



Quality Journey

LAU
REA

Quality Journey

First class ticket

CREW & THE LAUREA COMMUNITY



COMMON TERMINOLOGY MAKES THE JOURNEY EASIER

QUALITY POLICY

The objectives and basic principles of the quality system and responsibilities in quality management. The quality policy is presented on [Laurea's website](#)



QUALITY MANAGEMENT

The practices, processes and systems that Laurea uses to plan, implement, monitor and develop the quality of its operations

QUALITY SYSTEM

Quality management is implemented through the quality system. The quality system is based on the Plan-Do-Check-Act cycle of continuous improvement.






QUALITY ACTIVITIES

Goal-oriented and responsible activities in core operations and in meeting the strategic goals.

Our compass is the quality system which aims to



-  produce systematic operational information to support management and improve the quality of operations
-  harmonise and streamline the quality management procedures and operating methods
-  strengthen Laurea's quality culture and participation of Laurea community members in quality work
-  support the dissemination of good practices



In order to steer our ship in the right direction, we need directions from the captain



- Agreement between Laurea and the Ministry of Education and Culture
- Values, mission, vision, strategy
- Operational and financial planning

Other documents guiding operations:

- Quality Handbook
- Rules of Procedure
- Degree Regulations
- Arene's programme for the sustainable development and responsibility of universities of applied sciences
- Ethical Guidelines
- Non-Discrimination Plan
- Service promise
- Pedagogical Programme
- Curricula
- Sustainable fee-based international education activities
- Operating Instructions
- Annual plans of management teams

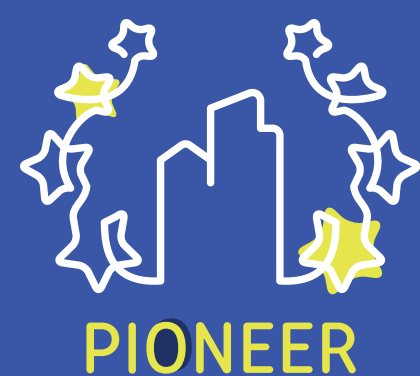
Laurea has set as its mission to create a sustainable future together with working life. Our vision is to be an internationally competitive higher education institution with working life relevance in 2035.

Focus areas:

- We build the future by enhancing wellbeing
- We strengthen inclusion and a safe society
- We anticipate and create paths to sustainable futures
- We promote the sustainable role of technology in building the future

Strategic needs for change:

- The growing shortage of experts in society calls for the renewal and development of international working life competence for the future
- The declining public funding requires sustainable international growth
- The future requires closer systematic and business-funded cooperation with companies
- Sustainable renewal takes place through digitalisation and technology



In the summer of 2024, Laurea took a significant step in internationalisation when we received the European University status as part of the PIONEER alliance.

