

AUDIT OF HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES

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The organisation and strategy of the HEI

- HEI's self-assessment

Profile focused on business and services

Haaga-Helia is a privately owned, strongly business orientated University of Applied Sciences (UAS). Through education, research and development, we prepare professionals for business and services. We have diverse offering in education including bachelor's and master's degrees, specialisation programmes, vocational teacher education and open UAS education. We actively provide commercial services such as staff training, continuing education and export of education for businesses and organisations.

As one of the largest UAS in Finland we have around 11 000 students, out of which about 1100 are international. We have 700 staff members, 100 partners from Finnish business life, and 200 partner institutions abroad. We are Finland's largest in our fields of education, which according to campuses are:

| Pasila Campus (Helsinki) | Malmi Campus (Helsinki) | Haaga Hospitality Campus (Helsinki) | Porvoo Campus | Vierumäki Campus (Heinola) | Querétaro Campus (Mexico) |
|---|--|--|--|-------------------------------|---|
| Business studies Information technology Media Vocational teacher education | Business studies (mostly adult students) | Hotel, restaurant and tourism management | Business studies Hotel, restaurant and tourism management | Sports and wellbeing | Business studies with Mondragón University |

Picture 1. Haaga-Helia's fields of education according to campuses

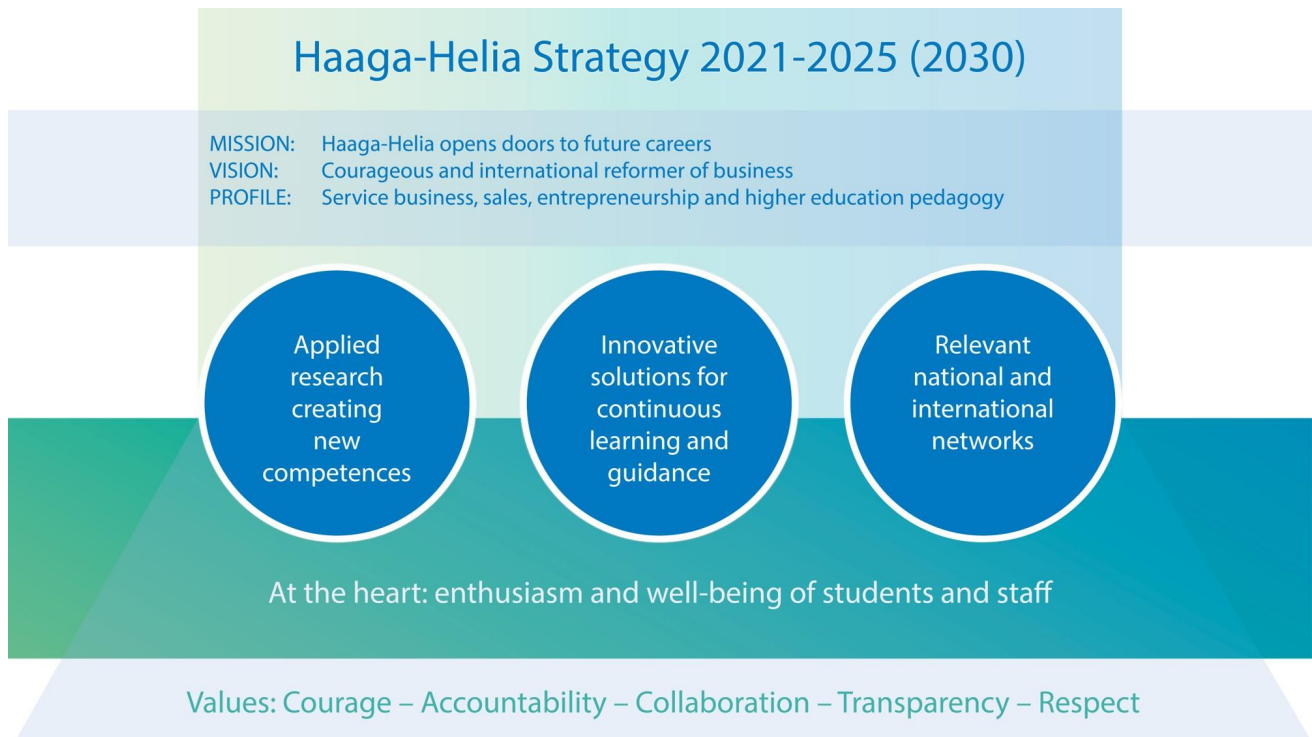
Haaga-Helia is a valued partner in research, development and innovation. Our goal is to create new solutions for different phases of business. We implement RDI projects together with our partners. Our four research areas are:

