



HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES  
**ANNUAL REVIEW**  
**2008**



HAAGA-HELIA  
University of Applied Sciences

Cover photo:

Our tourism students in Porvoo designed HAAGA-HELIA's stand for the Nordic Travel Fair 2009. Stand visitors were given the opportunity to fill the world map with their favourite travel destinations.

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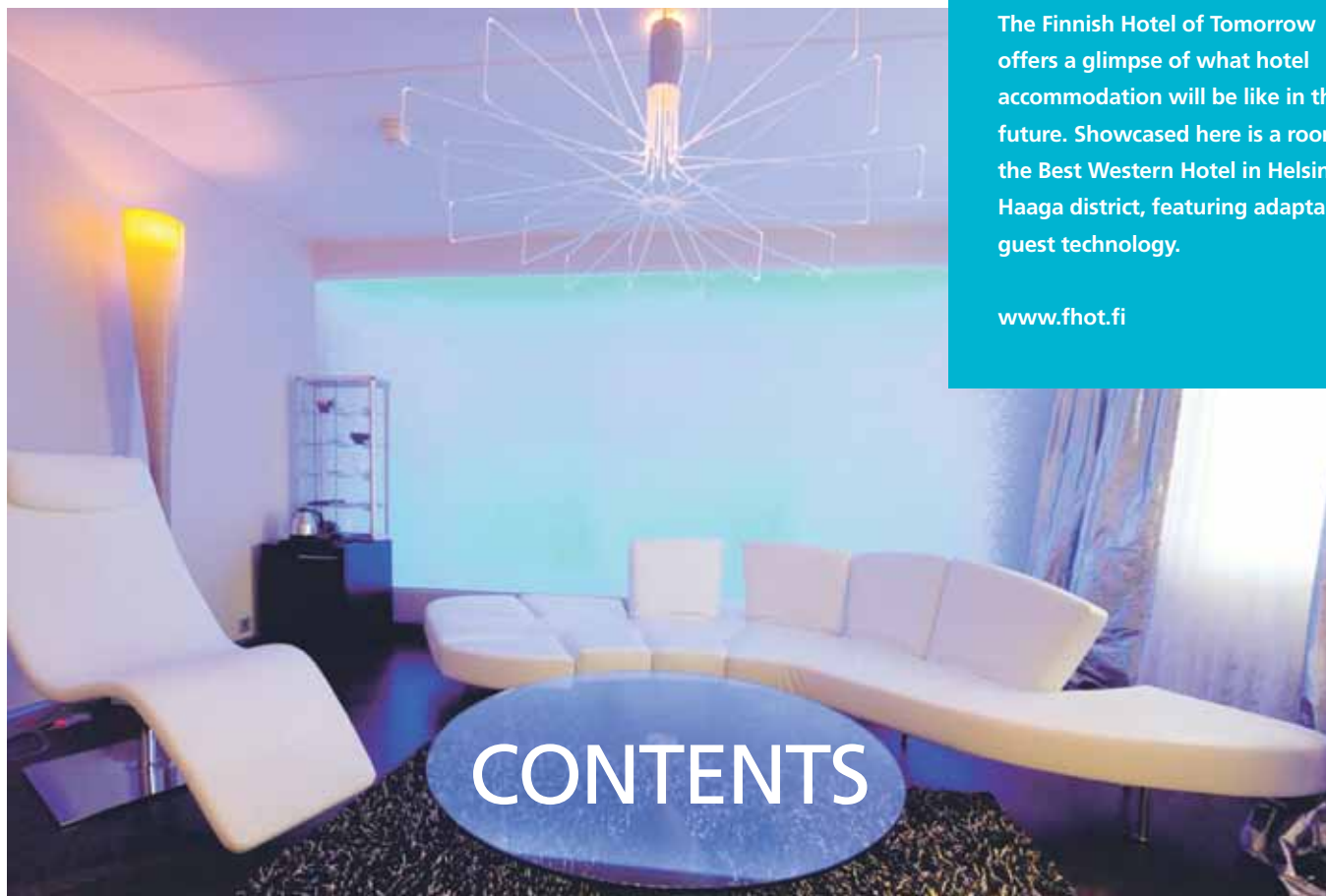
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**Cover photo: Elina Julin, 2009**

The Finnish Hotel of Tomorrow offers a glimpse of what hotel accommodation will be like in the future. Showcased here is a room at the Best Western Hotel in Helsinki's Haaga district, featuring adaptable guest technology.