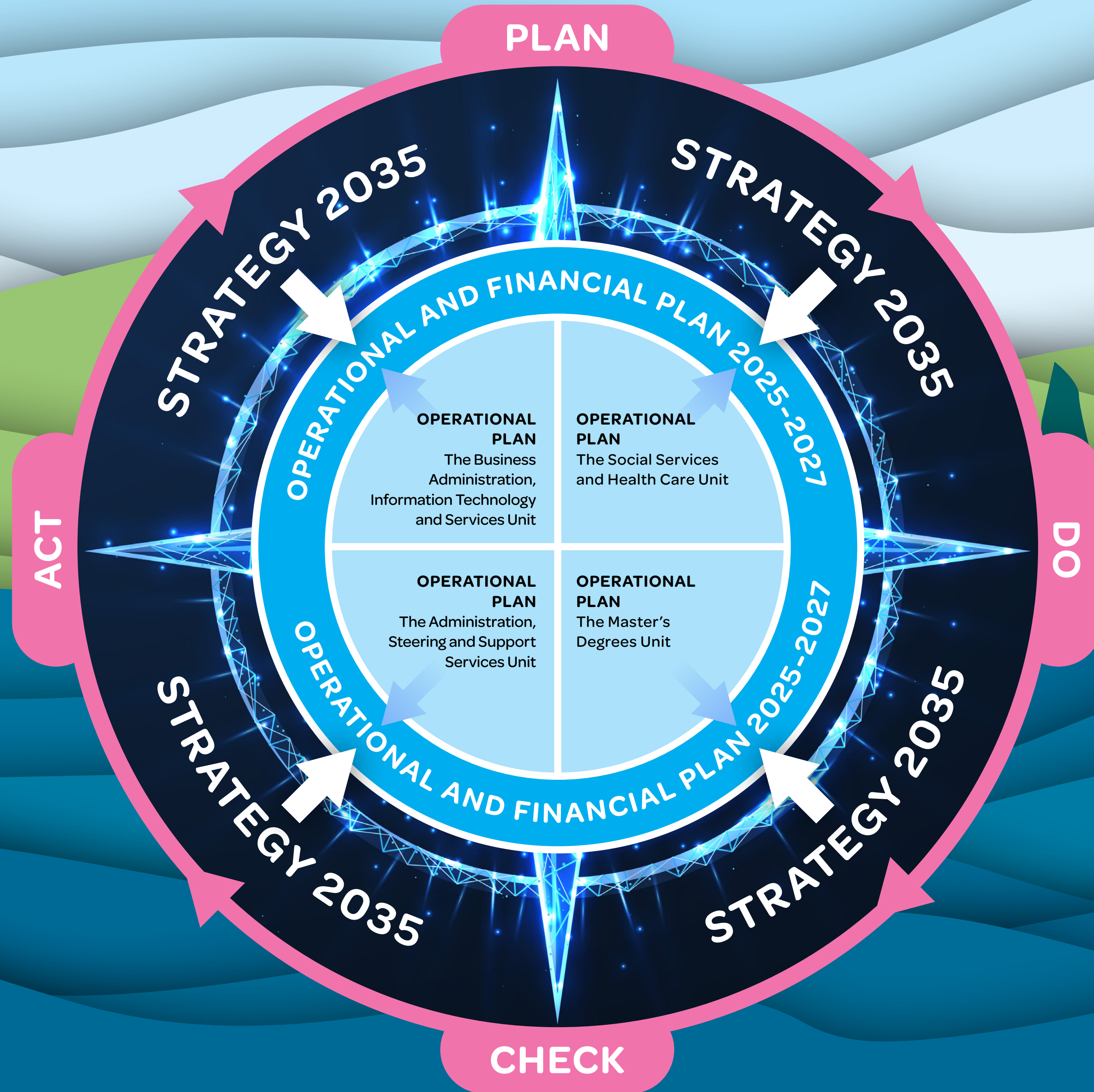


PLAN

**Different departments
of the ship must
follow the captain's
instructions and
form their own plans
accordingly**



OPERATIONAL AND FINANCIAL PLANS



To ensure our ship sails towards the right destination, its operations must be clearly defined and described, and all actions on board must align with those descriptions.

The operations follow the PDCA cycle of continuous improvement, which helps us to reach our common goal.



PLAN

Starting points

- Operating licence
- Policies of the Finnish Government and the Ministry of Education and Culture / the funding model
- Values, mission, vision, strategy
- Rules of Procedure
- Arene's programme for the sustainable development and responsibility of universities of applied sciences
- Regional strategies
- Operating Instructions

Objectives

- Responding to the changing needs of society with agility
- Impactful and responsible educational activities
- Impactful and responsible RDI activities
- Impactful and responsible activities promoting continuous learning and business
- Ensuring financial sustainability and continuity of operations
- Utilising digitalisation and technology, and strengthening knowledge-based management

DO

Operations

- Updating and renewing the strategy
- Operational and financial planning
- Monitoring and evaluation of the operational and financial plan
- Strategic communication

ACT

Utilisation of Check data

- Updating and renewing the strategy
- Defining strategic indicators
- Operational and financial planning and monitoring
- Strategic management and communication

Implementation of critical change projects

CHECK

Indicators

- Strategic indicators

Evaluations and assessments

- Ministry negotiations
- Monitoring of the objectives of the Ministry agreement period
- Monitoring of owner strategy
- Strategy update process
- Evaluation of the operational and financial plan (process and self-assessment of objectives)
- Indicator data reviews
- Meetings of the HOT management team and the management teams of the profit centres
- Risk management
- Evaluation of organisational functioning
- EFQM assessment
- Audit of the quality system

PLAN

Starting points

- Legislation
- Collective agreement
- Values, mission, vision, strategy
- Ethical Guidelines
- Non-Discrimination Plan
- Strategic human resources plan
- Workplace development plan
- Operating Instructions

Objectives

- Cohesive and collaborative organisation
- Wellbeing of staff
- Skilled and competent staff
- A proactive and adaptable organisation

