



HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES  
**ANNUAL REVIEW**  
**2007**

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UNIVERSITY OF APPLIED SCIENCES  
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## PRESIDENT'S REVIEW

### HAAGA-HELIA as a frontrunner

This was our first year of operations as HAAGA-HELIA University of Applied Sciences, continuing the quality operations of the former Haaga and Helia universities of applied sciences.

In 2007, there was much debate about the need for structural change in the Finnish system of higher education. The debate was informed by concerns regarding the harmonisation of higher education in Europe, as well as the desire of Finnish institutes of higher education to meet the highest international standards in teaching and research. In this historical process, HAAGA-HELIA is a frontrunner.

We launched our operations at the start of 2007 in accordance with the vision and initiative of our owners, and government decision. After the completion of foundational actions in 2006, the ensuing year was one of substantial changes and reorganisation. In the first phase, emphasis was on the reorganisation of administration and support services, as well as on fostering cooperation among new organisational units.

As a part of our structural development activities, we reached an agreement with the Lahti University of Applied Sciences, whereby its sports education will be transferred to HAAGA-HELIA's Vierumäki unit. In Porvoo, we pushed ahead with premises solutions aiming at a greater centralisation of higher education in the city, in cooperation with the City of Porvoo and other institutes of higher education in the area.

Over the course of the year, we formulated our new strategy 2007 – 2012, which indicates the paths ahead for future development work.

In order to improve quality, and as a foundation for the development of our degree programmes, we completed quality assessments of all our degree programmes. In addition, we identified best practices in our different functions, which we intend to utilise in the establishment of new processes. During the strategy process and in the development of our educational offering, we also decided on curricula renewal.

We introduced new types of cooperation in tourism and leisure education among our Haaga, Porvoo and Vierumäki units. In journalism

education, we made use of synergies in premises and equipment between Pasila and Vierumäki. We sharpened the profile of our business education in Helsinki by expanding our offering of English programmes, and also by other means. We also clarified the role of IT education among our different units.

We strengthened our international dimension by means of a new Asia programme and plans for our Russian network. The popularity of our English programmes, with 7,000 applicants chasing 69 admission openings, was a surprise to our admission test organisers.

HAAGA-HELIA, as Finland's biggest university of applied sciences, offered better opportunities for cooperation with businesses than before. We participated in several regional innovation and development projects, for example a tourism centre of expertise project, as well as the Pasila Living Lab and Porvoo Symbio projects. In accordance with our new R&D strategy, we placed greater emphasis on our strategic focus areas and sought larger projects with greater impact.

Financially our first year was within the budget, providing us with a good foundation for future development work.

In autumn 2007, we completed a comprehensive workplace atmosphere survey targeting both the change process and workplace wellbeing, and the results were favourable. Our staff considered HAAGA-HELIA to be a good employer, and motivation and commitment were high on all levels.

HAAGA-HELIA's first year was a busy year of change and cooperation building. I thank all staff, students and partners for the excellent work and results achieved.

Helsinki, 30 January 2008

Ritva Laakso-Manninen



Behind the table from left:  
Jari Luomakoski,  
Marja-Riitta Luotonen,  
Maria Jakubik, Juha Ojajärvi,  
Helena Mansio, Tuula Saario,  
Teemu Kokko, Tuula Pohjola,  
Elina Oksanen-Ylikoski

# BUSINESS EDUCATION

## Education and its Development

It was a year of building for the Business Education Unit. Actions with regard to internal organisation, the establishment of shared practices, the unification of operating cultures, and the development of processes proceeded as planned. Our unit continued to be popular among applicants, and we continued to produce graduates at a good rate. We initiated actions to speed up the time to graduation, and progress is being made.

The year saw the launch of two new degree programmes: the Degree Programme in Sales, and the Degree Programme in International Business Management (a master's programme in English). We also moved ahead with our plans to launch a degree programme in finance, and recruited a head teacher who will be in charge of the programme. We also recruited a management assistant for the Vallila campus.

Our curriculum development placed special emphasis on entrepreneurship. In practice, this meant extra focus on continuing education for teachers, and also emphasising entrepreneurship in all our activities. In addition to our extensive company incubator activities, for example, we strove to foster entrepreneurial thinking in all our courses, and organised several seminars on the topic.

In 2007, we completed internal pedagogical discussions, with the result that we decided to place greater emphasis on the development of adult pedagogy. We reviewed the special characteristics of adult education, and formulated practices that will be incorporated in our curricula. We also actively developed practices relating to the identification and recognition of what has been previously learned.

Our unit is responsible for coordinating Finland's nationwide application process, and, in 2007, it was decided that 2008 admission tests to business degree programmes will be held at HAAGA-HELIA. Through these activities, we participate actively in building the image of business studies among applicants, and also the opportunities provided by this career path.

## International Activities

Our international activities proceeded as planned, with two-hundred incoming and two-hundred outgoing exchange students. Expert exchange and new contacts with schools abroad also continued in a lively fashion.

In 2007, we were especially active in HAAGA-HELIA's Asia strategy, with special focus on China. This included lots of background work, on the basis of actions can be implemented in 2008. Our active effort to build contacts in Russia also bore fruit, and several new contacts were established with educational institutes and companies in the country.

## R&D and Cooperation


Our unit participated in several HAAGA-HELIA R&D projects. The Sellma ESR project, the BCC Business Competence Centre project, the Pikantti project and Teachers in Working Life project were successfully completed. The most important projects in which our unit participated included the International Business Challenges project, French and Spanish Speaking Trade Areas project, as well as the Pedagogical Challenges of Programmes in Foreign Languages project. We supported the Degree Programme in Sales via our participation in the Sales Forum project. We were also active in several projects targeting corporate responsibility. We fostered cooperation with businesses and other organisations by incorporating discussions on this topic within the framework of annual performance reviews with teachers.

## Business Negotiation Council

The Business Negotiation Council convened four times during the year. The discussions were active and much time was spent discussing the profiles of our business programmes. The Council will play an active role when curriculum harmonisation begins in 2008.

Overall, it was a good year for business education – considering both objectives met and financial results achieved.





From left:  
Jouni Ahonen,  
Pirkko Salo and  
Pekka Heikkilä

# HOTEL, RESTAURANT AND TOURISM EDUCATION

## Education and its Development

A new curriculum for our bachelor's degree programmes, which had been drawn up in 2005, was taken into full use in 2007. We developed our educational processes through teaching group optimisation, the clarification of responsibilities within our unit as well as through our participation in a curriculum assessment project in cooperation with the Vocational School of Teacher Education. We initiated educational development actions in the Porvoo unit, and continued our cooperation among HAAGA-HELIA's different educational units by offering students the opportunity to complete specialisation studies in business and sports and leisure management. New programmes initiated during the year were a programme in food production for adult students, and the Degree Programme in Hotel, Restaurant and Tourism Management, which is taught in English. Our master's programme in service sector business continued its network-based cooperation with the Laurea University of Applied Sciences.

## International Activities

Our staff participated actively in international organisations and networks (I-Chrie, Euhofa, UNWTO, Network for Nordic Excellence in Sustainable and Healthy Catering and LHSW). We made preparations for the introduction of a new programme in English, the Degree Programme in Experience and Wellness Management, in cooperation with the Vierumäki unit, and we designed a master's programme, the Degree Programme in International Tourism Management, for the University of Vilna. We signed a double degree agreement with NHTV and broadened our cooperation with

Angell Akademie via Top Up exchange students. Our unit was accepted into the Paul Bocuse Alliance in spring. In addition, we offered short fee-based courses to Chinese groups.

## R&D and Cooperation

Our teachers participated in HAAGA-HELIA's strategy work. Our key R&D projects were the Future Hotel Laboratory (Finnish Funding Agency for Technology and Innovation) and Tourism Company Growth and Networking (Ministry of Education). Representatives from our unit participated in the Virbus project. A number of comprehensive projects, which were commissioned by companies or other organisations and integrated with our curricula, continued to play a key role in our R&D activities. Active participation in centres of expertise in the tourism and experience travel cluster fostered the growth and internationalisation of companies in the hotel, restaurant and tourism sector. A career and stakeholder cooperation event was organised for companies in January, and four teachers completed a three-month work experience project in companies and other organisations.

## Negotiation Council

Our unit's Negotiation Council invited 15 experts in the hotel, restaurant and tourism sector as its members. Other members were two teachers, two student representatives and two representatives from management. Mr Hannu Hakala from the Mara association was elected Chairman, and Ms Jenni Keskinen from Ravintolakolmio Oy was elected Vice Chairman. The Council convened two times during the year.

From left:  
Lis-Marie Enroth-Niemi,  
Kaija Lindroth,  
Jarmo Ritalahti,  
Maria Kantola,  
Tuovi Soisalon-Soininen,  
Heljä Mäntylä



# BUSINESS AND TOURISM EDUCATION, PORVOO UNIT

## Education and its Development

The year was our unit's tenth anniversary. This was visible, for example, in student and staff activities and in the Itä-Uusimaa province employment fair. We launched a new master's programme, the Degree Programme in Tourism, in January. This is a work-while-you-study programme and is completed in close cooperation with the student's employer. We took in 25 students to our new business degree programme in Finnish. This highly popular programme focuses on financial administration and takes into account the prior business experience of students.

We started admitting students to our tourism degree programme twice a year, and students who started in autumn began their studies on the basis of a new curriculum. At the professional studies phase, the new curriculum emphasises travel services sales, customer service expertise and also the production and development of travel services. Our educational environment continued to emphasise an investigative and developmental approach to learning, cooperation with companies and other organisations as well as regional tourism development.

We strengthened our unit's regional impact by means of our teaching and R&D activities. This was visible, for example, in the new Itä-Uusimaa province tourism strategy and the corresponding regional programme. We also participated in various regional projects in cooperation with companies, municipalities and networks. Our cooperation with the City of Porvoo deepened with a new campus project.

Our learning environment project (OVE) proceeded at a good pace, which is now in its final phase. The project included SYMBIO, which is an investigative and developmental learning environment for small companies, and VIVA Porvoo, which is an environment focusing on the development of the Old Porvoo City. Other key activities included research on learning forums, the changing nature of teaching as well as regional identity, which were all closely integrated day-to-day activities. These efforts produced three conference papers. They can be read online at the project's website in Finnish ([www.matkailuntietotori.fi](http://www.matkailuntietotori.fi)). The key aim of the OVE project is to promote lasting research and development expertise, practices and partner-

ships that actively serve tourism industry players, as well as regional development in general.