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## PRESIDENT'S REVIEW

### SETTING THE BENCHMARK FOR HIGHER EDUCATION IN FINLAND

The year 2008 was HAAGA-HELIA's second full operating year. Finland's universities continued to restructure their operations in accordance with the Ministry of Education's vision for 2010, while also preparing themselves for coming changes in legislation, steering systems and research and development policy. These efforts were partly a response to future challenges in the European and global operating environment.

HAAGA-HELIA has solidified its position as an innovative university among both applicants and stakeholders, and is moving briskly ahead to meet the vision set for 2020. Surveys completed during the year showed that HAAGA-HELIA is known for its broad, high-quality education, its close links with the business community as well as its international dimension. Players in the field of higher education consider HAAGA-HELIA to be a school that has undergone its transitional phase and now sets the benchmark as a true front-runner in the field.

During the transition period, the commitment of our owners and the input of our staff have been crucially important. Our students and alumni have also contributed by conveying a positive image of our university.

Our actions in 2008 were guided especially by our vision and strategic focus areas for 2007 – 2012, as described below.

In the area of education and pedagogical development, we focused on renewing our degree programmes based on our strategy and self-assessments completed during the year. We launched three new degree programmes. In addition, we initiated a comprehensive overhaul of our curricula. The Finnish Higher Education Evaluation Council awarded our management assistant degree programme with a quality award. In the area of sports and wellness management, our offering expanded significantly with the transfer of sports education from the Lahti University of Applied Sciences to our Vierumäki unit. This included the transfer of teaching staff to HAAGA-HELIA.

With regard to R&D, we initiated several important projects in our chosen strategic focus areas. The projects, which have also received lots of publicity, included the Finnish Hotel of Tomorrow and Workplace Communications projects. We deepened integration between R&D and teaching successfully by means of theme-based thesis groups in several fields. HAAGA-HELIA theses fared well in nationwide thesis competitions.

Key events in international operations included the strengthening of our expertise in Russian studies and also the establishment of a Russia network. We also launched a special Asia programme during the year, and engaged in product development in preparation for the launch of fee-based training.

We completed a workplace atmosphere survey in autumn 2008 and the results were good. HAAGA-HELIA has a good employer image, and staff motivation and commitment is good on all levels. Indeed, it can be said that the support we provided for our units and staff during the transition period was successful.

In connection with our quality improvement and operations development, we assessed all of our internal and support services activities. This was a continuation to the degree programme assessments completed in 2007.

In connection with a key project supporting structural development, we went ahead with plans to launch a new campus in Porvoo in cooperation with the City of Porvoo and Laurea University of Applied Sciences.

Financially the year 2008 was successful and well within budget. Based on the results, our owners decided on significant investments. Our staff was also rewarded for the success.

Our ability to recognise our vision and objectives, and also our ability to renew our operating practices accordingly, have been the cornerstones of our success. I wish to thank everyone at HAAGA-HELIA and our stakeholders for their excellent input during the year.

Helsinki, 30 January 2009  
Ritva Laakso-Manninen







# BUSINESS EDUCATION

## Education and its development

Our unit's operations continued as planned in 2008 and our financial result was better than expected. We provided bachelor's degrees in business and in sales, and also a degree programme in international business taught in English. Our unit offers two master's programmes, namely a degree programme in entrepreneurship and business expertise, and also a degree programme in international business management taught in English.

In August, we launched a new programme in finance with 40 students in the first batch. Students in our sales programme started their second year of studies. We centralised teaching in English for young people within the Pasila campus, discontinued the intake of new students in the Vallila campus, and also increased the student intake for evening English classes from 20 to 30 starting places. Our programmes remained popular among applicants. A total of 643 students graduated, which was very close to our challenging objective of 669.

The year was marked by curricula renewal. Our university's board approved the launch of the finance programme in spring, and the launch of the degree programme in international business in autumn. The degree programme in sales had already been approved in 2007. We finalised the core and professional study modules of our programme in business, and towards the end of the year started planning the curriculum for specialisation studies. All of our unit's key competence groups participated actively in curricula planning.

Our staff participated in different kinds of training, with three staff members earning their doctorate degrees. Our staff published more than 20 articles. Workplace atmosphere survey results indicated that our staff is coping well with their tasks, and our unit's overall atmosphere is good. Nevertheless, the survey also indicated a need for improving cross-group communications, and actions in this regard have been initiated.