DO

Operations

- Supporting the employee lifecycle
- Work ability management
- Competence management
- Business support

ACT

Utilisation of Check data

- Competence development and ensuring continuity
- Development of leadership and supervisory training
- Promotion of workplace wellbeing

Implementation of critical change projects

CHECK

Indicators

- Work ability indicators
- Resources allocated to competence development
- Employee satisfaction
- Turnover per staff FTE
- Staff turnover
- Level of strategic competence among staff

Evaluations and assessments

- Legally mandated workplace survey process
- Employee survey
- HRS4R assessment
- Review of non-discrimination measures
- Personal appraisal discussions and staff competence assessment
- Student feedback
- LaureaShip interaction assessment
- User satisfaction survey for services
- Risk management
- EFQM assessment
- Audit of the quality system

PLAN

Starting points

- FINQF, EQF, ECTS, ESG
- Values, mission, vision, strategy
- Degree Regulations
- Pedagogical guidelines and Pedagogical Programme
- Service promise
- Non-Discrimination Plan
- Curriculum and guidance plan
- Curricula evaluation criteria
- Quality criteria for education, quality criteria for master workspaces, quality criteria for MOOCs
- Operating instructions for education activities

Objectives

- Student- and learning-centredness
- Competence-based approach
- Working life relevance
- Guidance and flexibility
- Student wellbeing
- Mobility
- Internationalisation
- Evolving teacherhood

DO

Operations

- Management and development of degree education activities
- Planning of degree education
- Student admissions and selection for degree programmes
- Implementation of degree education
- Tutoring, guidance, and counselling
- Collaboration and promotion of mobility
- Graduation

ACT

Utilisation of Check data in the development of

- pedagogy
- curricula
- guidance
- student wellbeing
- mobility and internationalisation
- teacherhood

Implementation of critical change projects

CHECK

Indicators

- Number of genuine first-time students
- Number of completed degrees (bachelor's, master's)
- Share of bachelor's degrees completed within the target period
- Graduate feedback: Average of all questions in the AVOP survey (bachelor's, master's)
- Quantity of studies completed in UAS cooperation
- Number of students entering tuition-based degree programmes at Laurea (tuition fees, commissioned education)
- Employment in Finland of non-Finnish nationals who have graduated from Laurea
- Service promise survey: At Laurea, you will receive high-quality services that support your studies, average
- Number of publications

Evaluations and assessments

- Indicator data reviews
- Student feedback surveys: study unit feedback, service promise survey, survey for new students, student wellbeing survey, survey for fee-paying international degree students, graduate feedback
- Career monitoring of alumni
- Working life feedback on degrees
- User satisfaction survey for services
- Curriculum evaluation
- National library survey
- FSHS study environment inspection
- Risk management
- National education evaluations
- EFQM assessment
- Audit of the quality system

PLAN

Starting points

- Principles of responsible research and innovation activities
- Guidelines for the responsible conduct of research and ethical review in human sciences by the Finnish National Board on Research Integrity
- Values, mission, vision, strategy
- Research programmes and cross-cutting themes
- Operating instructions for RDI activities

Objectives

- RDI activities conducted with companies and funded by companies
- Impact and scope of RDI work
- Foresight and future work
- Supporting RDI work and increasing competence

DO

Operations

- Management and development of RDI activities
- Preparation of RDI projects
- Implementation of RDI projects
- Conclusion of RDI projects
- Development of RDI competence and research ethics competence

ACT

Utilisation of Check data

- Development of RDI processes
- Taking into account changes in the operational environment in research programmes and when setting strategic objectives
- Advocacy work towards funding bodies

Implementation of critical change projects

CHECK

Indicators

- Amount of Horizon funding and other qualitatively competitive EU R&D funding
- Amount of R&D funding received by Laurea from Finnish companies
- External funding for R&D activities
- Number of publications

Evaluations and assessments

- Indicator data reviews
- Project evaluation and SDG assessment
- RDI partner feedback
- Graduate feedback
- Personal appraisal discussions
- User satisfaction survey for services
- Risk management
- EFQM assessment
- Audit of the quality system

PLAN

Starting points

- Policies and guidelines of the Ministry of Education and Culture
- Funding situation
- Values, mission, vision, strategy
- Sustainable fee-based international education activities – principles of operations and ethical considerations