## International Activities

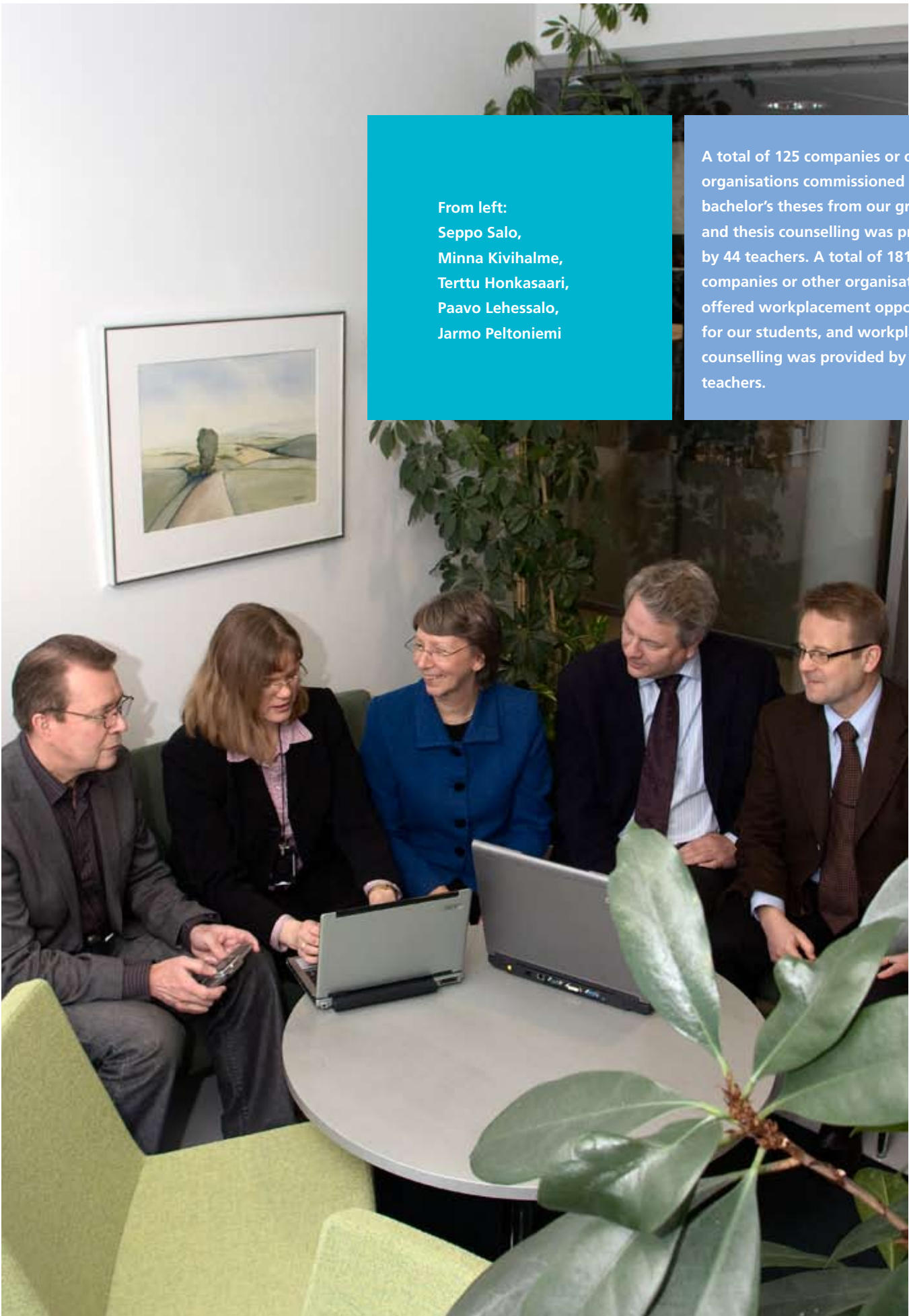
Our students have the opportunity to engage in international activities in many ways, including student exchange and workplace placement. Nearly 300 students participated in different kinds of short study trips, with destinations ranging from familiar nearby cities to distant cities such as Dubai and Peking. Introducing our students to Dubai's massive investments in tourism infrastructure and the growth potential of Chinese markets helped them to better understand the current market situation in the tourism industry. Offering the opportunity to gain international experience for all our students is one of the key objectives of our international activities. Another key challenge is to help our foreign students to find employment in Finnish companies. In this regard, we offered two courses taught in English in cooperation with local companies for the first time in spring 2007. The trial was a success, and we intend to offer more such courses in the future.

## Porvoo Negotiation Council

The key issues addressed by the Porvoo Negotiation Council were the incorporation of HAAGA-HELIA's vision, mission and strategies into the operations of our unit. Other topics on the agenda included promoting the development of the Porvoo Campus into a key meeting place in the region, as well as the utilisation of our R&D in both teaching and the working life.

## Svenskspråkig verksamhet i Borgå

Den nya HAAGA-HELIA yrkeshögskolan är officiellt tvåspråkig. Det här konkretiseras i Borgå där det finns två svenskspråkiga utbildningsområden: företagsekonomi och turism som utvecklas i samråd med Delegationen för svenskspråkig utbildning. Under det gångna året undersökte och utvecklade de studerande flera lokala evenemang, organisationer och företag. Många av uppdragen kom från mediaprojektet EvenemaX i Östra Nyland som administrerades av HAAGA-HELIA.



From left:  
Seppo Salo,  
Minna Kivihalme,  
Terttu Honkasaari,  
Paavo Lehessalo,  
Jarmo Peltoniemi

A total of 125 companies or other organisations commissioned bachelor's theses from our graduates, and thesis counselling was provided by 44 teachers. A total of 181 companies or other organisations offered workplacement opportunities for our students, and workplacement counselling was provided by 25 teachers.

# INFORMATION TECHNOLOGY EDUCATION

Terttu Honkasaari  
Director

## Education and its Development

We provided information technology education in the Malmi, Pasila and Vallila campuses, through both daytime and evening implementations. Courses in the Degree Programme in Business Information Technology were taught during daytime. We finalised a new curriculum for the Degree Programme in Business Information Technology, and studies commenced in autumn on the basis of it. HAAGA-HELIA's information technology degree programmes focus on courses involving projects completed in cooperation with companies and other organisations. For the benefit of adult students, we developed methods for the identification and recognition of what has been previously learned, and also course implementations that are better suited to adult needs. We completed a self-assessment of our degree programmes in spring, and made preparations for the adoption of a new curriculum in autumn, on the basis of the results of the assessment.

In January 2007, the second group of students started their studies in our master's programme focusing on information system expertise (in Pasila), and the first students graduated in December. We continued to develop our programmes on the basis of continual feedback received from students. We completed a self-assessment of our degree programmes leading to a bachelor's degree in autumn 2007. We implemented specialisation studies in IT process management over the course of the year. Student's completing their master's degree also participated. We also completed a self-assessment of our specialisations studies in autumn.

Over the course of the year, we participated in a development group for the nationwide development of IT education, participated as a coordinator in a nationwide project on student admission criteria, and also participated in development work for the establishment of a nationwide admissions test. Within HAAGA-HELIA, we participated in a range of activities involving thesis, workplace and student counselling development, as well as the development of processes to anticipate future teaching needs. Our staff engaged in cooperation and training for improving staff competencies.

## International Activities

We are participating in the international project VIRBUS in the capacity of a coordinator. The project involves the building of a cross-disciplinary company simulator for student use, in cooperation with partners from abroad.

Our international partner in operations management and SAP teaching development is Reutligen Fachhochschule. We also have SAP education partners in Norway and Denmark. During the year, we initiated discussions concerning the purchase of SAP user services from Magdeburg UCC in Germany. We participated in an international intensive learning week for the second time, this time organised in Denmark. In connection with various projects, our teachers and students participated in an international IT fair.

In 2007, 31 teachers from our unit participated in teacher exchange, and 34 of our students participated in student exchange, workplacement or project assignments. We sought new partners in Russia, Turkey and the Netherlands. Our unit offered information technology education in English to a total of 532 ECTS. Exchange students also participated in these courses. Of our students, 16 did their thesis in English.

## R&D and Cooperation

We initiated and carried out R&D projects mostly in HAAGA-HELIA's focus areas in cooperation with the Research and Business Development Centre. These included a project on the formulation of a software production process description for SME's (Global PASMA), a project on customer service competencies of IT professionals, a project for a laboratory for business modelling (Prolab), a semantic web project, a project on occupational safety for teachers (within a future network services project), a project for incorporating company simulations in teaching (Virbus), a wireless networks project (weela.net), and a project for the promotion of entrepreneurship. Many students and 20 of our teachers participated in these projects.

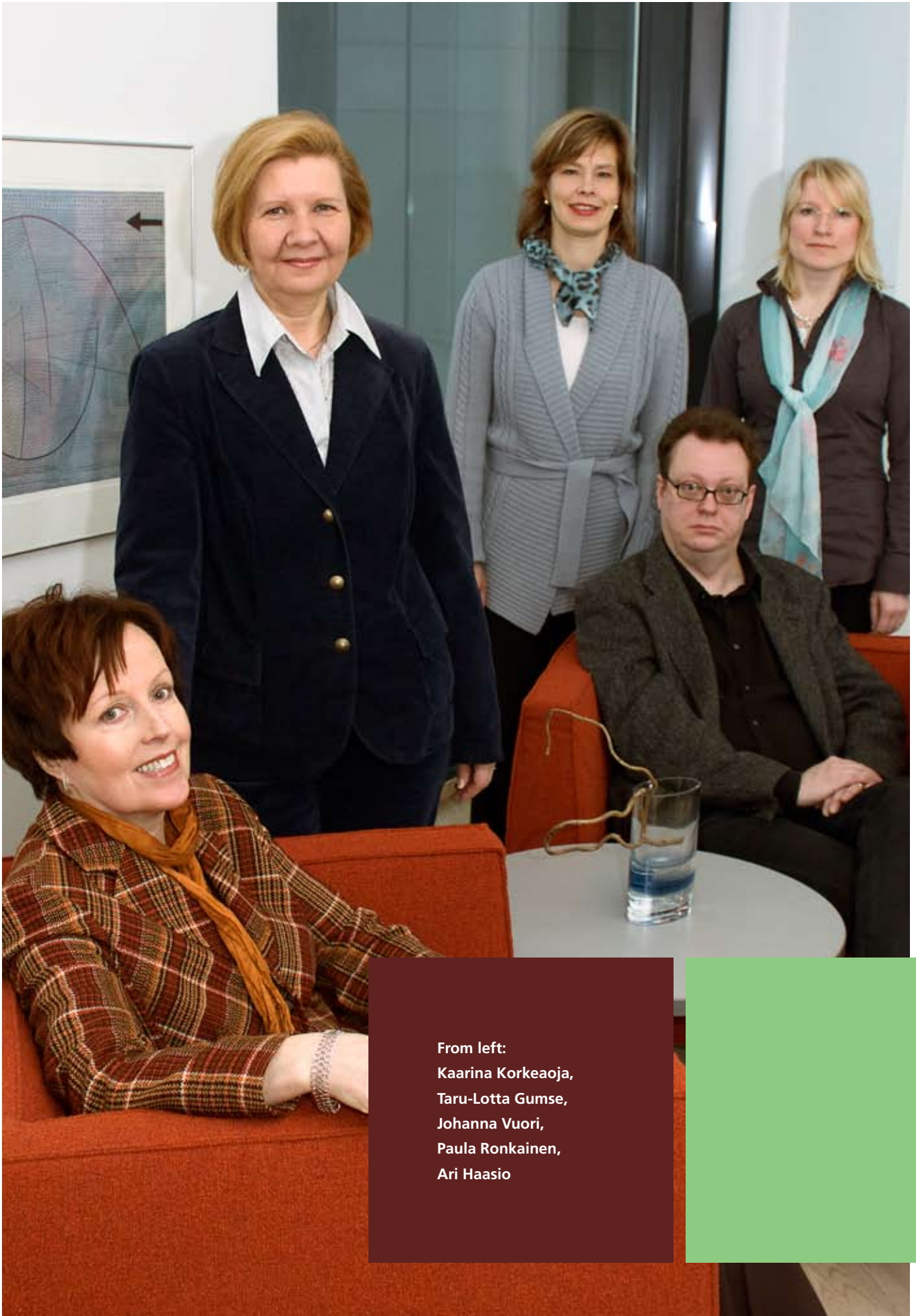
Our unit participated in the following company Academy programmes (or similar): Altova, Cisco, IBM, Microsoft, Oracle, and SAP. Our unit coordinated SAP Nordic University Alliance cooperation, and we are responsible for the upkeep of the shared server of participating institutes of higher education. Companies also participated in this cooperation.

Three master's theses were completed, all commissioned by different organisations. Several companies offered project assignments for our students and also participated in teaching as guest lecturers. Our students established new companies and received support from HAAGA-HELIA's company incubator.

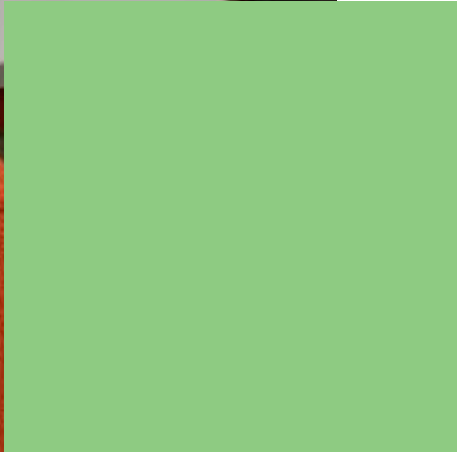
## Negotiation Council

The Information Technology Negotiation Council convened four times. The topics addressed included the development of information technology degree programmes in different campuses, the new curriculum for the Degree Programme in Business Information Technology, the development of the degree programme in information systems expertise, competencies objectives for degree programmes by focus area, a Ministry of Education plan on education and research 2012, as well as our unit's operations in light of statistics, feedback and the self-assessment.