## International activities

Student exchange and expert exchange remained at the level of the previous year. Our unit was especially active with partners in China and Russia. HAAGA-HELIA negotiated a partnership agreement with Finpro concerning the World's Fair in Shanghai in 2010. Several of our staff members participated in international conferences. Our unit joined four international networking projects. We continued cooperation in the area of double degrees and drew upon the expertise of our partners in support of curricula renewal.

## R&D and cooperation

We expanded the role of R&D and external projects within our unit in 2008. This included the incorporation of R&D in our curricula and the launch of several new projects. Key projects in this regard related to sustainable development, the management of difficult customer relationships and also entrepreneurship. Our thesis groups, which are divided by themes, solidified their position and numbered more than 20 at the end of the year. Our unit was successful in the nationwide thesis competition, with two of our students earning an award. We were also successful in a nationwide planning competition, which was organised by the Finnish association of newspapers, with our unit's advertising and corporate communications students earning silver spot among 226 contestants.

## Business Negotiation Council

The Business Negotiation Council convened four times. The council was especially active in supporting curricula renewal and in expanding cooperation with companies. The council also tackled student admissions and reviewed our university's guidelines for crisis preparedness.



# HOTEL, RESTAURANT AND TOURISM EDUCATION

## Education and its development

In 2008, our unit focused especially on improving the functioning of our basic processes. Our unit's appeal among applicants strengthened, our students completed nearly 47,000 credits and 214 students earned their bachelor's degree. Our pedagogical activities focused on development-oriented assessments and an investigative and developmental approach to learning.

Our educational offering consists of three degree programmes taught in Finnish, namely our bachelor's degree programmes in hotel and restaurant operations, in hotel and restaurant management and in tourism management. In addition we offer two programmes taught in English: the Degree Programme in Hotel, Restaurant and Tourism Management, and the Degree Programme in Experience and Wellness Management, which was launched in August 2008. Furthermore, we offer a master's programme in service sector business operations.

In cooperation with HAAGA-HELIA's Vocational School of Teacher Education, we assessed how well our service sector business programme met the set objectives, and continued to cooperate with the Porvoo unit concerning ways to improve our educational profile. In the area of entrepreneurship, we designed and piloted a new Start Up school, and also offered entrepreneurial training to immigrants in their own mother tongue as a part of a Ministry of Education project.

## International activities

Development work for the international VIRBUS company simulator reached conclusion, followed by the presentation of the new learning environment in international forums in autumn 2008. Our students joined for the first time a 16-week course organised by the Paul Bocuse Alliance in Lyon, and we organised a European languages seminar in our Haaga campus in September.

Our unit's staff actively marketed the coming EuroChrie2009 conference at various events for international organisations and networks. The master's degree programme that we had designed for the University of Vilna, namely the Degree Programme in International Tourism Management, was piloted in spring 2008 and fully launched in September. In cooperation with other HAAGA-HELIA units, we reviewed the education market in St. Petersburg with the aim of introducing a new educational product for players in the hotel, restaurant and tourism field in the area. One of our teachers participated in international work experience exchange during summer 2008.

## R&D and cooperation

In connection with a Finnish Funding Agency for Technology and Innovation project, we built a Hotel of Tomorrow Laboratory in two of Hotel Haaga's rooms. The laboratory serves as a frontrunner for the hotel field in Finland and abroad, and offers a Living Lab learning environment for Haaga students. We were also actively involved in a Helsinki metropolitan area tourism development and networking project, in which we completed surveys and studies to determine key focus areas for today and the future, as well as in several company projects, which, for example, involved product development workshops and a brand research study. We organised the GastroPro invitational seminar for hotel, restaurant and tourism managers in cooperation with Finnexpo, and our first e-commerce seminar in our Haaga campus in October. Our unit's teachers participated in a national project for transforming research into business (TULLI project).

## Negotiation Council

Our unit's Negotiation Council convened two times during the year. The council was presented with our service sector degree programme and the Degree Programme in Experience and Wellness Management. The council also reviewed our unit's future educational outlook as well as our unit's profile as an educator in the hotel, restaurant and tourism sector.





winterfest<sup>09</sup>

6.2.2009 – 7.2.2009 // Porvoo, Finland

Thanks to the efforts  
of Porvoo's SYMBIO  
students, the City  
of Porvoo got its  
own music festival,  
the Winterfest, in  
February 2009.