Objectives

- Offering competitive continuous learning products to promote sustainable competence
- Increasing business revenue generated from domestic companies by Laurea
- Strategic development of key partnership activities
- Expanding responsible international education operations

DO

Operations

- Management and development of national and international business operations
- Planning of continuous learning offering and services, and implementing the offering
- Selection of Open UAS path students and secondary education students
- Guidance services for continuous learning
- Promotion of network collaboration in continuous learning
- Key partnership activities
- Preparation of offers and contracts for education and RDI business operations

ACT

Utilisation of Check data

- Development of continuous learning and business processes
- Monitoring and foresight of working life change trends
- Development of continuous learning offering
- Development of business models and competitive services
- Improving the profitability of education and service products
- Systematisation of key partner collaboration

Implementation of critical change needs

CHECK

Indicators

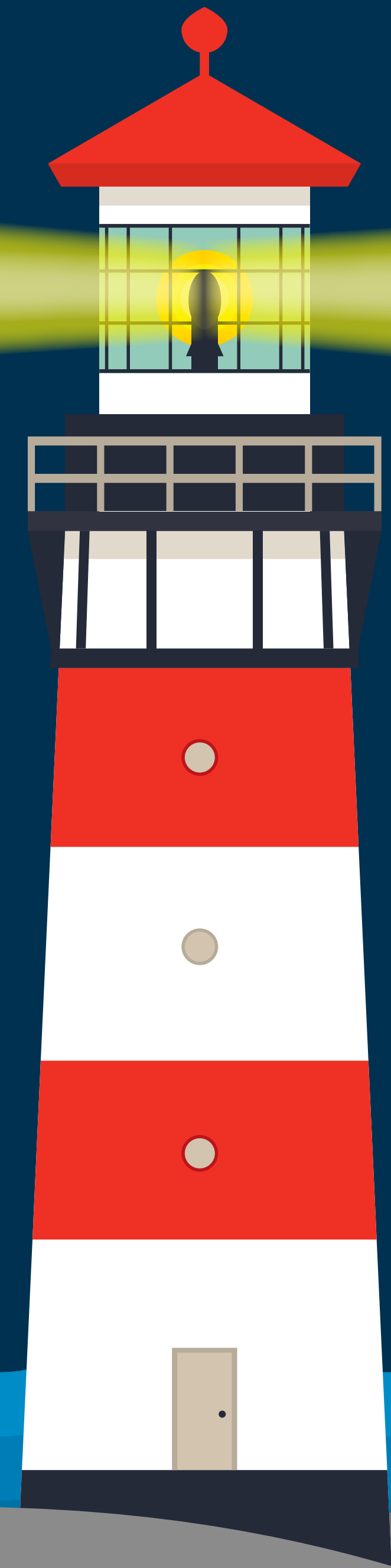
- Number of credits from studies completed in Open University of Applied Sciences education and other separate studies
- Number of students entering tuition-based degree programmes at Laurea (tuition fees, commissioned education)
- Amount of R&D funding received by Laurea from Finnish companies
- Revenue from business operations received by Laurea from Finnish companies, excluding R&D
- Permanence of key partners
- Revenue from business operations