We established an information systems expertise negotiation council together with the Laurea University of Applied Sciences, with the aim of promoting our master's degree programmes. The council convened twice in 2007, and at the end of the year its operations were pooled with the Information Technology Negotiation Council.



From left:  
Kaarina Korkeaoja,  
Taru-Lotta Gumse,  
Johanna Vuori,  
Paula Ronkainen,  
Ari Haasio



# MANAGEMENT ASSISTANT AND JOURNALISM EDUCATION

## Education and its Development

We assessed our unit's degree programmes and specialisation studies by means of a HAAGA-HELIA-wide self-assessment project. In addition, our specialisation studies in workplace communications were reviewed by the specialisation studies board of the institutes of higher education assessment council, who approved them for registration for the period 1.10.2007 - 20.6.2011. Our staff contributed to HAAGA-HELIA's learning processes development by participating in many groups and committees.

We made improvements to our workplacement practices on the basis of general plans drawn up in the Triangle project. In order to improve feedback skills among our teachers and students, we initiated several projects for improving learning quality (so-called Dialogue projects), which are part of a nationwide project on teaching development. We also initiated a student counselling development project.

We introduced an online thesis methods course, and also student admissions monitoring, in all our degree programmes.

The year was marked by the 40th anniversary of management assistant education in Finland, which was commemorated in several stakeholder events. Our English management assistant programme was included in the nationwide admissions process. Our management assistant programmes remained popular among applicants. The 4th and 5th term courses of the 2005 curriculum were taught for the first time. We started planning for a curriculum with three intensive years of Chinese language studies. Our student quality assistant groups continued to function and our working life mentoring activities continued in cooperation with Tradenomi HSO Sihteerit ry.

Journalism education reached its full volume in the beginning of autumn. Youth education continued to be highly popular. We introduced a competencies-based curriculum in both youth and adult education. As a result of our entrepreneurship education, 14 journalism students established the Vainu Media cooperative.

We agreed with the Vierumäki unit that they would provide our students with courses on radio and television. We established a nationwide project on the identification and recognition of competencies, with the aim of developing adult education. Each of our journalism student groups received a mentor for the first time, with the mentors being members our Negotiation Committee, or their colleagues.

## International Activities

Six of our teachers participated in the Leonardo Mobility project and spent a week learning about the management assistant's job and

education in Belgium, Poland, France and Germany. We also sent representatives to the Space congress in Cyprus and to an international online journalism congress in Toronto. Visiting lecturers from abroad taught three of our courses. We had 49 students in outgoing student exchange and 16 students completing their workplacement abroad.

## R&D and Cooperation

Our R&D projects centred on our strategic focus areas in communications and digital media. Our new head teacher's specialisation area was information expertise. We finalised the results of a workplace communications 2010 project, initiated plans for network services, and finalised a pilot version of our performance indicators. A book on management for managers was also near completion. A project on new perspectives in workplace communications produced a new long-term method for developing workplace communications. We initiated a project on best practices in online journalism, in which seven partners participated. A manuscript for a European Management Assistant publication was finalised; the publication is based on interviews completed by our teachers during the Leonardo Mobility project in 2006 - 2007.

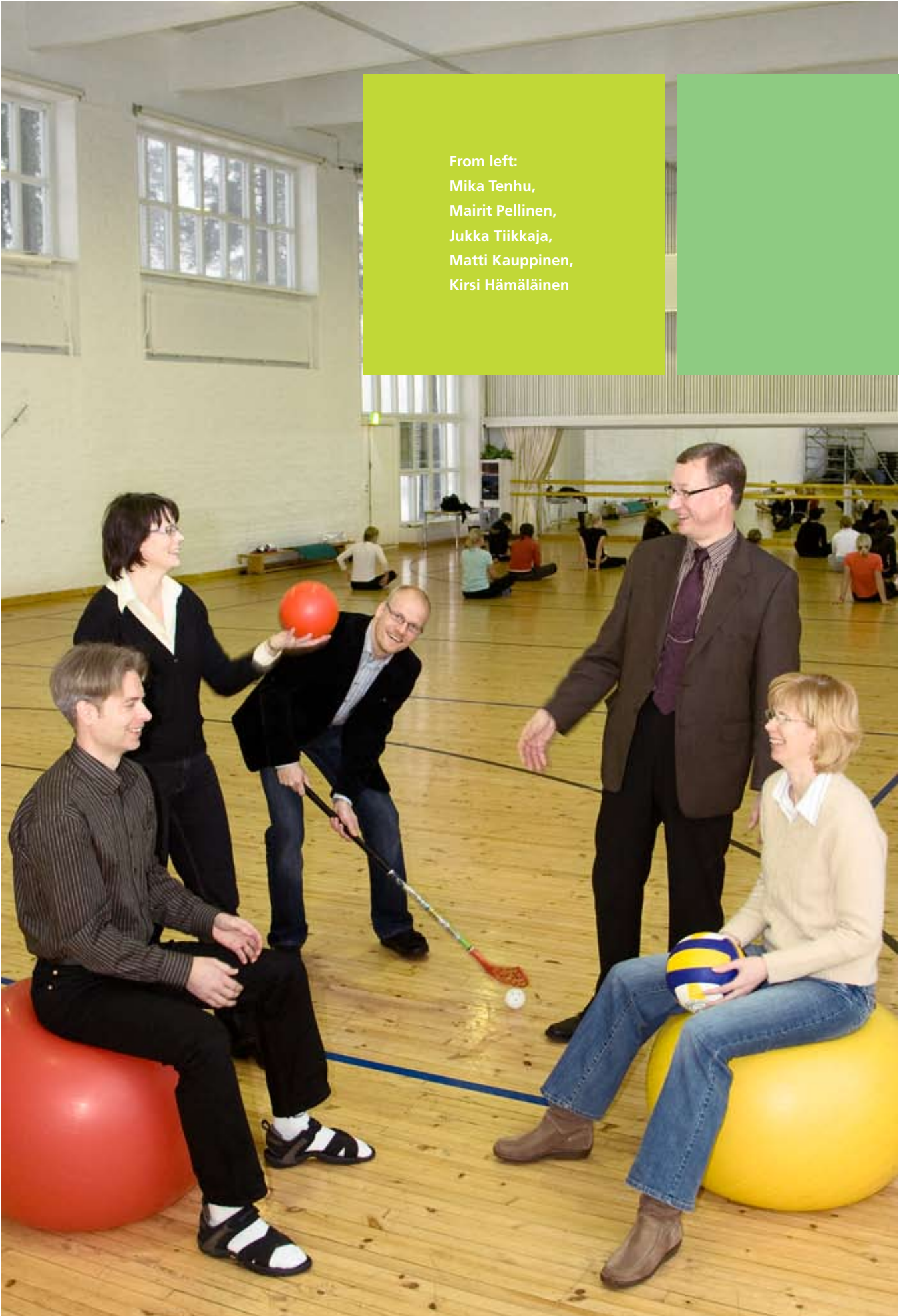
In management assistant education, we cooperated with tens of partners, with many of them commissioning company events, language projects as well as theses from us and our students. In 2007, 135 management assistant students were in workplacement in Finland in 51 organisations. We expanded our cooperation with Tradenomi HSO Sihteerit association. We continued our cooperation in Finnish as a foreign language with the Helsinki School of Economics, and initiated teaching cooperation in Russian for Russians. Our partners in the Leonardo Mobility project were local EUMA organisations and participating institutes of higher education.

In journalism education, we cooperated with several parties in newspaper work and thesis cooperation. Our students spent roughly 6,000 hours in various newspaper projects. 41 students were in workplacement in 27 organisations. We continued to cooperate with the journalism department of the University of Helsinki.

## Negotiation Councils

In 2007, the Management Assistant Negotiation Council reviewed management assistant competence requirements, among other things. The Journalism Negotiation Council reviewed a number of topics, for example our mentoring activities, which were started in 2007 on the initiative of the council.





From left:  
Mika Tenhu,  
Mairit Pellinen,  
Jukka Tiikkaja,  
Matti Kauppinen,  
Kirsi Hämäläinen

# SPORTS AND LEISURE EDUCATION, VIERUMÄKI UNIT

## Education and its Development

The Vierumäki unit provides sports and leisure management education. Students can earn a bachelor's degree through our daytime programmes for youth as well as through a multi-disciplinary programme for adult students. We also offer the Degree Programme in Sports and Leisure Management in English. From 2006 onwards, we have also provided specialisation study options, namely a programme in sports journalism (60 ECTS) and a programme in sports marketing (30 ECTS), in cooperation with the Jyväskylä University of Applied Sciences.

Our cooperation with other HAAGA-HELIA degree programmes expanded in 2007. We had 17 students from the Haaga and Porvoo campuses participating in our sports travel course module in Vierumäki (18 ECTS). Two students from the Lahti University of Applied Sciences also participated in the module that began in autumn. Our media lab organised an intensive course on TV and radio for journalism students, which was the first of its kind. We also organised lectures on wellness and wellbeing in other units.

We organised our teaching in close cooperation with the Sports Institute of Finland. Several teachers and experts from the sports institute participated in our teaching and development activities. Similarly, many of our teachers taught at the sports institute.

In April, our teachers participated in a one-day event on networking among sports universities in Jyväskylä. Among the topics discussed were admission criteria, degree programme curricula as well as the appropriateness of current educational structures with regard to graduate and post-graduate studies.

Following the initiative of the Ministry of Education, it was decided in April that the Lahti University of Applied Sciences will discontinue providing sports education, and that the admissions quota (90 students) will be transferred to the Vierumäki unit starting August 2008. The staff of the sports education department of the Lahti University of Applied Sciences will transfer to HAAGA-HELIA. Students who started in Lahti before 2008 will complete their studies as Lahti students. Orientation for transferring teach-

ers was provided in June, and joint curriculum planning was initiated in autumn. Several working groups were established to tackle matters relating to staff, administration and studies during the transition period, as well as to plan new forms of cooperation in sports education.

## International Activities

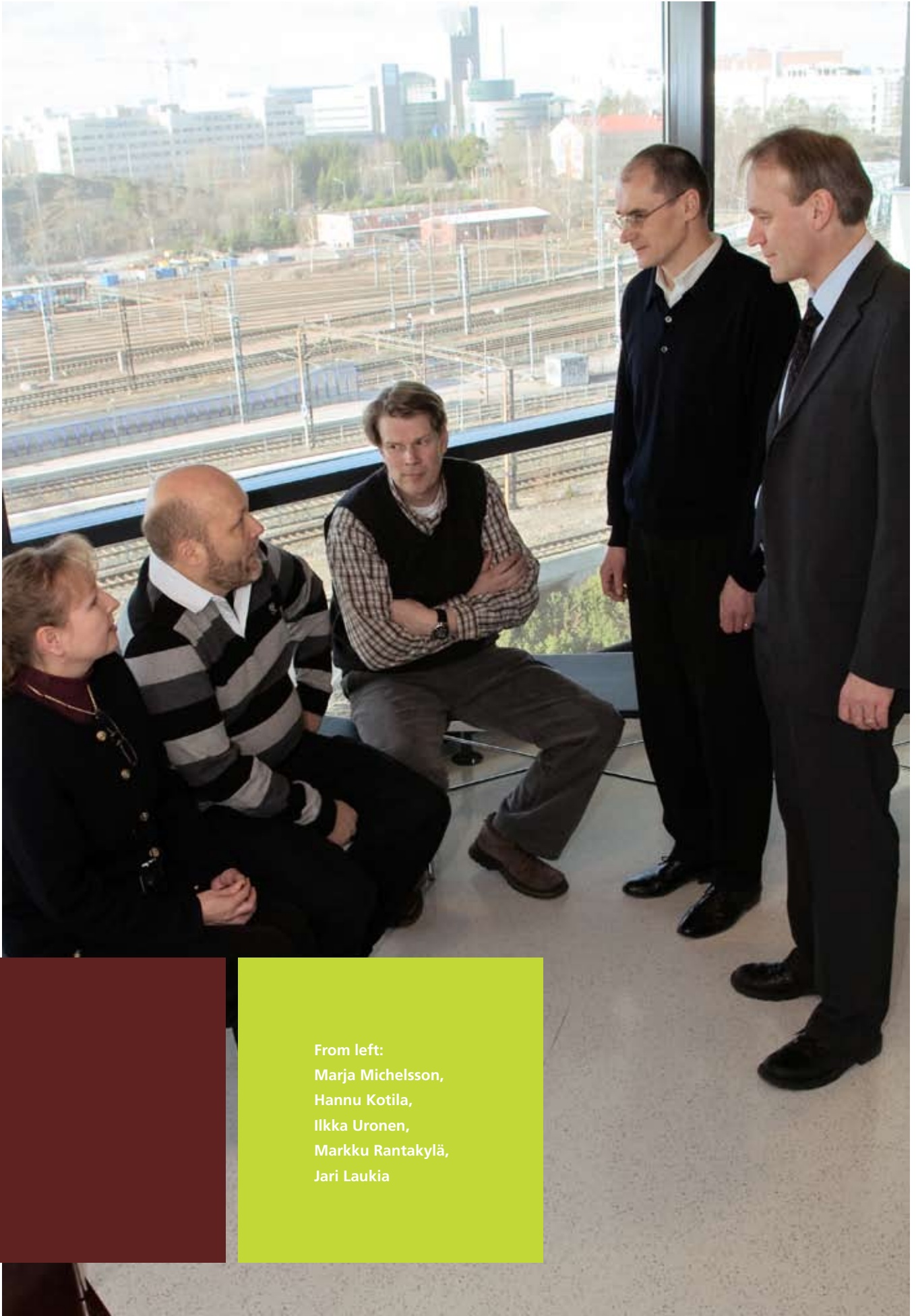
During spring term, Vierumäki had three exchange students from Granada University, and during autumn term, two exchange students from the same university and two exchange students from Martin Luther University in Halle-Winnteberg. One of our students participated in student exchange in the Swedish School of Sport and Health Sciences in Stockholm, and one in Charles University in Prague. Eight of our students participated in the Outdoor Adventure (Socrates) course in the UK. Overall, 24 of our students participated in international workplacement with a duration greater than three months. Three teachers participated in one-week teacher exchange, and six in conferences and international meetings. We received two teachers for one-week exchange. Representatives from our unit participated in Leonardo projects EQF Outdoor Animateur and Sports Co-Ordinator.

