OF SOCIAL SERVICES STUDENTS WON THE STUDENT ACT OF THE YEAR AWARD WITH THE CITIZENS' INITIATIVE FOR PSYCHOTHERAPY

SAMOK, THE FINNISH STUDENT UNION, has rewarded a citizens' initiative for psychotherapy by Laurea's students in the Bachelor of Social Services with the Student Act of the Year award. The purpose of the initiative is to increase both the availability of psychotherapists in Finland and equality between students by making psychotherapy training free of charge. Laurea's Bachelor of Social Services students **Tatja Jukuri**, **Hanna Poutanen**, **Marianne Syvänen**, **Heidi Närhi** and **Sanni Rajala** are the members of the winner team and the individuals behind the initiative. The initiative was initiated during the study unit on Exerting influence in the social care sector.

### BEST HR-RELATED MASTER'S THESIS OF 2021 AWARD TO A MASTER'S DEGREE STUDENT AT LAUREA

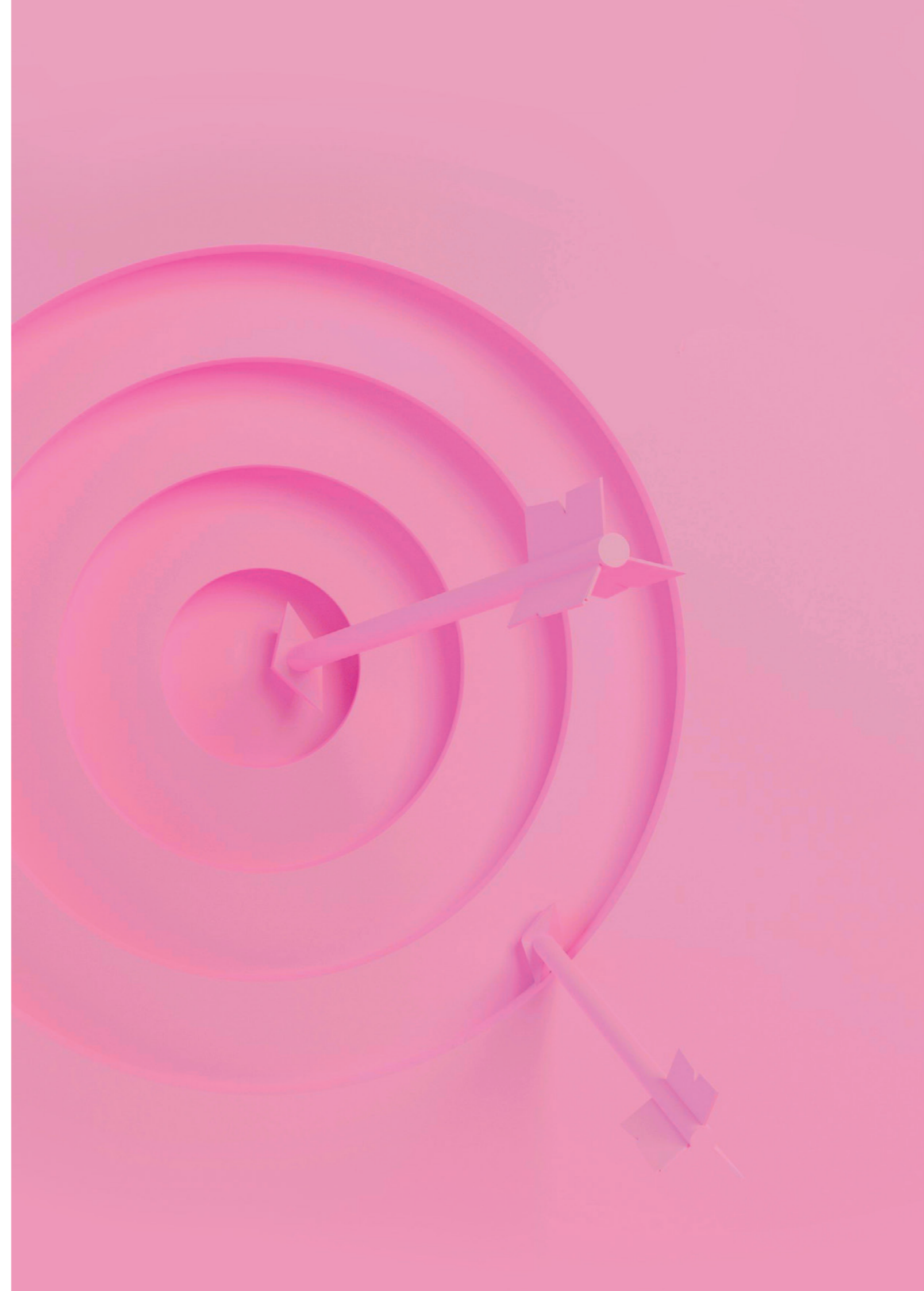
A THESIS BY **PILVIKKI IBRIQ**, Master's degree student at Laurea, has been awarded as a the best HR-related Master's thesis of 2021 by the Finnish Association for Human Resource Management Henry. Pilvikki's thesis, which was completed within the Business Management in the Future and Customer-oriented Service Business programme, focused on "*The Futures of Learning Management: Pedagogical models as agile and proactive capabilities of an organisation*". The jury considered multidisciplinary, the bold utilisation of new research methods, and reflection and a search for solutions that represented independence and maturity as the merits of the work.

## 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 at Laurea believe that impact is created from new ideas and perspectives developed in cooperation – working alone makes it difficult to achieve long-term changes. All 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 with [#LaureaUAS](https://twitter.com/LaureaUAS).





Laurea University of Applied Sciences has **six campuses** in the Uusimaa region. Real-life assignments arising from the needs of workplaces have a significant role in the studies. These projects help students to develop networks during their studies and also to develop important workplace skills.

The Laurea community comprises of about **6,700** Bachelor's degree students, about **1,100** Master's degree students, **550** personnel and over **30,000** Laurea alumni. Laurea has no religious or political affiliations.

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



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