Evaluations and assessments

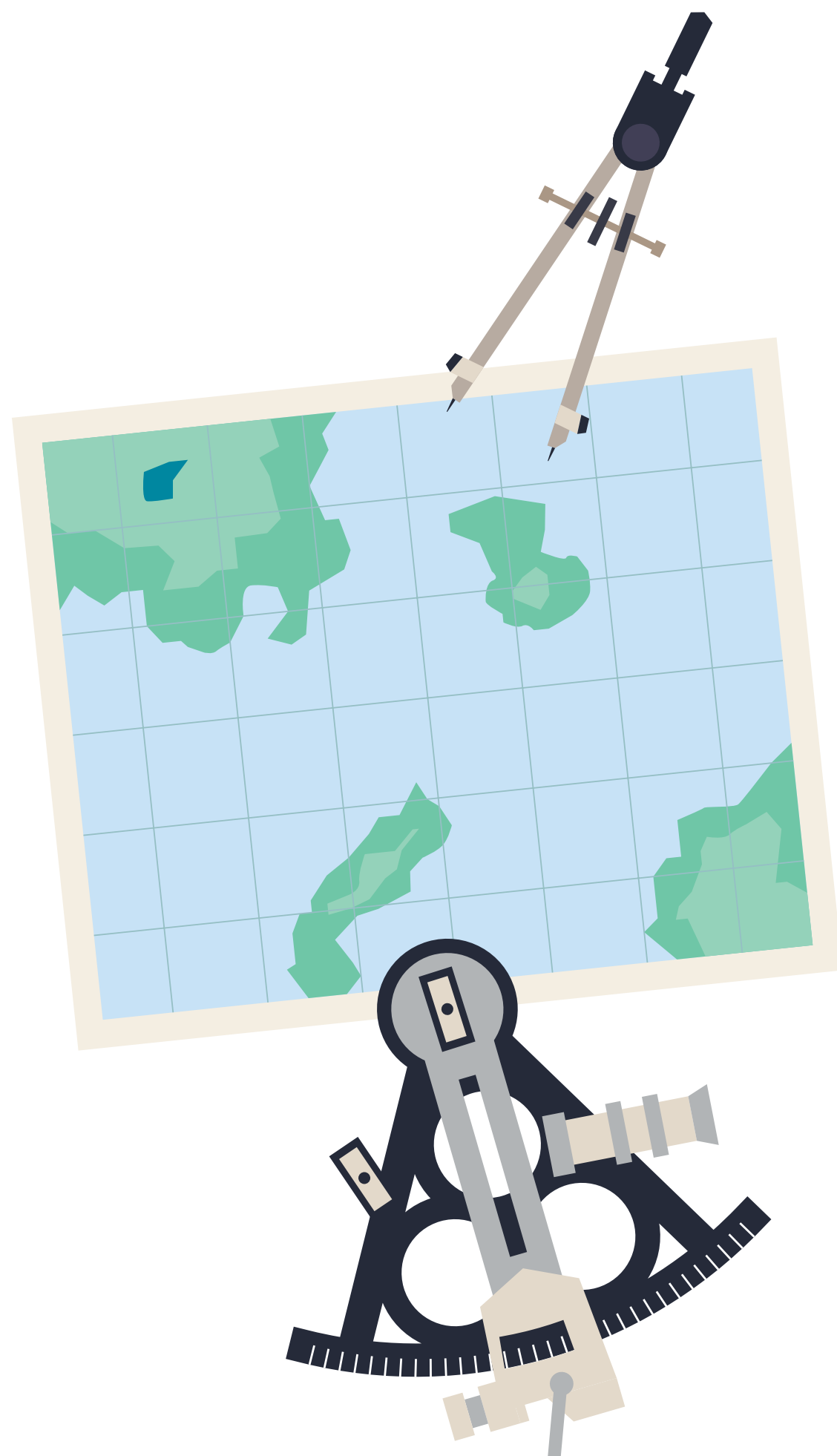
- Indicator data reviews
- Open UAS feedback
- Feedback for continuing education
- Stakeholder feedback
- Career monitoring of alumni
- User satisfaction survey for services
- Risk management
- EFQM assessment
- Audit of the quality system

Administrative, steering and support services

- ⚓ Steering and support services for digital development, and communication services
- ⚓ Steering and support services for continuous learning and domestic education business activities
- ⚓ Steering and support services for education activities
- ⚓ Steering and support services for RDI and international business operations
- ⚓ Administration, HRD, financial services, facility services, ICT, security, quality and information production



The ship's operations are systematically monitored with defined indicators and other evaluation, assessment and feedback procedures