## R&D and Cooperation

Nearly all of our theses were commissioned by companies or other organisations. We launched an R&D workshop within the Degree Programme in Sports and Leisure Management. Representatives from our unit participated in HAAGA-HELIA's focus area working groups, and also in national university and regional development working groups. One thesis was completed within a project promoting health from youth onwards, and students completed their workplacement as a part of the project.

## Negotiation Council

The Sports Negotiation Council convened on 14 September 2007. The meeting addressed curriculum reform, and representatives from companies and other organisations shared their views on trends and needs in sports and leisure management education.



From left:  
Marja Michelsson,  
Hannu Kotila,  
Ilkka Uronen,  
Markku Rantakylä,  
Jari Laukia

# SCHOOL OF VOCATIONAL TEACHER EDUCATION

## Education and its Development

In 2007, the admission quota for the School of Vocational Teacher Education was 310 students, and 1,070 applications were submitted. As a new form of study, students were given the opportunity to complete a substantial amount of their studies online, in which special emphasis was placed on the contents and methods of online counselling. For the first time, we offered group-based education also in English, both in Helsinki and Turku. We also gave students the option of choosing a demonstration-based study format. 295 teachers graduated from our programmes. We continued to cooperate with the Turku University of Applied Sciences and the Helsinki Polytechnic Stadia in area of music and dance instruction.

We launched an R&D support website that supports student development projects and R&D cooperation within HAAGA-HELIA as a whole. We also finalised a competencies-based curriculum, which will be taken into use in 2008.

Our first group of specialist vocational teachers graduated in December 2007. The programme received support from the European Social Fund and was completed in cooperation with the University of Helsinki. As a result of the programme, we were able to acquire new expertise and develop our vocational teacher education even further. 29 specialist teachers graduated from this programme.

Our continuing education offering focuses on demonstration-based studies, on specialisation studies for the identification and recognition of competencies as well as studies in leadership and pedagogical management. Over the course of 2007, we organised several educational events and seminars on developing the competencies of teachers and schools of teacher education. A total of 1,300 students participated in continuing education, completing 10,737 ECTS.

## International Activities

We participated in two European projects. The Connect project, which was completed in 2007, focused on the development of business education from the multi-cultural perspective. The La Strada project, which was initiated in 2007, promotes management education in vocational schools of teacher education. During the year, we established new contacts in many countries, for example in Austria, Namibia and China. Our staff participated in several international conferences. The most important of these were the Earl conference in Budapest and the Researching Work and Learning conference in Cape Town. We initiated teacher exchange with the University of Primorska in Slovakia.

Our students have the opportunity to take courses focusing on multiculturalism and also participate in international development projects and teacher training.

## R&D and Cooperation

In 2007, we had six ongoing research and development projects. These were the Keko development network for teachers in vocational schools; the TUNNE project for the development of practices for competencies identification and recognition; the TUKEA project for the development of online pedagogical expertise; a project on the development of writing genres in universities of applied sciences, the JOPE research project on pedagogical management; and the Aminno R&D network environment development project. Our projects received funding from the Ministry of Education and HAAGA-HELIA R&D allocations, as well as our school's own resources. One international project was in the planning phase.

The projects are organised by means of networks, and involved seminars and experimental activities. The biggest of these was a seminar on teachers as project managers, which was organised by the Keko network in cooperation with amkTutka and INTO network. Nearly 300 people participated in the seminar.

Project results were presented in national and international seminars and conferences, and in other venues, for example the education research days of vocational schools and universities of applied sciences, which was organised in Helsinki in October 2007. We published three manuscripts in HAAGA-HELIA's publication series. The results will be used also in the development of teaching and continuing education.

In our programmes, teacher training is completed in educational institutes, companies and other organisations under the guidance of our school. Representatives from companies and other organisations participate in our continuing education implementation and R&D projects.

## Teacher Education Negotiation Council

The Teacher Education Council was established in connection with the formation of the HAAGA-HELIA University of Applied Sciences. The council actively promotes the development of vocational teaching in its meetings as well as in various social forums. The council convened four times during the year. The activities focused on specialist teacher education, the curriculum and cooperation with companies and other organisations.



From right: Lauri Tuomi,  
Tuija Toivola, Erja Alenius, Juha  
Marjakangas, Jarmo Sarkkinen

In front from right: Sari Jussi-Pekka,  
Hanna Kempainen, Sami  
Suomalainen, Irene Gröhn

# THE RESEARCH AND BUSINESS DEVELOPMENT CENTRE

## Research and Development Activities

The HAAGA-HELIA merger significantly boosted resource allocations for research and development. A new R&D strategy was formulated during 2007. This included confirmation of the focus areas of R&D: service and sales; ubiquitous information technology; experience studies; systems, models and tools; information management and digital media; and vocational pedagogy. Focus-area cross-unit development groups started their operations. The R&D advisory board also started its operations.

We started running in unified operating practices and processes and initiated the first HAAGA-HELIA research and development projects. These included projects addressing online journalism, hotels of the future as well as growth and networking in Helsinki's tourism companies. We took a new project management system into use, with the aim of improving the quality of our R&D activities.

All in all, we had 30 R&D projects underway in 2007, which also included cooperation among companies, educational institutes and other partners. Key R&D projects with an international dimension were Spinna, a project focusing on the development of companies in major European cities, and Nelli, which addresses new operating practices when doing business in Asia.

HAAGA-HELIA introduced a new publication series and updated the visual look of its existing publications. At present there are 12 publications. We initiated a comprehensive entrepreneurial project, Hyrinä, in order to promote the commercialisation of R&D results and entrepreneurship. Hyrinä helps students to start their own businesses, and promotes the establishment of growth companies.

## Regional Development

HAAGA-HELIA was active in regional development in 2007. HAAGA-HELIA's strategy process led to the creation of a new regional development programme, which promotes regeneration in Helsinki and surrounding areas. We participated in several strategic development projects in the metropolitan area. Through our participation in Metro-oske, which is a tourism and experience centre of expertise for the Helsinki metropolitan area, we produced new kinds of development environments and targets in cooperation with companies, cities and other institutes of higher education (e.g. Aviapolis).

In cooperation with Forum Virium Helsinki, we initiated the Pasila Living Lab project, which has the objective of developing the Pasila

district, including the establishment of a vibrant centre in the district. We supported the Porvoo Living Lab project in cooperation with the City of Porvoo and regional players, which included projects such as the Porvoo Campus and the Skaftkärrin Living Lab. The Living Lab concept brings together players that develop innovative living environments, those who produce such environments (i.e. companies), the end users and customers, as well as the enablers of such environments (e.g. cities). Students play an important role as future end users and customers.

## Training and Development Services

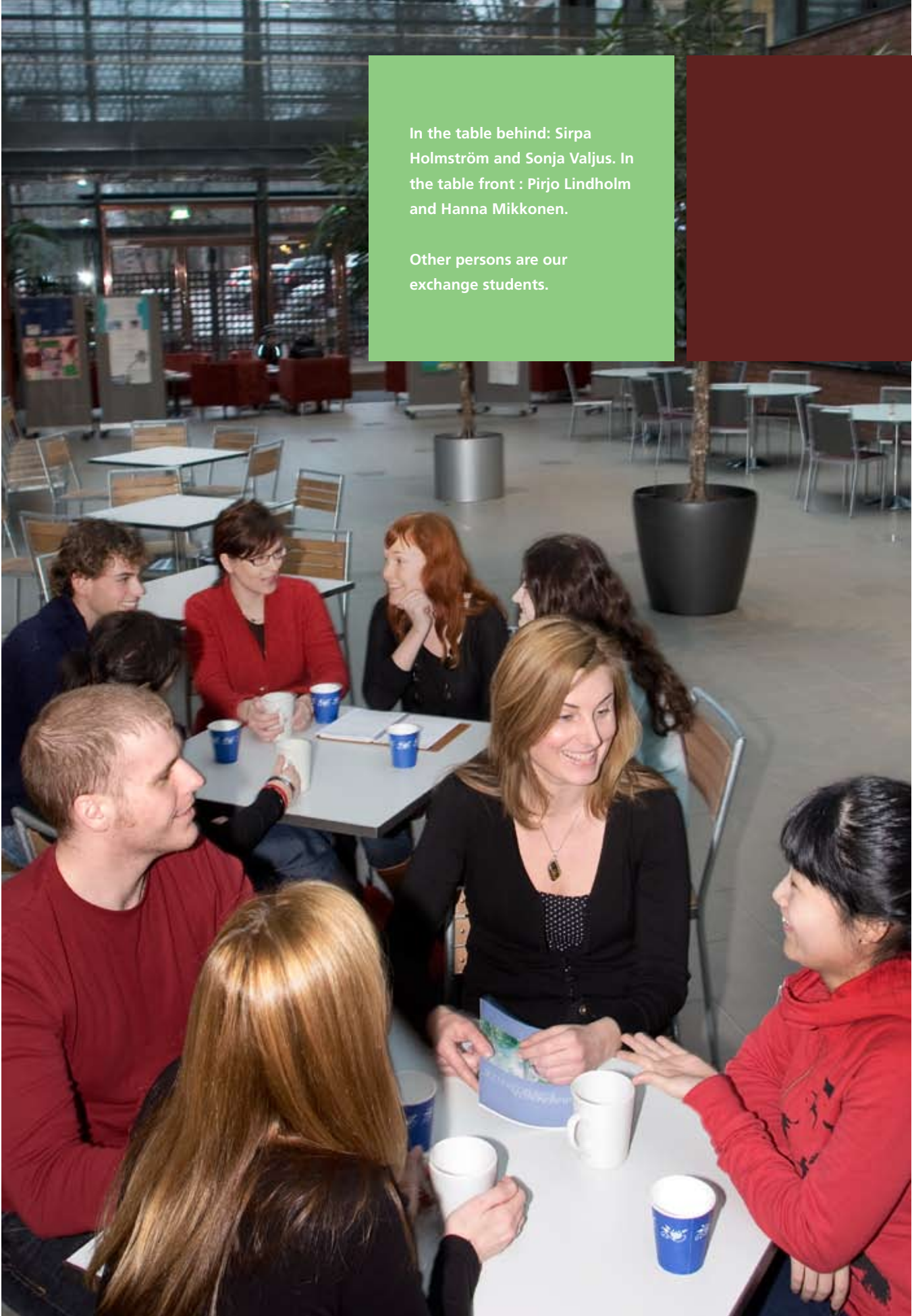
HAAGA-HELIA's commercial strategy was finalised in 2007. Our training and development services are responsible for the development of lifelong learning, which extends professional development to life after graduation. We offer training and development services through training programmes offered to companies and organisations as well as through courses open to everyone. In our commercial operations, we use outside experts and our own staff as trainers and developers.

