KANSALLINEN KOULUTUKSEN ARVIOINTIKESKUS
NATIONELLA CENTRET FÖR UTBILDNINGSUTVÄRDERING
FINNISH EDUCATION EVALUATION CENTRE

AUDIT OF HÄME UNIVERSITY OF APPLIED SCIENCES

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2.1 Managing societal engagement and impact

- Högskolans självvärdering

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 thin, 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	**Enhancement areas**
The strategy strongly guides the activities and promotes the growth of impact.	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.

2.1 Managing the societal engagement and impact

- Auditeringsgruppens bedömning

HAMK’s goals for societal engagement are well defined, as are the ways to measure the progress

HAMK’s strategy of becoming the most inspiring and the most workplace-oriented university, and a bold and inspiring reformer, is promoted through its societal engagement and impact. In the interviews, the impact of HAMK was also referred to as an emerging ”growth mindset”, providing a sound basis for a shared vision locally and regionally. HAMK’s objectives in societal engagement and impact focus on a student-centered approach, strengthening labour market orientation, promoting internationalisation and sustainable development. Goals for societal engagement and related indicators are well defined, as are the ways to measure the progress and milestones.

HAMK’s management enhances the impact of the societal engagement with Management by Objectives system (MBO). Power-BI and reporting systems for RDI, based on data collection and regular analysis of the institutional environment, add to the transparency of HAMK’s activities. This ensures the legitimacy and relevance of strategic choices with regards to societal impact. Appropriate procedures are in place, which support the achievement of the set goals and objectives.

Societal relevance is ensured through engagement with local and regional stakeholders

The changes in HAMK’s operative environment are monitored through a variety of activities, for instance by the bi-annual the Labour Market audit, which can be mentioned as a particularly useful activity of capturing the labour market’s needs and demands. There is regular feedback from and dialogue with local employers and stakeholders, as well as involvement in planning the curriculum to ensure its relevance and usefulness for the local and regional labour market. The interviews emphasised the importance of long-term partnerships in responding to changes in the operative environment and in achieving working-life impacts.

The local and regional relevance and impact is clearly visible and addressed through diverse actions and governance practice; whilst national and international impact is less evident and needs further attention to become stronger and more visible. Among the actions already undertaken to ensure the access of international talent into the regional labour markets is, e.g., the Talent Boost Pledge, which seeks to support incoming international students to find their path into the Finnish labour market. The audit team heard promising examples of work to play a more active part in international talent attraction, including the recruitment of coordinators and specialists. Furthermore, the audit team also learned that first steps have been taken to involve more companies and thus ensure more practice-based learning in various areas and ecosystems, such as bio economy and bio economics.