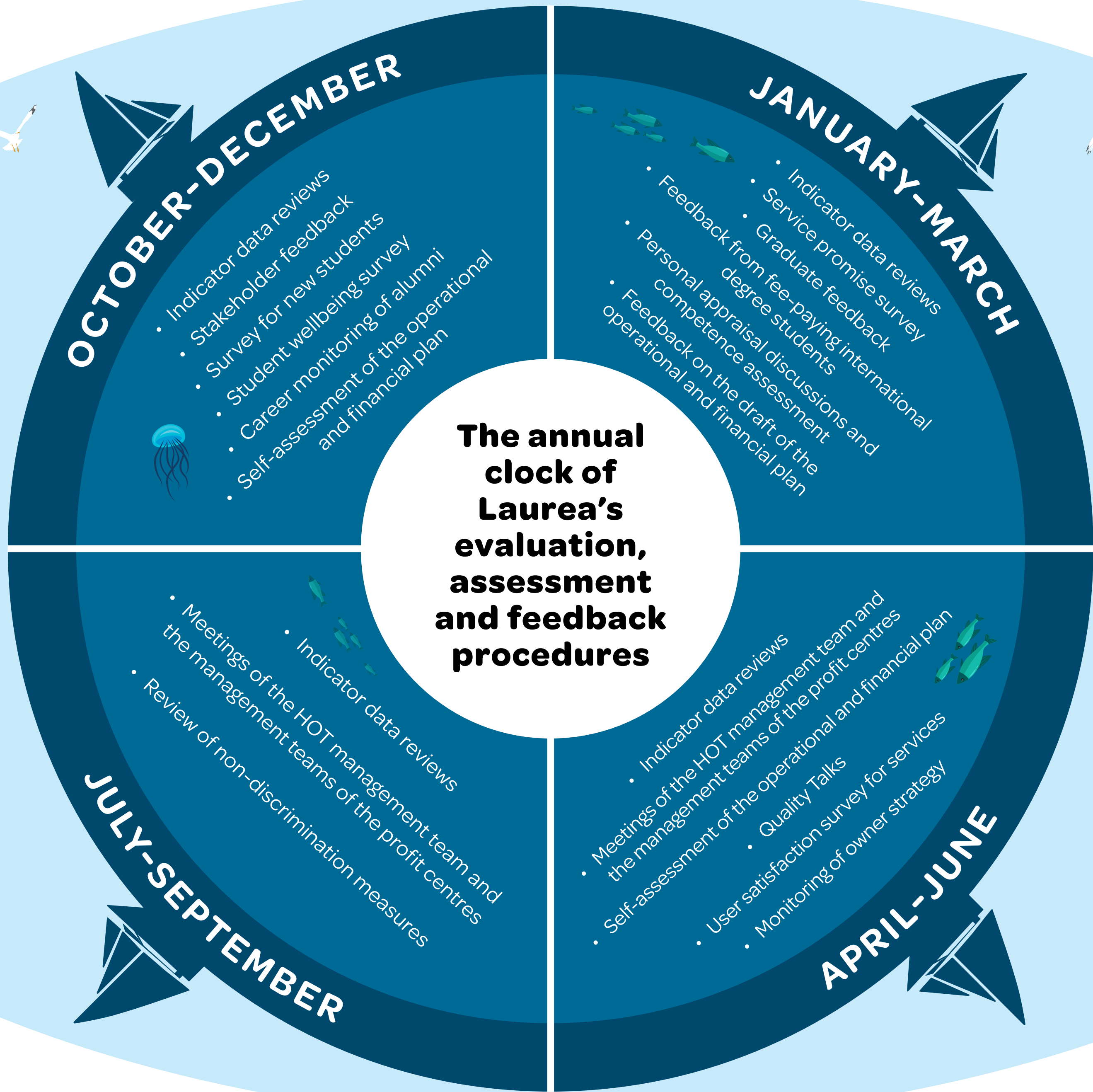


STRATEGIC INDICATORS (incl. indicators reported to the Ministry of Education and Culture)

- Amount of Horizon funding and other qualitatively competitive EU R&D funding received by Laurea
- Amount of R&D funding received by Laurea from Finnish companies
- Employee satisfaction: PeoplePower index above the average in the field of education in Finland
- Employment in Finland of non-Finnish nationals who have graduated from Laurea
- Feedback from graduates: Average of all questions in the AVOP survey
- Laurea's service promise survey: At Laurea, you will receive high-quality services that support your studies, average
- Number of completed bachelor's degrees
- Number of completed master's degrees
- Number of credits from studies completed in Open UAS and other separate studies
- Number of genuine first-time students
- Number of publications
- Number of students entering tuition-based degree programmes at Laurea (tuition fees, commissioned education)
- Permanence of key partners
- Quantity of studies completed in UAS cooperation
- Revenue from business operations
- Revenue from business operations received by Laurea from Finnish companies, excluding R&D
- Share of bachelor's degrees completed within the target period
- Turnover / personnel FTE

CHECK

- CONTINUOUS**
- Team appraisal discussions
 - LaureaShip interaction assessment
 - Study unit feedback
 - Feedback on international mobility
 - Feedback for continuing education
 - Working life feedback on degrees
 - RDI partner feedback
 - Project evaluation and SDG assessment
 - Monitoring of the objectives of the Ministry agreement period
 - Risk management



- LESS OFTEN**
- Open UAS feedback
 - Negotiations with the Ministry of Education and Culture, and monitoring of the objectives of the Ministry agreement period
 - Strategy update process
 - Evaluation of organisational functioning
 - Curriculum evaluation
 - FSHS study environment inspection
 - Legally mandated workplace survey process
 - Employee survey
 - HRS4R assessment
 - National library survey
 - National education evaluations
 - EFQM assessment
 - Audit of the quality system
 - Occupational health survey

Comprehensive maintenance of the ship is carried out regularly



The EFQM model is used as a comprehensive tool for assessing and developing operations.