Company training programmes focus on the development of a specific group's competencies (for example general management, customer relationship management) or on the comprehensive coordination of change management (for example strategy implementation). Our open courses usually are a few days in duration. In 2007, we cooperated with 40 companies and organisations in various development undertakings. Training was offered in the following areas: sales, IT expertise, coaching, Chinese and information retrieval.

HAAGA-HELIA's MBA programmes offer a flexible way to update business competencies. In 2007, there were 98 students in either the MBA programme in English or the MBA programme in Finnish. Preparatory work for the establishment of an eMBA was begun. The MBA advisory board started its operations.

The commercialisation of R&D results was initiated in 2007 with the productisation and start of sales of a workplace communications training programme, which was produced in the UUDIN project.

Training and development services also participated in the preparation of HAAGA-HELIA events and seminars, of which the biggest involved coordination efforts for a career and recruitment fair for universities of applied sciences in the Helsinki metropolitan area.



In the table behind: Sirpa Holmström and Sonja Valjus. In the table front : Pirjo Lindholm and Hanna Mikkonen.

Other persons are our exchange students.

# INTERNATIONAL ACTIVITIES

The year was a busy one for HAAGA-HELIA's international activities, despite the fact that this was the new university's first year of operations, much of which was spent establishing new operating practices.

HAAGA-HELIA has about 170 partner schools in Europe, Asia, South America and North America. Cooperation varies from student and teacher exchange to the development of teaching and project and research cooperation. In addition, HAAGA-HELIA participates actively in international networks. These include the International Ice Hockey Federation, CIDD Consortium of International Double Degrees, the Leading Hotel Schools of the World, EUHOFA, EuroCHRIE, Space Network and the Travel and Tourism Research Association. HAAGA-HELIA representatives have also participated actively in the activities of the Helsinki Education Research Area project.

A key event of the year was the formulation of our international operations strategy. The process was kicked off in May with a preparatory seminar, in which all staff members could participate. The year also saw the finalisation of our Asia programme, which aims to promote Asia expertise among Finnish companies and our students and staff. The programme was initiated in chosen target areas in cooperation with Finnish companies and local institutes of higher education.

HAAGA-HELIA offers an international study environment. We have more than 800 degree programme students, representing more than 90 nationalities. We offer 12 degree programmes taught in English, in business, information technology, hotel, restaurant and travel management, as well as management assistance and sports education. Of these, 10 lead to a bachelor's degree, and two to a master's degree.

HAAGA-HELIA participates in student exchange with schools in Europe, the U.S. and Asia. In 2007, 273 students left for student exchange and 148 for workplacement. The most popular destinations were France, Germany, Sweden, Spain, Austria, the UK and USA. In addition, more than 400 students went abroad for short one or two week trips involving courses or projects. HAAGA-HELIA had 305 exchange students from abroad. They came mostly from France, Germany, Spain and the Netherlands, and mostly studied in our English programmes.

Our broad offering of courses taught in languages other than Finnish provide foreign students with many study options, and exchange students add an international dimension to our student body. Other services were also available for exchange students, for example student housing, study counselling and counselling in practical matters, courses in Finnish language and culture, as well as orientation at the beginning of studies. Our student association for international affairs, Kanto, organised lots of recreational activities and travel opportunities.

HAAGA-HELIA engages in double degree cooperation with several European institutes of higher education. In 2007, a new double degree cooperation agreement in hotel and restaurant management was made with NHTV Breda in the Netherlands.

Teacher exchange is an important form of international cooperation, and about 60 HAAGA-HELIA teachers participated in one-week teacher exchange. The aims of teacher exchange are to develop teaching, to promote networking among colleagues, to establish contacts for project cooperation and to establish contact with companies in the target areas. Erasmus-funded staff exchange was initiated in autumn 2007, and this was well received by staff. Many visiting lecturers from Europe, China and USA taught in HAAGA-HELIA's degree programmes.

The Research and Business Development Centre had several R&D projects under way. These projects also involved international partners. Our degree programmes completed several projects relating to teaching in cooperation with companies and other institutes of higher education. These included intensive courses in the Baltic countries, international fair projects, the Winter School of Marketing Communication, Business in the Northern Dimension, Erasmus European Entrepreneurship, Nordplus projects on Nordic entrepreneurship and leadership, and courses on trade with Asia that also included a study period in Asia.

HAAGA-HELIA's international services unit supports degree programmes and other HAAGA-HELIA entities in the implementation and development of their international activities, manages student, teacher and staff exchange, consults and supports students and staff in international matters, publishes guides relating to international activities, seeks funding for international activities, disburses exchange grants and improves opportunities for workplacement abroad.





Juha Lindstedt  
Quality Manager

From left: Pirjo Eerikäinen,  
Paula Kinnunen, Juha Lindstedt,  
Päivi Karvanen

Page 27 from left: Taina Avo,  
Anna Eklund, Jaana Kurko,  
Susanna Kinnari

## QUALITY IMPROVEMENT

The new HAAGA-HELIA University of Applied Sciences continues the high quality of its predecessors. Our feedback systems indicate that there has been no loss in quality even though new systems and operating practices have set a challenge to both staff and students over the near term.

Our quality system development focused essentially on two matters. The first involved the production of process descriptions and quality criteria. Indeed, we collected a total of 30 process descriptions during our school's first year of operations. This was complemented by the preparation of various forms and guidelines for ensuring quality on a daily basis.

The second quality system development area covered feedback systems. This involved not just ongoing systems such as course and graduation feedback surveys, but also one-time assessments. In

2007, our degree programmes completed a comprehensive self-assessment survey, which also included peer assessment. In addition, we completed our first workplace atmosphere survey.

The course feedback system was in place already during the spring term and has been under continuous development. The results were very good on part of both regular and online courses. The feedback received from new graduates revealed several areas for development. Given that HAAGA-HELIA's pedagogical strategy is still at its infancy, it was not yet possible to take the strategy fully into account in our operations, and, indeed, gaps remain between desired and achieved states.

Nevertheless, our quality work has proceeded successfully, on time and with good cooperation. This work has also contributed to the HAAGA-HELIA spirit, and the stage has been set for making quality issues a part of everyday life.



#### Year 2007:

- 18,406 active customers
- 307,249 library visits
- 368,666 loans
- Library material purchases amounted to EUR 377,463.66.
- 115,627 volumes
- subscription to 800 magazines and 56 databases

Eeva Klinga-Hyöty  
 Manager of Information Services

# LIBRARY AND INFORMATION SERVICES

HAAGA-HELIA'S seven campus libraries serve a rich variety of needs relating studies, teaching and research at our university. Our library is truly one library from the customer's point of view: books are mailed from one campus library to the other free of charge. Our electronic materials, too, can be accessed regardless of time and place by our students, teachers and staff. Our collection of printed and electronic materials is broad and up-to-date. The collection will be updated on the basis of an acquisition programme formulated in 2007.

Our activities in 2007 focused on unifying services and practices in the campus libraries. This also ensures that visitors are treated equally in each library. In 2007, we also prepared library process descriptions and updated our website, with special focus on usability and good service.

The Vierumäki campus library moved to new, modern premises in the Ilkka building. During the move, historically valuable books in the open collection were transferred to book storage for further processing. The library's collection was included in the HAAGA-HELIA library database and materials were equipped with alarm

tags. We opened the library for customers in December.

We cooperate closely with teaching. Our staff members teach information retrieval skills in connection with many courses. In addition, we organise training sessions on current topics and our information specialists are available for consultation, for example when students need assistance in information search and source assessment, for example when finalising their theses. We also provide teachers and other staff members with personalised assistance relating to their information search needs.

In 2007, we transferred invoicing for unreturned loans and overdue materials to a collection company. We updated the library system and launched a new magazine portal. We organised book exhibitions on current topics, and our libraries in Porvoo commemorated ten years of university studies in Porvoo with a special weeklong event. In 2007, we provided 336 hours of information search training, and our information services fulfilled 2,570 orders. We had 56 fee-based databases at our disposal, including thousands of e-zines, e-books, and marketing research and company information.



**Mirja Vatanen**  
Director

**From left:**  
Anna-Maija Kaurismäki,  
Mirja Vatanen,  
Helena Mustonen,  
Elina Niskanen,  
Mirka Laine,  
Anne Kempainen

## STUDENT AND ADMISSIONS SERVICES

In 2007, HAAGA-HELIA had 10,343 students in degree programmes, specialisation studies and vocational teacher education. The HAAGA-HELIA Open University of Applied Sciences had 797 students. We processed more than 20,000 applications, and issued 1,382 diplomas. The Student Financial Aid Board convened 9 times and issued a statement on the financial aid application of about 1,000 students.

In 2007, student and admissions services were reorganised with each campus gaining its own student affairs office. There are now

seven of them. Student admissions are centrally managed at the Admissions Office in Pasila. During the year, we developed joint working practices and took into use HAAGA-HELIA's new student administration system WinhaPro. The nationwide application process, in which students simultaneously apply to several schools, was expanded to include our English-based programmes and programmes for adults. Students had access to a psychiatric nurse and psychologist.

The student affairs and admissions function employed 30 persons.



Tuulikki Paturi  
Director

## EDUCATIONAL INFORMATION MANAGEMENT SERVICES

HAAGA-HELIA launched its new website in January 2007. The student guide was released solely in electronic format in August. An MS Sharepoint system was launched for the staff intranet and student extranet, and training in the new system was provided to content producers. The staff intranet was launched in October, and planning work was completed for the student extranet. Over the course of 2007, student administration systems were integrated within a unified HAAGA-HELIA WinhaPro system, and training on the use of the system was organised for degree programme heads, teachers and other key staff.

During the year, the curriculum compiler Mimoso was taken into use in the Haaga, Malmi and Vallila campuses. Curriculum publication dates and formats were harmonised to ease studies across the campuses.

We participated in an information system project for student administration, Proamk, initiated by the Arene association, and also in a Ministry of Education project addressing IT issues in the nationwide student admissions process. In addition to our unit's director, the educational information management function had three full-time employees, and two part-time curriculum planners.



Anneli Virtamo  
Programme Coordinator

## OPEN UNIVERSITY OF APPLIED SCIENCES

In 2007, HAAGA-HELIA offered Open University courses covering 126 ECTS. We had 448 students in attendance in spring, and 349 in autumn. Students completed 3,772 ECTS during the year.

HAAGA-HELIA's degree programmes have been planned in such a way that there can be a natural transition from the Open

University to HAAGA-HELIA proper. This was fostered in 2007 by easing the transition to programmes taught in other languages than Finnish, for example. We also engaged in a range of marketing and communications activities, and offered counselling to Open University students.



From left:  
 Jenni Valkamo,  
 Jaani Tanskanen,  
 Kim Blomberg,  
 Tuuli Nummela

Jenni Valkamo  
 Chairwoman

# HAAGA-HELIA STUDENT UNION HELGA



Our first year of operations got off to a brisk start with the arrival of new students in January 2007. With only a few of our Board members having earlier experience in student union activities, we had to be quick in establishing operating models and practices that would suit HAAGA-HELIA's new stature and student body.

The merger of the former Haaga and Helia student unions was not entirely without difficulties, however. Our administration faced some difficulties due to resource constraints and new tasks, for example. And, despite an unfortunate fall in membership, there was no less work to be done in handling routine tasks and reorganisation. In ad-

dition, we were somewhat understaffed during the latter part of the year, as many board members left for workplacement or to pursue their careers.

Yet 2007 was also a year of good memories. We organised a massive initiation ceremony for new students in autumn 2007, with more than 1,000 new students participating in orienteering game with control points all over Helsinki. Indeed, the initiation ceremony was a great team spirit building event. During the year, we also established new partnerships and were able to negotiated discounts for our students.