| Service business development & design | Sales development and digitalisation | Engaging vocational pedagogy | Entrepreneurship and business development |
|---|--|--|--|
| <p>Haaga-Helia's Service Business Development & Design experts focus on the sectors of travel, tourism, hospitality, sport, recreation, wellness and retail.</p> <p>Our areas of expertise are service experience, service concepts and design, and multi-channel services.</p> | <p>We help businesses to prosper and we renew our sales education. We are forerunners in customer interaction, and in digitalisation in sales and sales management.</p> <p>We remove barriers between IT experts and creative content producers, improve the creative competencies of individuals and organisations, and boost multidisciplinary co-operation across cultures.</p> | <p>We promote research, development and innovation activities by recognising current and future pedagogical development targets and needs.</p> <p>Engaging vocational pedagogy integrates research, development and innovation with learning, society and work life as well as with openness, ethics, sustainability and responsibility.</p> | <p>Our experts renew business transparently utilising the diversity of organisations. We identify the opportunities with added value and competitive business models.</p> <p>We offer expertise in future organisations, sustainable business, business model design, entrepreneurship education and pedagogy, StartUps and open innovation, and entrepreneurship and renewal.</p> |

Picture 2. Haaga-Helia's research areas

Our strategic objectives stem from our mission

All operations are based on innovative solutions for continuous learning and guidance, further supported by applied research creating new competences, and national and international cooperation networks. We integrate research into teaching and strive to be a HEI with strong networks in Finland and abroad, for example through our strategic alliances with 3AMK and the European University Ulysseus.



Picture 3. Haaga-Helia's strategy

Organisational structure supports key processes

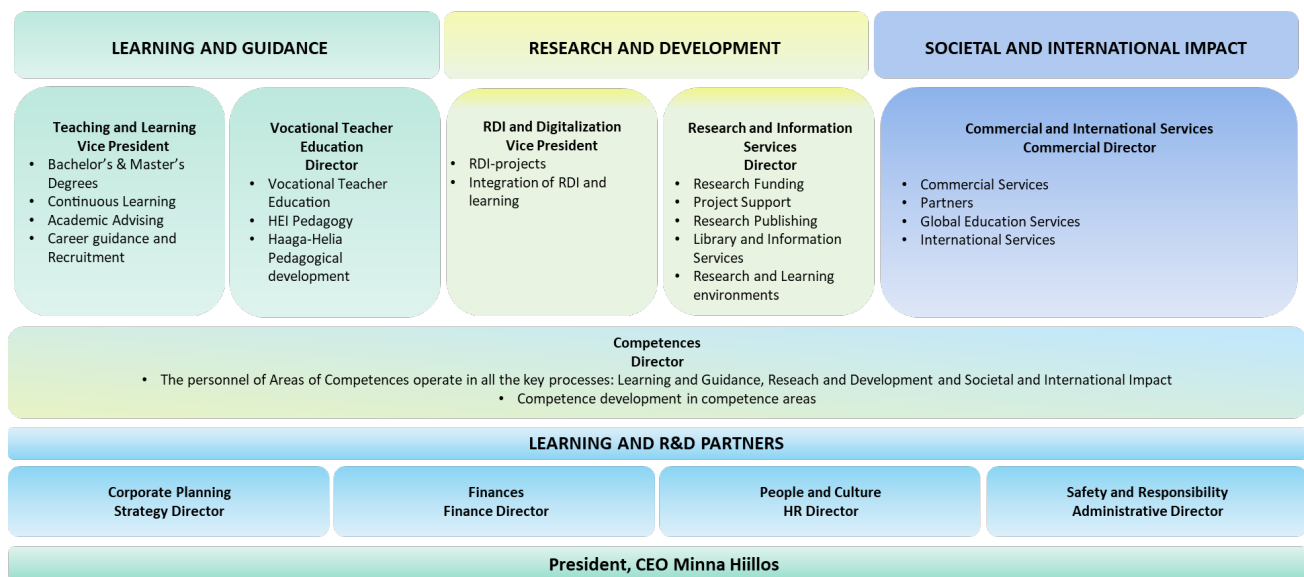
Our organisation was restructured at the beginning of 2021 and is currently based on a holistic way of implementing our main processes: 1) learning and guidance, 2) research and development, and 3) societal and international impact. Competences are at the centre and through them we produce excellence in all our main processes. We aim at utilising the skills and strengths of everyone in Haaga-Helia.