# BUSINESS AND TOURISM EDUCATION, PORVOO UNIT

## Education and its development

We offer the following bachelor's degree programmes intended for young people: the Degree Programme in Tourism (in Finnish, Swedish and English) and the Degree Programme in Business (in Finnish, Swedish and English). We also offer a bachelor's programme in business for adult students (in Finnish) and a master's programme in tourism (in English).

HAAGA-HELIA Ltd's January decision to build a new campus in Porvoo reflected widely in our unit's operations during the year. Joint planning and development days proceeded in accordance with the campus theme. This involved lots of cooperation and the establishment of shared goals because the new campus will also be home to the Porvoo operations of Laurea University of Applied Sciences as well as the company Posintra. These parties had already started their own planning work in 2005.

The campus plans seek to fully incorporate the vision of what higher education will be like in the future. It all begins with the people who will be working and studying there, both during work and freetime. Furthermore, the planning seeks to foster the establishment of an environment that fosters cooperation with other companies in the area. The planning work has involved several committees, for example, Campus Café, which seeks to join forces with future campus partners. The campus committees invited staff for planning work in small teams in autumn.

## R&D and cooperation

Our actions with regard to curriculum renewal paved the way for taking HAAGA-HELIA's pedagogical strategy into practice.

Our key R&D actions included the development of the SYMBIO learning environment based on working life needs. Our international students also participated actively in the environment. We established

several partnerships with companies and other organisations, and provided our staff with even greater opportunities to utilise an investigative and developmental approach to teaching and learning, as provided for by SYMBIO.

We received funding from the Employment and Economic Development Office for a business cooperation project "Terveesti eteenpäin – Friskt framåt", and continued to cooperate with Laurea University of Applied Sciences with regard to the new campus. The project has involved three companies, employing a total of 250 people, and our R&D will continue to focus on them.

We participated in Environmental and Safety Management Cooperation (EnSaCo) projects in East Uusimaa province and the St. Petersburg area. We also shared our management competencies in this area with authorities in Sweden and Estonia.

Our destination management system project, smartTRAVELPARTNER, expanded nationwide under the name ITU. We also received funding from HAAGA-HELIA and the East Uusimaa Regional Council for a study on tourism income and employment in East Uusimaa province. The study commenced with a tourist survey in December.

## International activities

In March, we organised in Porvoo the conference Insightful Encounters – Practice-Based Learning and Regional Development. This international conference addressed regional development and innovation processes. We received lots of excellent feedback for our innovative conference practices and for taking events to different parts of the city.

In April, we organised the annual meeting of the European chapter of the Travel and Tourism Research Association (TTRA). The meeting participants included 150 researchers and other players in the tourism field from Europe, South Africa, Australia, North America and Asia.





Future working environments are researched and developed at the H2Ubiooffice in the Pasila campus.



# INFORMATION TECHNOLOGY EDUCATION

## Education and its development

We provide information technology education in the Malmi, Pasila and Vallila campuses, both by means of daytime and evening courses, and also provide a business information technology programme taught in English. During the year, we established a uniform curriculum covering all of the campuses for our programme in Finnish. The new curriculum was developed on the basis of a comprehensive review of future working life needs. In adult education, we developed methods for the identification and recognition of what has been previously learned.

A third group of students started in our master's programme in information systems expertise. Development of this programme continued on the basis of student feedback, with key focus on improving the thesis process. Students from the master's programme also participated in IT processes management specialisations studies.

Over the course of the year, we participated in nationwide cooperation for the development of IT education through our participation in a development group for the purpose, and also functioned as a coordinator in a project for the development of nationwide student admission criteria and admission tests. Within HAAGA-HELIA, we participated in a range of development activities involving the thesis process, work placement and student counselling, as well as the anticipation of future teaching needs. Our staff engaged in cooperation and training for the improvement of their competencies.

## International activities

We functioned as a technical coordinator in the international VIRBUS project, which involves the building of a company simulator for student use in cooperation with partners from abroad. We also launched a new international development project, DBTech EXT, in the area of information management.

We participated in the planning and organisation of an intensive one-week student course project in Madrid. As a part of the project, our teachers and students participated in an IT fair abroad. Our SAP teaching started to make use user services provided by Magdeburg UCC in Germany. In this regard, we organised user

training for Finland's SAP institutes of higher education together with Magdeburg's support.