From left: Sanna Autioniemi, Tarja Leponiemi, Krista Karusalmi

Page 34 from left: Sirpa Westman, Elisa Pelttari, Nina Pesonen, Pirkko Koskela, Ulla Rantanen, Sanna Nurminen

Sanna Autioniemi, Communications Coordinator, Krista Karusalmi, Web Designer  
Tarja Leponiemi, Marketing and Communications Coordinator

## MARKETING & COMMUNICATIONS

The unit plans and implements projects pertaining to communications (internal and external communications), marketing communications (brand identity, marketing materials and campaigns) and online communications (internet, intranet and extranet). The year was characterised by the creation and harmonisation of joint HAAGA-HELIA practices. Three full-time staff members were responsible for these activities. In addition, a freelance graphic designer joined our team in 2007.

In January 2007, HAAGA-HELIA launched its new website, and site development continued throughout the year. A unified intranet was launched in October. Our unit participated actively in the design and implementation of the visual appearance and contents of both these online services.

HAAGA-HELIA's own logo was designed in 2007. This was the foundation on which we created HAAGA-HELIA's new visual identity, which was also firmly set in new graphic guidelines. The first applications incorporating the new visual look were 43 new forms and 13 new presentation materials. The new materials were made available in Finnish, Swedish and English. The new visual look has been applied everywhere from posters and publications to slide-show layouts.

Our first campaign targeting potential students was launched in spring and included outdoor advertising in the Helsinki city centre, advertisements on busses, internet advertising, and also advertising in newspapers and magazines. The autumn campaign mostly covered print advertising. Autumn 2007 was busy with many marketing communications actions. These included a TV commercial, a campaign website and a signature tune. The signature tune will continue as our sound logo, and will be used in marketing from television to online campaigns and events.

In 2007, we also prepared process descriptions for staff communications and media relations. The most important staff communications tools were the intranet and weekly bulletins. We prepared a bulletin template and media guidelines to assist staff in their communications efforts. We took into use a media monitoring service provided by M-Brain and collected news on HAAGA-HELIA in the intranet. Our unit was also responsible for the design and purchase of HAAGA-HELIA's business gifts.

Towards the end of 2007, HAAGA-HELIA's marketing and communications functions were combined under the same unit and communications staff was transferred from administration services into our unit.



The education level of full-time staff was as follows:

doctorate degree	31
licentiate degree	37
master's degree	335
other degrees	186

Pirkko Koskela,  
HR Manager

## STAFF SERVICES

HAAGA-HELIA had 627 employees at end of year 2007. This included 381 full-time teachers and 208 staff engaged in other duties. There were 38 part-time teachers.

### Job Satisfaction

We completed a workplace atmosphere survey in autumn 2007, which also reviewed job satisfaction from different points of view. The survey showed that job satisfaction is high. On the basis of the results, further development actions will be taken on both the unit and HAAGA-HELIA level.

### Staff Development

One of HAAGA-HELIA's strategies is competencies strategy. In connection with annual performance reviews, a staff member's competence needs are reviewed in both the short-term and long-term, on the basis of which a personal development plan is formulated. In 2007, our focus areas were further specified on the basis of HAAGA-HELIA's strategy.

We continuously develop the competencies of our staff so that they can better meet the challenges of their jobs. In 2007, this covered a variety of actions, for example continuing pedagogical education,

English classes and IT training. Staff participated actively in training relating to their own field. In addition, we identified further development needs on both the unit and HAAGA-HELIA level. We also provided staff with the opportunity to participate in work orientation. Our staff members participated in teacher exchange and other assignments in partner schools abroad.

Our staff members developed their competencies also via degree programme studies. Four staff members earned their doctorate degree, and five their master's degree. 14 staff members graduated from the School of Vocational Teacher Education.

### Other Development Activities

We introduced new HR processes and also implemented them during HAAGA-HELIA's first year of operations. We organised development days for our units, with contents tailored to match unit development needs.

The Sports and Recreation Committee organised various cultural events and other events for staff. In addition, we continued to offer a variety of sports activities, including assistance provided by personal trainers, in HAAGA-HELIA premises and elsewhere. Staff members had access to sports vouchers.





Leena Salmio, Alumni Coordinator  
Jukka Väyrynen, Alumni Coordinator

## ALUMNI ACTIVITIES

The word alumni derives from Latin and means foster son or pupil (alumnus, alumnae, alumni). Graduates of HAAGA-HELIA and its predecessors are HAAGA-HELIA alumni.

We had big changes in 2007. The Haaga and Helia alumni associations were discontinued, and HAAGA-HELIA Alumni was founded in their place. As a result, we extensively reviewed our registers during summer 2007, with the result that all graduates of HAAGA-HELIA and its predecessors are now included in our activities. At year end 2007, we had 14,000 alumni and the number is growing all the time.

Risto Karmavuo and Jukka Väyrynen functioned as alumni coordinators during spring. After Risto's transfer to other tasks within HAAGA-HELIA, his spot was taken by Leena Salmio starting 1 August 2007. The Alumni office is located in the Haaga campus, on Pajuniityntie.

We participated actively in the organisation of a career and recruitment fair in the Helsinki metropolitan area, which was the first such fair ever. The venue was the Helsinki Fair Centre, where more than one hundred exhibitors were present. We also organised several alumni events.



Jukka Iivonen  
Manager of IT Services

## IT SERVICES

HAAGA-HELIA's first year was a busy one for IT Services. We unified our operating practices, improved the efficiency of our purchasing, integrated our systems and also launched entirely new systems. We also improved our service capability by enhancing the uniformity of our HelpDesk operations. We responded to around 9,000 requests. We renewed roughly 40 % (over 1,000) of our workstations and laptops were renewed. We made our software tools more uniform by means of new acquisitions, and also increased uniformity in our workstation tools and methods.

We improved our information network with a new firewall and a new 100 M data connection between Pasila and Vierumäki.

HAAGA-HELIA had about 80 servers. We launched many new

services during the year, and also integrated old ones. This included the integration of student e-mail and home directory services. Entirely new services offered to administration were the intranet and the synchronisation of mobile phones and e-mail, with the latter service moving to pilot phase at the end of the year.

We place special emphasis on ICT system development for learning purposes. We updated the server and software of the Blackboard learning platform. We initiated the pilot stages of new Moodle and Fle3 learning environments. We also installed Connect Pro distance learning and negotiations software. We moved from the pilot stage to second phase in the implementation of HAAGA-HELIA's project management system, and made preparations for the acquisition of a CRM system.



From left:  
Jorma Alkula,  
Riitta Kotamäki,  
Leila Koivisto,  
Katariina Pylkkö,  
Maarit Mattila-Ünal,  
Pirjo Pyykkö

Jorma Alkula  
Financial Director

## FINANCIAL SERVICES

HAAGA-HELIA's operations began in full at the start of 2007. And, indeed, the start of the year was a busy one for financial services staff. The accounts of the former Haaga and Helia organisations were completed simultaneously with the start of HAAGA-HELIA's operations.

Incomplete projects from the former organisations had to be restarted from the perspective of financial administration, and funds had to be allocated for each new project. All accounting codes, too, had to match the new organisation.

The invoice approval process and also budgeting and budget monitoring are generally dispersed in HAAGA-HELIA, which means that there are many people using accounting software. For this reason, invoicing and budget training was especially provided at the start of

the year. The process also helped people from the former organisations to get to know each other. We also took accounting software for fixed assets into use during the year.

We were able to implement monthly budget monitoring surprisingly fast, and things were proceeding smoothly by the time we completed our interim accounts. Project monitoring is a time consuming task. In this regard, we participated in the development of a new project management system, which will be taken into use in early 2008.

We started sending electronic invoices to our customers during the year. If a customer has an electronic invoice receiving system, our invoices are directed to it. Other customers are automatically provided with an e-invoice in paper format.



## FINANCES

HAAGA-HELIA's income in 2007 amounted to EUR 52.6 million, of which unit price income was EUR 47.1 million, or 90 percent of income. HAAGA-HELIA's unit price was EUR 6,146.98 and the accounting-based student number 7,662.5.

Expenses were EUR 48.8 million. Direct staff expenses were EUR 30.2 million, or 62 percent of all expenses. HAAGA-HELIA rents all of its premises. Premises rents were EUR 8.5 million, or 17 percent of all expenses.

Income from investments and financial activities was EUR 0.4 million.

Profit for the year was EUR 4.2 million, clearly above the budget

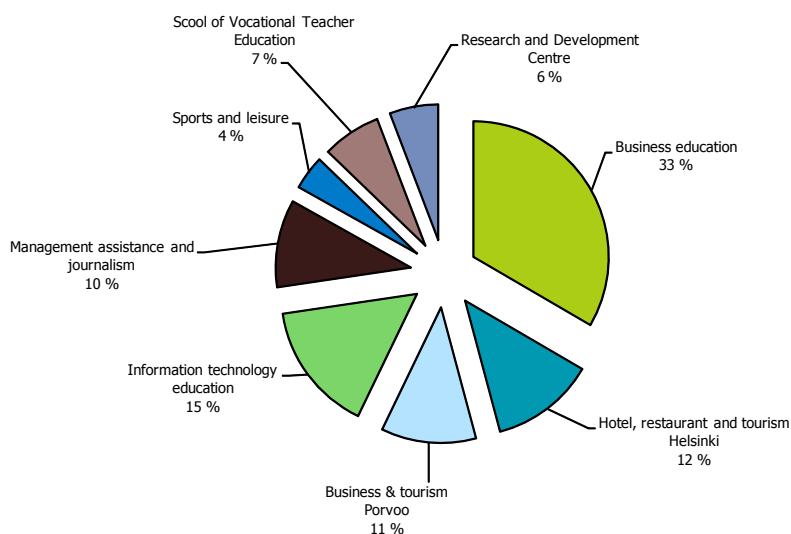
(EUR 0.5 million). Profit was 7.9 percent of income. The year was the first operating year of the new university of applied sciences, and various resources such as staff holiday pay and unused Ministry of Education project financing was transferred to the new entity from the former organisations. The former owners donated to the new entity all machinery and equipment in use in the former organisations, which significantly reduced depreciation.

The balance sheet totalled EUR 14.8 million. This included advance Ministry of Education project funding of EUR 1.1 million, which is funding intended for various projects that must be used before the end of 2008. Transferred liabilities includes staff holiday pay liabilities of EUR 1.3 million.

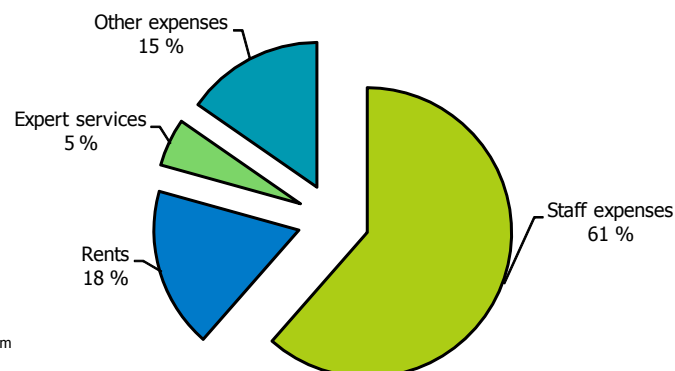
# INCOME STATEMENT, HAAGA-HELIA Ltd

Income statement	1.1. - 31.12.2007	28.3. - 31.12.2006
<b>NET SALES</b>	<b>49 464 684,82</b>	<b>0,00</b>
Other income from business operations	3 108 249,91	0,00
<b>Staff expenses</b>	<b>-30 223 415,38</b>	<b>-25 070,27</b>
Salaries and compensations	-25 020 066,61	-24 350,00
Statutory staff expenses		
Pension allotments	-3 686 241,53	
Other statutory staff expenses	-1 517 107,24	-720,27
<b>Depreciation</b>		
Planned depreciation	<b>-195 130,20</b>	
<b>Other expenses from business operations</b>	<b>-18 357 335,21</b>	<b>-248 830,96</b>
<b>PROFIT / LOSS</b>	<b>3 797 053,94</b>	<b>-273 901,23</b>
<b>Financial income and expenses</b>		
Other interest and financial income	362 670,26	3 704,51
Interest expenses and other financial expenses	-1 277,59	
<b>Financial income and expenses total</b>	<b>361 392,67</b>	
<b>PROFIT / LOSS BEFORE EXTRAORDINARY ITEMS</b>	<b>4 158 446,61</b>	<b>-270 196,72</b>
<b>PROFIT / LOSS FOR YEAR</b>	<b>4 158 446,61</b>	<b>-270 196,72</b>