An audit conducted every six years is a key method for developing our quality system and overall operations.



Indicator data, feedback, and evaluation and assessment information are discussed and utilised in various forums to ensure that the ship stays on course and avoids running aground or sinking

Development forums:

- Board of Directors of Laurea University of Applied Sciences Ltd
- Management Team and the UAS Collegium
- Management teams of education, RDI activities, and continuous learning and business operations
- Regional advisory boards
- Alumni Advisory Board
- Working life steering groups of degrees
- Development and working groups as defined in the operating instructions
- Supervisor meetings
- Meetings between management and Laureamko
- Meetings of the HOT management team and the management teams of the profit centres
- Development events of profit centres and performance areas
- Teams
- Personal appraisal discussions



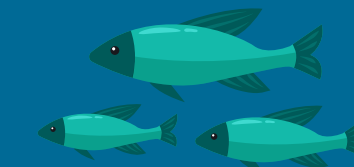


**Everyone on board has their own responsibilities
and tasks in maintaining the right course**





President	Overall responsibility for quality management in accordance with the quality system
Vice Presidents; Development Director; Director, Business Operations...	The quality and its development in the Unit of Administration, Steering and Support Services
Profit centre directors	The quality and its development of their profit centre's operations
Degree directors	The quality and its development of their performance area
Director, Quality and Information Production Services	Support, guidance, and development of quality management in accordance with the quality system
Personnel	Responsibility for the quality of their own and their team's work, acting as members of development and working groups
Students	Giving feedback, acting as members of development groups
Working life and key partners and other stakeholders	Giving feedback, participating in development activities and key bodies



Surprises often happen on the way, which is why potential risks related to the ship's operations are assessed regularly



Risk management is part of our quality system. It is a proactive approach that supports the achievement of our strategic goals.



Risk management is implemented in accordance with the quality system as part of strategic management, human resource management, education, RDI activities, continuous learning and business operations, as well as support functions. Vice presidents and directors responsible for these operations ensure that risk management is carried out regularly as part of anticipatory operational management and development



Goals and objectives evolve... To make navigation smoother next time, existing documentation should be utilised. Regularly communicating both the successes and the challenges encountered along the voyage ensures that lessons are learned not only by the individual but by the entire crew.

Documentation

- Teams: Platform for internal development work
- ARC: Information management and operational descriptions
- Power BI: Performance data
- Pepperi: Student, study, and working time planning (TAS) data
- ASHA: Case management
- Pro24: Safety and security management

Internal communication

- President's letters
- President's open discussion events
- Annual report and financial statement
- Intranet
- Semester Info newsletter

External Communication

- Laurea Review
- Impact and Responsibility Report
- Annual Review
- Laurea Journal
- Laurea Publications
- Laurea's website
- Social media channels



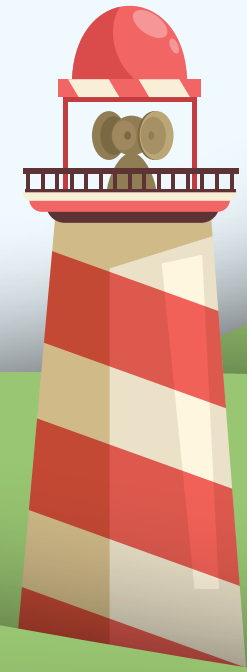
The journey becomes smoother and reaching the destination more certain when there are established ground rules and a committed, active crew

Quality culture is

- part of our values-based organisational culture,
- built on the long-term, systematic evaluation and development of the quality of our operations,
- a reflection of the atmosphere of continuous improvement and our individual and collective commitment to quality management,
- grounded in our shared vision, mutual commitment, and willingness to develop our operations in pursuit of our strategic goals.



**OPENLY,
EFFECTIVELY,
RESPONSIBLY!**



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