Both our teachers and students participated in international exchange. We actively sought new partners, for example in India. Our unit offered education in English to a total of 407 credits. Exchange students from abroad also participated in these courses. Our students completed 47 theses in English.

## R&D and cooperation

We initiated and carried out R&D projects in our focus areas in cooperation with our Research and Development Centre. These included a software production process description for internationalising SME's project (Global PASMA), a business modelling laboratory project (Prolab), a future workplace environment project, a game for teaching occupational safety project as well as an entrepreneurial development project. Participating in our R&D projects were several companies, many students and 23 teachers from our unit. Our unit participated in the following IT-company Academies: Altova, Cisco, IBM, Microsoft, Oracle, and SAP.

A total of 94 companies or other organisations commissioned theses from our students, and thesis counselling was provided by 47 teachers. Seven organisations cooperated with our master's students in the completion of their theses. We had 209 work placement partners, and 19 teachers provided work placement counselling. Several companies offered project assignments to our students and also participated in teaching as guest lecturers.

Our students established new companies and received support from our company incubator.

## Negotiation Council

The Information Technology Negotiation Council convened four times. The topics addressed included ICT trends and utilisation, future ICT job profiles and competence requirements, curricula renewal, ICT R&D projects, raising the profile of the ICT field and ICT education, the Ministry of Education vision for 2020 concerning structural development in institutes of higher education as well as statistics and feedback on our unit's operations.



# MANAGEMENT ASSISTANT AND JOURNALISM EDUCATION

## Education and its development

Our unit offers degree programmes in management assistance and journalism. Our Degree Programme for Multilingual Management Assistants is taught in English.

During the year, we focused on improving our student counselling. This included the initiation of a project for intensified thesis counselling in order to support timely graduation. We continued to monitor the progress of our students in all of our degree programmes. We organised for our staff pedagogical training on an investigative and developmental approach to learning.

## Management assistant education

The Finnish Higher Education Evaluation Council awarded our management assistant programme with one of the five quality awards given to universities of applied sciences in 2008 - 2009. The jury noted the following: "HAAGA-HELIA's management assistant programme has strong pedagogical expertise and the programme is also well managed. The responsible unit is doing excellent work in anticipating future working life needs, staff is highly competent and staff competencies are actively developed. Graduates of the programme are well prepared to meet the challenges of today's working life. The unit develops its educational offering systematically and persistently. Furthermore, companies and other organisations participate actively in programme planning, implementation, assessment and development."

We took action to anticipate future management assistant job requirements via the ENNASSI 2015 project, which included a future outlook blog, interviews of management assistants and employers, future scenarios as well as workshops for both assistants and employers. Curricula renewal was initiated on the basis of the results. During the year, we also started teaching advanced business Chinese.

## Journalism education

Following Ministry of Education approval, the name of our degree programme in communications was changed to the degree programme in journalism, starting 1 January 2009.

We started to renew the curriculum, and our teachers interviewed practicing journalists as a part of this process. We established a nationwide project for the identification and recognition of competencies, with the aim of developing adult education. We created an e-magazine for journalism education in cooperation with the sports journalism department of our Vierumäki unit.

## International activities

Nine of our teachers participated in teacher exchange abroad. An exchange teacher from abroad taught four of our courses. Five other exchange teachers visited our unit.

We had 37 management assistant and two journalism students in student exchange abroad, and 16 management assistant students in work placement abroad. Our students participated in study trips to Spain, Sweden, Germany and Russia.

## R&D and cooperation

Our R&D projects addressed communications, digital media, information management and sales. R&D project implementations and results were integrated with teaching.

As a part of HAAGA-HELIA's workplace communications 2010 project, we published the book *Viestinnän vallankumous* (The Communications Revolution), which received excellent feedback from the public. An online tool for communications development (Biblo.fi) was also launched in connection with the project.

Our best practices in online journalism project had the purpose of developing online journalism and services in cooperation with our partners. Our sales support project continued with the development of sales support processes in companies. During the year, we also published the report *European Management Assistant – Work, Challenges and the Future*.

In management assistant education, we cooperated with tens of partners in the organisation of company occasions as well as in language projects thesis cooperation. We had 118 management assistant students participating in work placement in Finland.