## HAAGA-HELIA COSTS BY UNIT



## HAAGA-HELIA COST DISTRIBUTION



# BALANCE SHEET, HAAGA-HELIA Ltd

Balance sheet	31.12.2007	31.12.2006
<b>Assets</b>		
<b>NON-CURRENT ASSETS</b>		
<b>Machinery, equipment and securities</b>		
Machinery and equipment	1 343 232,06	0,00
Securities		
Other securities and shares	228 000,00	0,00
<b>NON-CURRENT ASSETS TOTAL</b>	<b>1 571 232,06</b>	<b>0,00</b>
<b>CURRENT ASSETS</b>		
<b>Receivables</b>		
<b>Short-term receivables</b>	<b>1 452 757,94</b>	
Sales receivables	439 048,04	
Transferred receivables	1 013 709,90	612,00
<b>Financial securities</b>	<b>203 663,79</b>	<b>203 663,79</b>
<b>Cash and bank deposits</b>	<b>11 609 613,78</b>	<b>5 527 470,12</b>
<b>CURRENT ASSETS TOTAL</b>	<b>13 266 035,51</b>	<b>5 731 745,91</b>
<b>ASSETS TOTAL</b>	<b>14 837 267,57</b>	<b>5 731 745,91</b>
<b>Liabilities</b>		
<b>SHAREHOLDERS' EQUITY AND FUNDS</b>		
Share capital	6 000 000,00	500 000,00
Share issue		5 500 000,00
Other funds		
Stipend fund	22 625,00	
Profit (loss) from previous years	-270 196,72	
Profit (loss) for year	4 158 446,61	-270 196,72
<b>SHAREHOLDERS' EQUITY AND FUNDS TOTAL</b>	<b>9 910 874,89</b>	<b>5 729 803,28</b>
<b>CURRENT LIABILITIES</b>		
Advances received	1 899 724,87	
Accounts payable	798 319,32	
Other liabilities	778 241,17	1 942,63
Transferred liabilities	1 450 107,32	
<b>CURRENT LIABILITIES TOTAL</b>	<b>4 926 392,68</b>	<b>1 942,63</b>
<b>LIABILITIES TOTAL</b>	<b>4 926 392,68</b>	<b>1 942,63</b>
<b>EQUITY AND LIABILITIES TOTAL</b>	<b>14 837 267,57</b>	<b>5 731 745,91</b>



# SCHOLARSHIPS 2007

## HAAGA-HELIA Ltd's Scholarship Fund

### Scholarship donors

Accenture Technology Solutions  
Etelä-Suomen Hotelli- ja ravintolayrittäjät ry  
Helia Foundation  
Helsingin Matkailuyhdistys ry  
Neste Oil Oyj  
Nokia Oyj

### Scholarship recipients

Holme Nina  
Kalliala Päivi  
Keränen Kirsi  
Löfman Matias  
Martenson Annika  
Rauvanlahti Alma  
Saario Tuula  
Sermil Emma  
Sjögren Laura  
Tigonen Anna-Maria  
Vornanen Katriina  
Äijälä Henna

## Helia Foundation Scholarship Fund

### Scholarship recipients

Keith Johanna  
Lamminen Marinena  
Lehtonen Salla  
Nurmi Maija  
Palomäki Tanja  
Pita Noora  
Salmela Jaakko  
Sonninen Laura  
Tolonen Tuula

## Haaga Institute Foundation

### Scholarship recipients

Järvinen Satu  
Nissinen Heidi  
Nurminen Sonja



## Finnish Business College Foundation

### Scholarship recipients

Blinnikka Jarno  
Dagher Yonna  
Loikkanen Hannele  
Sarlin Teemu  
Vörlund Tapio

## Helsinki Secretarial College Foundation

### Scholarship recipients

Leppänen Karoliina  
Lindholm Riika  
Matikka Satu  
Oksanen Viivi  
Rentola Nelli  
Viitasalo Karoliina  
Viljanen Satu  
Volanen-Hosiaislouma Eija

## S&A magazine

### Scholarship recipients

Hytönen Ludmila

## Tradenomi HSO Sihteerit ry

### Scholarship recipients

Viitasalo Karoliina





In the back row from left:  
Björn Keto, Olli Puntila,  
Olli-Pekka Laine, Tauno Jalonen,  
Heikki J. Perälä, Timo Lappi,  
Tapani Ilkka

In the front row from left:  
Antti Viinikka,  
Ritva Laakso-Manninen,  
Jere Lahti, Antti Halli

# HAAGA-HELIA LTD BOARD

## Chairman of the Board

Jere Lahti  
(deputy member Aarne Hallama)

## 1. Chairman of the Board

Antti Halli  
(deputy member Hannu Nyssölä)

## 2. Chairman of the Board

Antti Viinikka  
(deputy member Maj-Len Remahl)

Harri Airaksinen  
(deputy member Jarl Bergström)

Tapani Ilkka  
(deputy member Heikki Hietanen)

Tauno Jalonen  
(deputy member Matti Niemi)

Björn Keto  
(deputy member Esko Siik)

Olli-Pekka Laine  
(deputy member Pertti Vahermaa)

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(deputy member Anne Haggrén)

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(deputy member Marina Paulaharju)

Juha Valkamo  
(deputy member Timo Lappi)

Ritva Laakso-Manninen

## Secretary of the Board

Jorma Alkula



From left:  
 Tiina Lepistö, Jouni Ahonen,  
 Kristiina Fromholtz-Mäki,  
 Matias Laurila, Teemu Kokko,  
 Seija Bergström, Matti Niemi,  
 Ritva Laakso-Manninen,  
 Seppo Kinkki, Paula Kinnunen,  
 Pauliina Kokkonen,  
 Kaj Laaksonen, Ari Hälikkä

# HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES BOARD

## **Chairman of the Board**

Ritva Laakso-Manninen

Kristiina Fromholz-Mäki (deputy member Tarja Joensuu-Sarkio)

Hannu Hakala (deputy member Timo Lappi)

Kaj Laaksonen (deputy member Pertti Vahermaa)

Matti Niemi (deputy member Matti Syvänen)

Jouni Ahonen (deputy member Lis-Marie Enroth-Niemi)

Paula Kinnunen (deputy member Terttu Honkasaari)

Teemu Kokko (deputy member Jari Laukia)

Seija Bergström (deputy member Christian Brade)

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Matias Laurila (deputy member Sanna Nurminen)

Pauliina Kokkonen (deputy member Krista Järvinen)

Tiina Lepistö (deputy member Outi Ahlstedt)

## **Secretary of the Board**

Ari Hälikkä



# MANAGEMENT GROUP OF HAAGA-HELIA

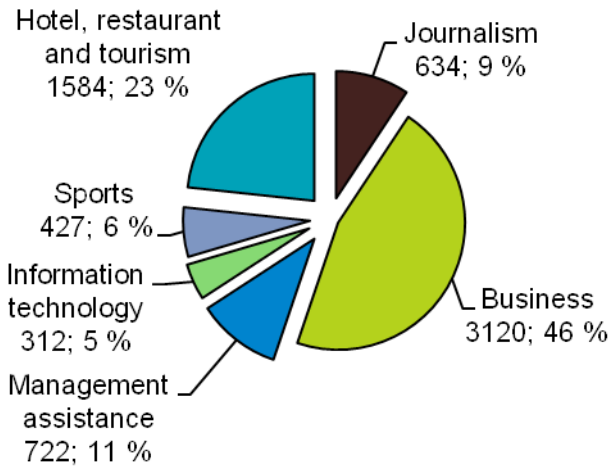
- 1 **Chairman Managing Director, President Ritva Laakso-Manninen**
- 2 Director Jouni Ahonen, Hotel, Restaurant and Tourism Education Unit
- 3 Financial Director Jorma Alkula, Financial Services
- 4 Director Lis-Marie Enroth-Niemi, Porvoo Unit Tourism and Business Education
- 5 Director Terttu Honkasaari, Information Technology Education Unit
- 6 Director Matti Kauppinen, Vierumäki Unit (Sports and Leisure)
- 7 Development Director Paula Kinnunen, Pedagogical Development and Educational Services
- 8 Vice President, Director Teemu Kokko, Business Education Unit
- 9 Director Kaarina Korkeaoja, Management Assistant and Journalism Education Unit
- 10 Director Jari Laukia, School of Vocational Teacher Education
- 11 Director Lauri Tuomi, Research and Development Center
- 12 Secretary of the Management Group Planning Manager Ari Hälikkä



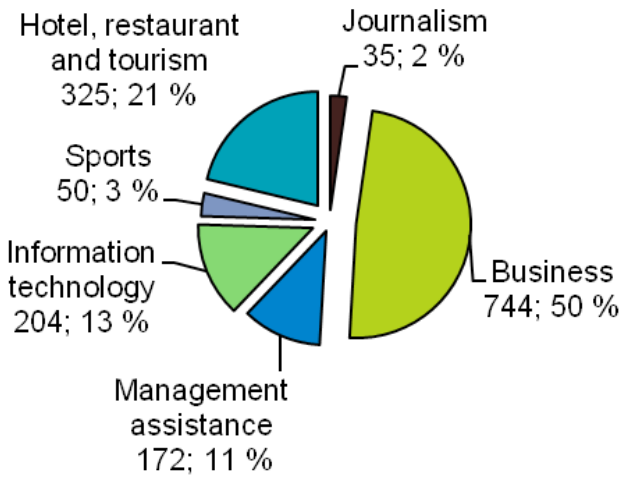
KEY  
FIGURES  
2007

# BACHELOR'S DEGREE PROGRAMMES FOR YOUTH

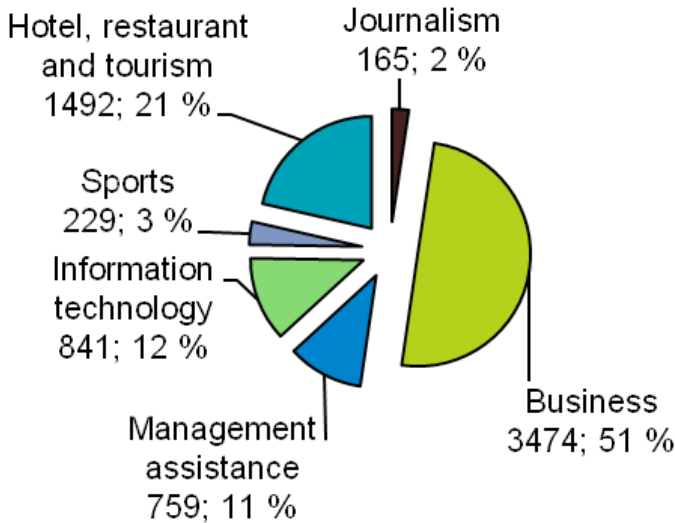
**APPEAL**  
 Primary applicants (N = 6 799)  
 Ave. 4,4 applicants/admission



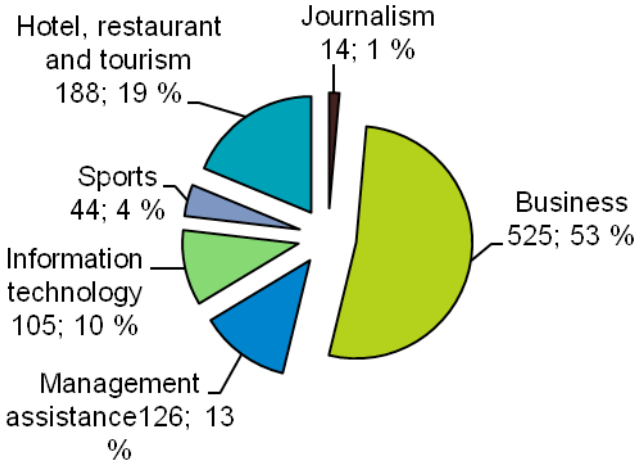
**ADMISSIONS**  
 (N = 1 530)