Picture 4. Integrating our main processes

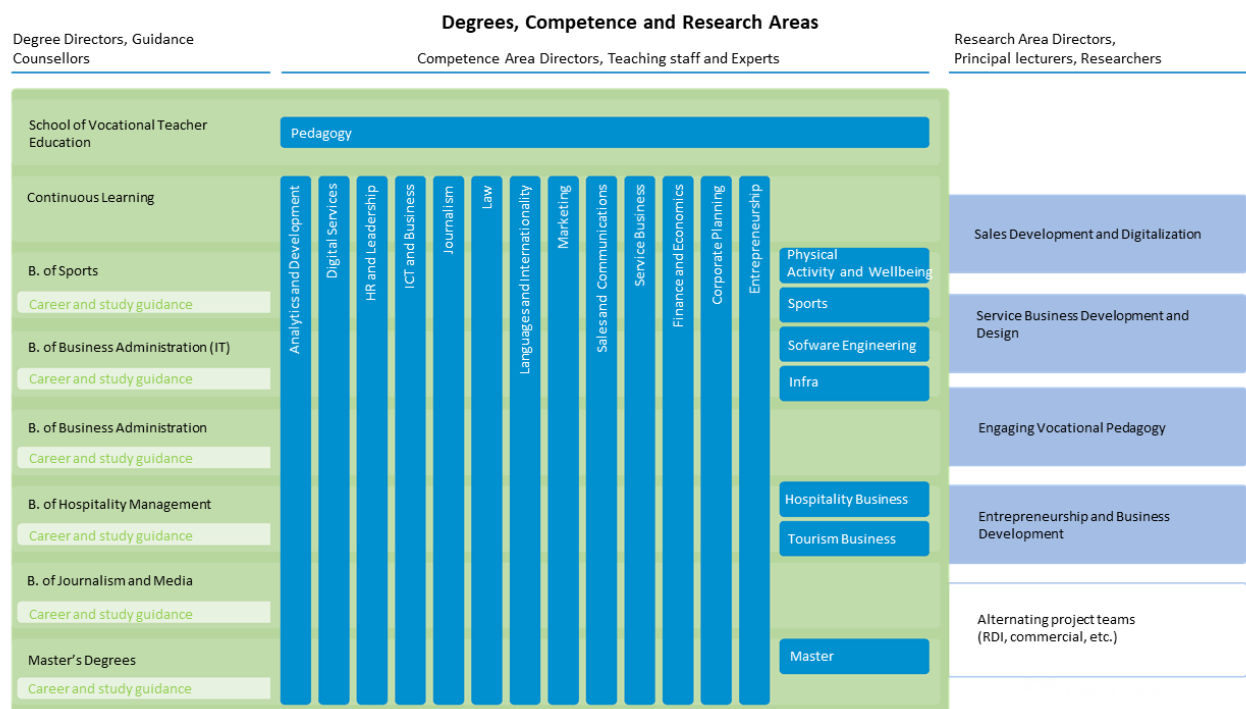
Our highest decision-making body is the Board, which focuses on strategic issues. The

operational level is led by the Management Group, consisting of the directors and vice rectors leading our areas of responsibility and chaired by the President, CEO.



Picture 5. Haaga-Helia's organisation

Contrary to the previous organisation built around degrees, most teachers now work under specific competence areas each led by a director (middle management role), reporting to the Director of Competences. Degree directors and administration work under Teaching and Learning.



Picture 6. Structure in education and research