In journalism education, we cooperated with several parties in newspaper projects and thesis cooperation. Our students worked a total of 8,100 hours in the newspaper projects. We had 36 journalism students participating in work placement in Finland.

## Negotiation Council

In connection with workshops and the Delphi process, the Management Assistant Negotiation Council participated in identifying future requirements in the management assistant's profession. Key topics addressed in meetings included the professional growth process and the competence profile of graduates in 2015. The Journalism Education Council addressed matters relating to company mentoring activities, R&D projects and curriculum renewal.



# SPORTS AND LEISURE EDUCATION, VIERUMÄKI UNIT

## Education and its development

Our educational offering expanded significantly in autumn 2008. Sports education at the Lahti University of Applied Sciences ended and all of the university's sports operations were transferred to the Vierumäki unit. The entire staff of Lahti's sports department also transferred to HAAGA-HELIA. Students who started in Lahti before 2008 will complete their studies as Lahti students. As a result of the merger, we have had 40 more starting places for youth students from autumn 2008 onwards.

Our 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 a bachelor's programme in sports and leisure management in English. In autumn 2008, we launched a master's programme in sports development and management, and also started providing specialisation studies in sports journalism (60 cr). We continued to cooperate with the Jyväskylä University of Applied Sciences in the area of sports marketing specialisation studies (30 cr). Some of the specialisation studies modules were integrated with our master's programme in autumn.

Students from our Haaga and Porvoo campuses, and also from the Lahti University of Applied Sciences, participated in our sports travel module. During the year, our media lab organised three intensive courses focusing on TV and radio for journalism students. We continued our close teaching cooperation with the Sports Institute of Finland. Several teachers and experts from the institute participated in our degree programmes and development activities in their respective areas of expertise. Similarly, many of our teachers taught at the sports institute.

## International activities

Seven exchange students from abroad studied at Vierumäki in 2008, and five of our students left for student exchange abroad. Overall, 15 of our students were participating in work placement abroad with a duration longer than three months, and three of students were in international work placement with a duration of less than three months. Three of our teachers participated in one-week teacher exchange in Spain, Germany and France. In August, we or-

ganised the seventh international seminar for sports teachers and also the world conference of FIEP, which together collected more than 400 participants from more than 35 countries. Our representatives also participated in the international EQF Outdoor Animateur project, the final meeting of which was organised in Vierumäki in September.

In November, we organised a sports marketing seminar with several lecturers coming from abroad. Representatives from our unit participated in the activities of several international organisations. In addition, our extensive cooperation with the International Ice Hockey Federation continued, involving both students and experts.

## R&D and cooperation

Nearly all of our theses were commissioned by companies or other organisations. We presented the R&D workshop results of our English degree programme at a university of applied sciences spring fair in Hämeenlinna. We are participating both in the role of content producer and provider of funding in the Sportpolis project, which is a science and company park development project started by the Sports Academy of Finland. Representatives from our unit participated in HAAGA-HELIA's R&D working groups, and also in national university and regional development working groups. Two of our students completed their theses in connection with a healthy from youth onwards project. In all, four theses were started in connection with the project, two of which involved cooperation with the University of Jyväskylä. In addition, several students participated in the project as a part of their work placement requirement.

In the area of regional development, we joined the Ice Event project, which involves R&D on wintertime public event concepts, and is administered by the tourism department of the Lahti University of Applied Sciences. The project is funded by the Finnish Funding Agency for Technology and Innovation (Tekes). In November, we also organised the Lahti Science Day event in cooperation with regional institutes of higher education.

## Negotiation Council

The Sports Negotiation Council did not convene during the year. Members of the council participated in Lahti Science Day events on 25 November 2008.







# SCHOOL OF VOCATIONAL TEACHER EDUCATION

## Degree programme and its development

The vocational teacher degree programme (60 cr) has an admission quota of 310 students. During the year, 261 vocational teachers graduated from the programme. Students can complete their degree by means of a group-based implementation lasting either one year or one year and a half, or, alternatively, complete their studies online. Vocational teacher education is provided in Helsinki and Turku, and 2008 was the fifth year that we provided teaching also in English. We introduced a new curriculum based on three key competence areas: counselling competencies, community and networking competencies and R&D competencies. The competence areas are incorporated in all of our school's activities, and during the year we established competence area groups to support their development. The year was highlighted by deeper cooperation with the Department of Education of the University of Helsinki.