**STUDENTS**  
 (N = 6 960)

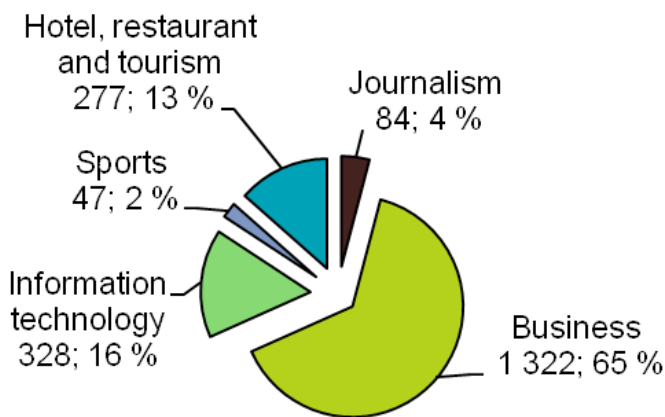


**GRADUATES**  
 (N = 1 002)

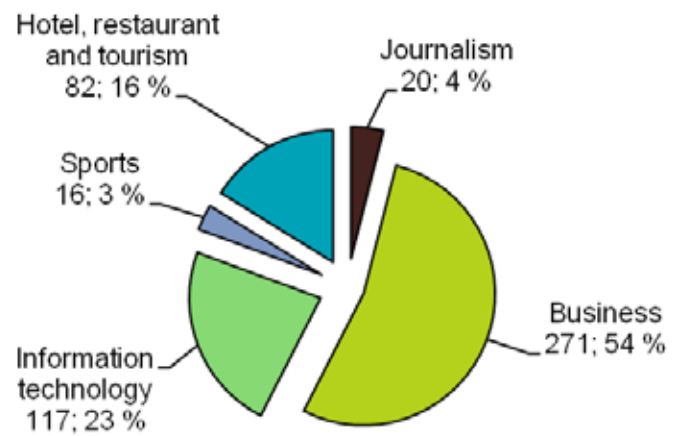


# BACHELOR'S DEGREE PROGRAMMES FOR ADULTS

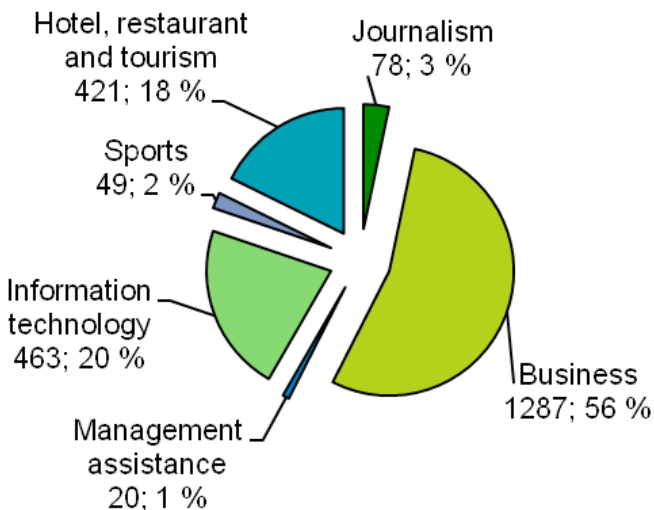
**VETOVOIMA**  
Primary applicants (N = 2 058)  
Ave. 4,0 applicants/admission



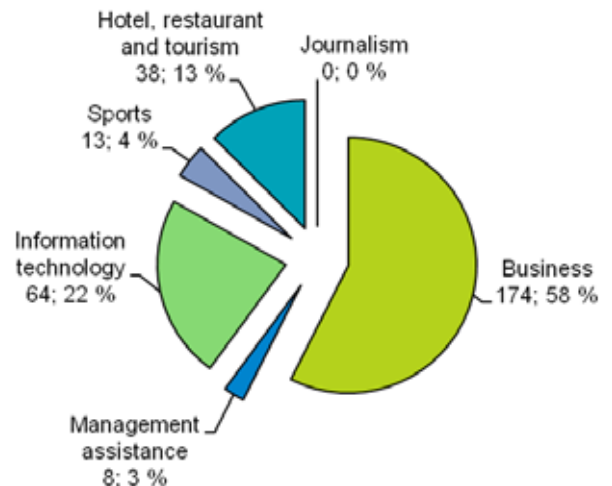
**ADMISSIONS**  
(N = 506)



**STUDENTS**  
(N = 2 318)

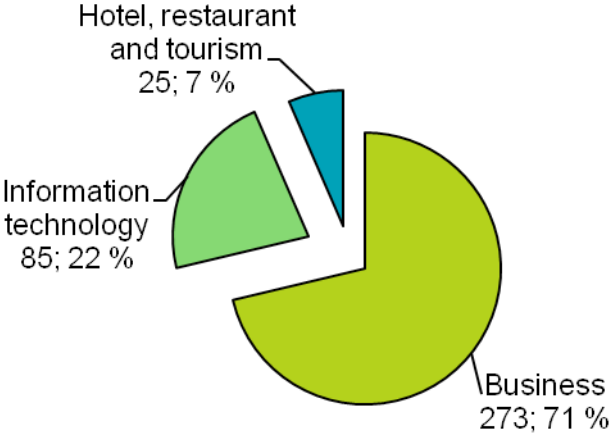


**GRADUATES**  
(N = 297)

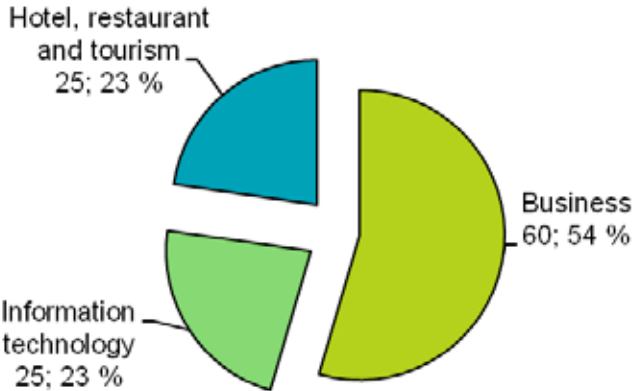


# MASTER'S DEGREE PROGRAMMES

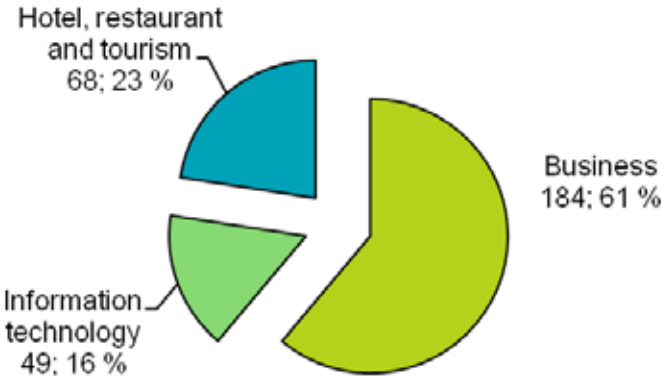
**APPEAL**  
 Primary applicants (N = 383)  
 Ave. 3,5 applicants/admission



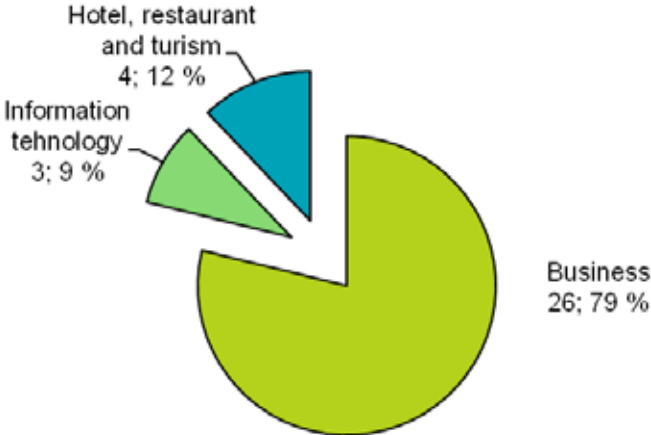
**ADMISSIONS**  
 (N = 110)



**STUDENTS**  
 (N = 301)



**GRADUATES**  
 (N = 33)



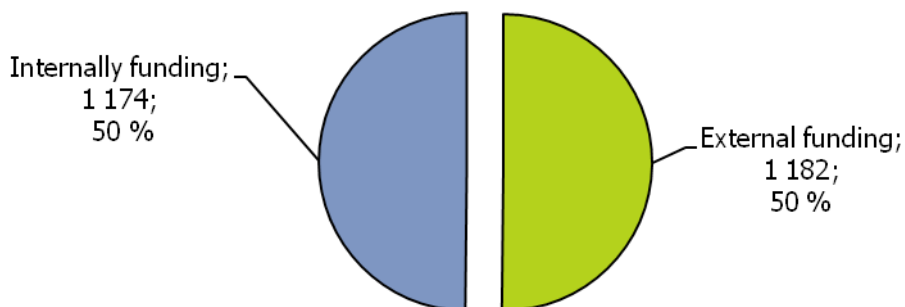


# INTERNATIONAL MOBILITY 2007

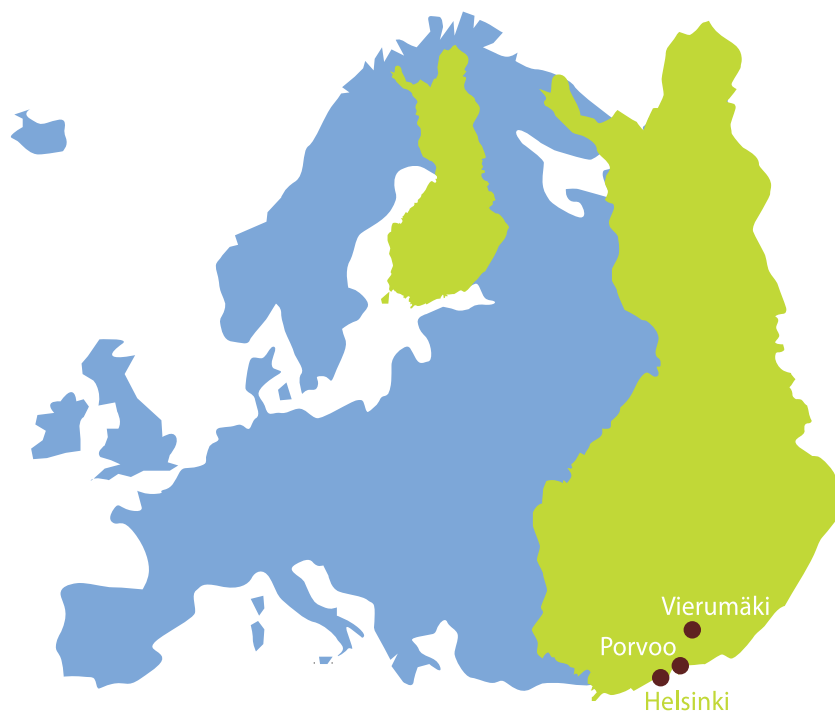
	Outgoing (no.)	Incoming (no.)
<b>STUDENTS</b>	less than 3 months	less than 3 months
Student exchange	438	81
Workplacement abroad	29	
<b>STUDENTS</b>	more than 3 months	more than 3 months
Student exchange	273	305
Workplacement abroad	126	
<b>STAFF</b>	less than 1 month	less than 1 month
Teachers	52	63
Staff	136	11
Total	188	74

# R&D ACTIVITIES 2007

R&D ACTIVITIES 2007 (1000 €)



# ANNUAL REVIEW 2007



## CAMPUSES OF HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES

HELSINKI PASILA  
Ratapihantie 13  
FI-00520 Helsinki

HELSINKI HAAGA  
Pajuniityntie 11  
FI-00320 Helsinki

HELSINKI MALMI  
Hietakummuntie 1 A  
FI-00700 Helsinki

HELSINKI VALLILA  
Hattulantie 2  
FI-00550 Helsinki

PORVOO POINT-talo  
Opistokuja 1  
FI-06100 Porvoo

PORVOO POMO-talo  
Aleksanterinkatu 20  
FI-06100 Porvoo

VIERUMÄKI  
Urheiluopistontie 373  
FI-19120 Vierumäki