

AUDIT OF HäME UNIVERSITY OF APPLIED SCIENCES

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2.1 Managing societal engagement and impact

- HEI's self-assessment

The strategic objective is to be the most inspiring and useful

HAMK's societal interaction and impact objectives are defined in the strategy. Objective achievement is followed up systematically and the results are communicated actively. The current objectives focus on a student-centred approach, strengthening labour market orientation, promoting internationalisation and sustainable development.

HAMK is the only higher education institution in its region and educates experts for the labour market. These experts have capabilities for developing their field and for entrepreneurial activities. This can be seen in practice, for example, as a high degree of entrepreneurship among students. The students' work-based projects and theses are an important part of labour market development and HAMK's RDI activities.

HAMK reforms labour markets and the society through RDI activities, constructing new knowledge and new operating methods together with stakeholders. RDI activities are carried out in networks and are mainly implemented in publicly funded projects. This is important for the vitality and renewal of the region. In addition, HAMK provides tailored RDI services for companies and the public sector.

HAMK is led towards strategic goals

HAMK's **strategic leadership** contributes to complementary management processes. The vision and objectives are formed in continuous dialogue with the society, analysing the operational

environment. HAMK is able to influence regional strategies and project funding. This is implemented in practice by participation and influence in regional planning, regional strategy work, and ecosystems (e.g. the sustainable bioeconomy ecosystem of the City of Hämeenlinna and the Steel Construction Excellence Center, SCEC). Hence, the needs and the strategies of national and regional stakeholders will also influence HAMK's strategy and operations.

Knowledge management creates a situational picture of the operational environment and foreground information on HAMK's status. This enables monitoring the progress of the strategy and developing the activities. **Competence management** builds capabilities for achieving goals and setting new, more challenging objectives.

The objectives of the strategy are formed into unit, team, and personal tasks in management and supervisory work. This work is supported by the **management by objectives (MBO) system**, in which the progress of the objectives and tasks is monitored. The ability to act and change is promoted by competence management. Knowledge management provides information which is visualised to support MBO (e.g. a utility indicator under development).

Management is constantly developed to increase impact and usefulness to the society. HAMK has identified the need to develop the work of leaders and managers, and the practical utilisation of knowledge management. For this, coaching is under way, and the Business Intelligence system (BI), user competence and data literacy, and related leadership and management practices are enhanced.

Continuous profiling work is based on societal interaction

Profiling work and strategic choices have increased HAMK's uniqueness among higher education institutions. HAMK's profiling work is strong, and it directs focus and resources on selected targets. Its impacts extend from the strategic level through the profiles of education and research units to curricula, research programmes, and the development of the competence of personnel.

HAMK has consistently developed the profiling work. It is carried out using various methods, including foresighting. A key element is continuous dialogue with the society. There are built-in procedures for this dialogue in strategy work, curriculum and research programme work, as well as in connection with education and RDI activities implementation.

To support the profiling work, analysed information on changes in the operational environment and HAMK's competitiveness is collected. Profiling work contributes to the benefit of stakeholders in matching and impacting education and RDI activities. HAMK is constantly seeking and developing new ways to complement traditional forums with vibrant societal dialogue that supports development. This is systematically supported by strategic corporate communications and stakeholder cooperation.

Strengths

The strategy strongly guides the activities and promotes the growth of impact.

Enhancement areas

HAMK has a strong regional presence but there is still a need to improve impact based on profiles.

Profiling work is a strong and proven procedure.	The ways of maintaining labour market connections are diverse, and they should be evaluated more systematically according to the strategy and profiles.
HAMK is a strong and impactful actor in the region in education and RDI.	There is a need to further analyse national and international development partnerships and systematise co-operation models with them.