## Continuing education

Our continuing education activities focused on teaching practices, specialist pedagogy, entrepreneurial training as well as on projects relating to the assessment process. We implemented courses in music pedagogy for the Turku University of Applied Sciences and the Helsinki Polytechnic Stadia, and also courses in dance pedagogy for the Turku University of Applied Sciences. We also started providing education leading to a specialist vocational teacher certification, which was the second such programme in our history. 1,047 persons participated in our continuing education, completing 7,279 credits.

## R&D

Our R&D contributes actively to the development of vocational teaching and continuing education at HAAGA-HELIA and also on a national level. Our key R&D projects were the KEKO network for teaching development in universities of applied sciences, the TUNNE project for the development of practices for competencies identi-

fication and recognition, as well as the TUKEA project for the development of teacher online pedagogical expertise. These projects received funding from the Ministry of Education. In addition to the above, we completed a project on R&D writing in universities of applied sciences. Our JOPE research project investigated management practices in universities of applied sciences.

Furthermore, we cooperated with several organisations and our cooperation with the University of Helsinki took on new forms. Our new curriculum enhances cooperation between R&D and our degree programmes. We presented our projects in seminars and conferences. We published three research studies in HAAGA-HELIA's publication series, and two manuscripts via commercial publishers (Edita, WSOY).

## International activities

Our experts participated in several international projects, meetings and conferences. With regard to cooperation on the EU level, we developed modules relating to the management of vocational education. We participated in the development of operating models for the counselling of heterogeneous student groups. A key project started during the year, which was also managed by our school, was the BOBCAT project (building competence-based learning environments for personalized vocational teacher education and training). The project involves the development of vocational education in cooperation with partners from Germany and Austria. We completed a continuing education project with Polytechnic of Namibia. Our students have extensive opportunities to engage in work placement and projects abroad.

## Teacher Education Negotiation Council

The Teacher Education Negotiation Council convened four times. The topics addressed included our curriculum, various assessments, our school's quality system, vocational teacher certification requirements as well as R&D projects.



# RESEARCH AND DEVELOPMENT CENTRE

HAAGA-HELIA's Research and Development Centre coordinates and promotes HAAGA-HELIA's R&D activities and also provides training and consultation services and MBA programmes to companies.

## Research and development

We developed our operating practices and systems during the year. We introduced a new project management system and an online newsletter. We defined three key objectives for our operations: (1) service concepts and sales, (2) new operating models, new business operations and technologies, and (3) new learning solutions.

We launched R&D workshop activities in cooperation with HAAGA-HELIA units. We completed more than 20 projects during the year, and also initiated two new EU-funded projects. We fostered university-based entrepreneurship with the establishment of a new kind of Start up school and by launching the Proway project for the promotion of new entrepreneurship. We developed several practical learning and development environments in cooperation with HAAGA-HELIA units. Our process laboratory project ProLab reached the pilot stage. We launched the Ubi Office future working environment in the Pasila campus. The Finnish Hotel of Tomorrow project saw the finalisation of a real-life development environment and operating model. We completed the Living Lab process in Porvoo. We cooperated with the Vierumäki unit in the development of the science and company park Sportpolis. We contributed to the HIOP project by creating new and flexible learning solutions for continuing education.

We joined the innovation programme AMK-TULI, which is a Finnish Funding Agency for Technology and Innovation programme for Finland's universities of applied sciences. Within the programme framework, 10 innovations reached the assessment stage during autumn 2008. Three innovations reached the commercialisation stage: (1) the TAIMI open source application for the quality management of small to medium sized software companies, (2) the VIRBUS virtual company simulation game and (3) the Biblo.fi online service and measurement tools (Workplace Communications 2010 project).

We successfully organised an R&D fair for universities of applied sciences in January 2008. We continued to engage in regional cooperation within the Helsinki Metropolitan Platform project network, as well as within the R&D network of universities of applied sciences in

the Helsinki metropolitan area. We continued to cooperate closely with regional centres of expertise and key innovation organisations. We participated actively in the development of R&D in universities of applied sciences on a national level.

Our R&D Advisory Board convened four times during the year. We encouraged students to participate in our R&D activities through various projects and theme-based thesis groups. 22 such theme groups were in place during the year, with 98 students completing their theses via this format.

## Training and consultation

The year was a busy one for our training and consultation services. We established a new portfolio for our products and services and made it easier for HAAGA-HELIA experts to engage in our training services. We also integrated our sales and services processes with HAAGA-HELIA's quality system. Our commercial operations focused on training tailored to individual company needs, especially in the area of leadership and management. More than 1,700 people participated in our training services and other events during the year.

We systematically assessed the commercial viability of the new products and services we produced. With regard to profitability improving measures, we reduced fixed costs, reviewed staff job profiles and made improvements to the sales and bidding process. We also renewed HAAGA-HELIA's operating model for engaging in cooperation with partner companies.

## MBA programmes

We launched the eMBA in Service Excellence programme in autumn 2008. The programme focuses on management and the development of service excellence in an international business environment. The programme received a lot of interest not only from service sector companies, but also from companies selling technology services.

The eMBA programme established partnerships with universities in the U.S. and Asia. A total of 98 students were studying in our eMBA and MBA programmes. The MBA Advisory Board convened four times during the year.





# INTERNATIONAL ACTIVITIES

We support the HAAGA-HELIA community in the development and implementation of international activities. We are responsible for managing student, teacher and staff exchange, provide international counselling services, serve students and staff in international matters, organise funding for international activities and also disburse student exchange grants to students. We publish guides relating to our operations and also a newsletter for our partners abroad. HAAGA-HELIA participates actively in international mobility through the ERASMUS programme and also the NORDPLUS and FIRST programmes.

HAAGA-HELIA continued to engage actively in international activities in 2008. Our operating practices were further streamlined during the year.

HAAGA-HELIA has about 180 partner schools in Europe, Asia and North America. The focus is on student and teacher exchange, teaching development as well as on project and research cooperation. HAAGA-HELIA is also active in international networks relating to HAAGA-HELIA's educational fields. During the year, we participated actively in the implementation of HAAGA-HELIA's international strategy. We provided better support for students leaving for work placement abroad. We launched the Working in Finland website on the student extranet in order to promote the integration of our foreign students with Finnish working life. We supported the introduction of the Aiesec exchange programme at HAAGA-HELIA.

We supported the development of Asia expertise among staff and students, and our activities in Asia proceeded in cooperation with

Finnish companies and organisations and also institutes of higher education in Asia. Cooperation in Russia was fostered by means of several visits and new projects. Interest in Russia has picked up and our students are increasingly taking Russian language courses. During autumn, we organised training courses in multi-cultural teaching, cross-cultural counselling and customer service as well as courses in Russian, Chinese and Arab culture.

Student exchange, teacher exchange and staff exchange were busy during the year. A total of 298 students left for student exchange abroad and 128 students completed their work placement abroad. The most popular destinations were France, the U.K. and the Netherlands. Additionally, 315 students participated in short study periods abroad in connection with courses or projects. HAAGA-HELIA had 284 exchange students, also mostly from Germany, the Netherlands and France. HAAGA-HELIA's international student association KANTO organised tutor services and lots of leisure time activities for international exchange students.

Nearly 70 teachers participated in international teacher exchange. Other staff also participated in exchange. Several visiting lecturers from abroad taught at HAAGA-HELIA. In November, we once again organised the highly popular Going International event for HAAGA-HELIA students and staff.

HAAGA-HELIA representatives participated in several EU-funded projects in 2008. Our programmes completed several teaching-related projects in cooperation with partner companies and institutes of higher education.



# OPEN UNIVERSITY OF APPLIED SCIENCES

## **Anneli Riktig, Programme Coordinator**

In 2008, the Open University of Applied Sciences offered 126 courses. Students numbered 467 in spring and 731 in autumn, and students earned 6,997 credits during the year.

We further improved upon the ability of students to make a natural transition from open university studies to HAAGA-HELIA degree programmes. This included easing the transition to degree programmes taught in other languages than Finnish, improving communications on studies and courses offered as well as providing better counselling to open university students.

Our objective is to maintain student numbers and course completions at the present level at a minimum. In this regard, we are actively developing new forms of cooperation and study methods, for example company-specific student groups.





# STUDENT UNION HELGA



## Kaisa Kallio, Chairwoman

This was our second year of operations and a year of many changes. We gained many new members and we were able to focus also on students in campuses outside the Helsinki area.

We invested in human resources. A full-time study secretary started with us in January and a full-time head secretary in August, both adding professionalism to our activities. In addition, towards the end of the year, a decision was made to hire a third secretary who will be responsible for international matters and tutor activities.

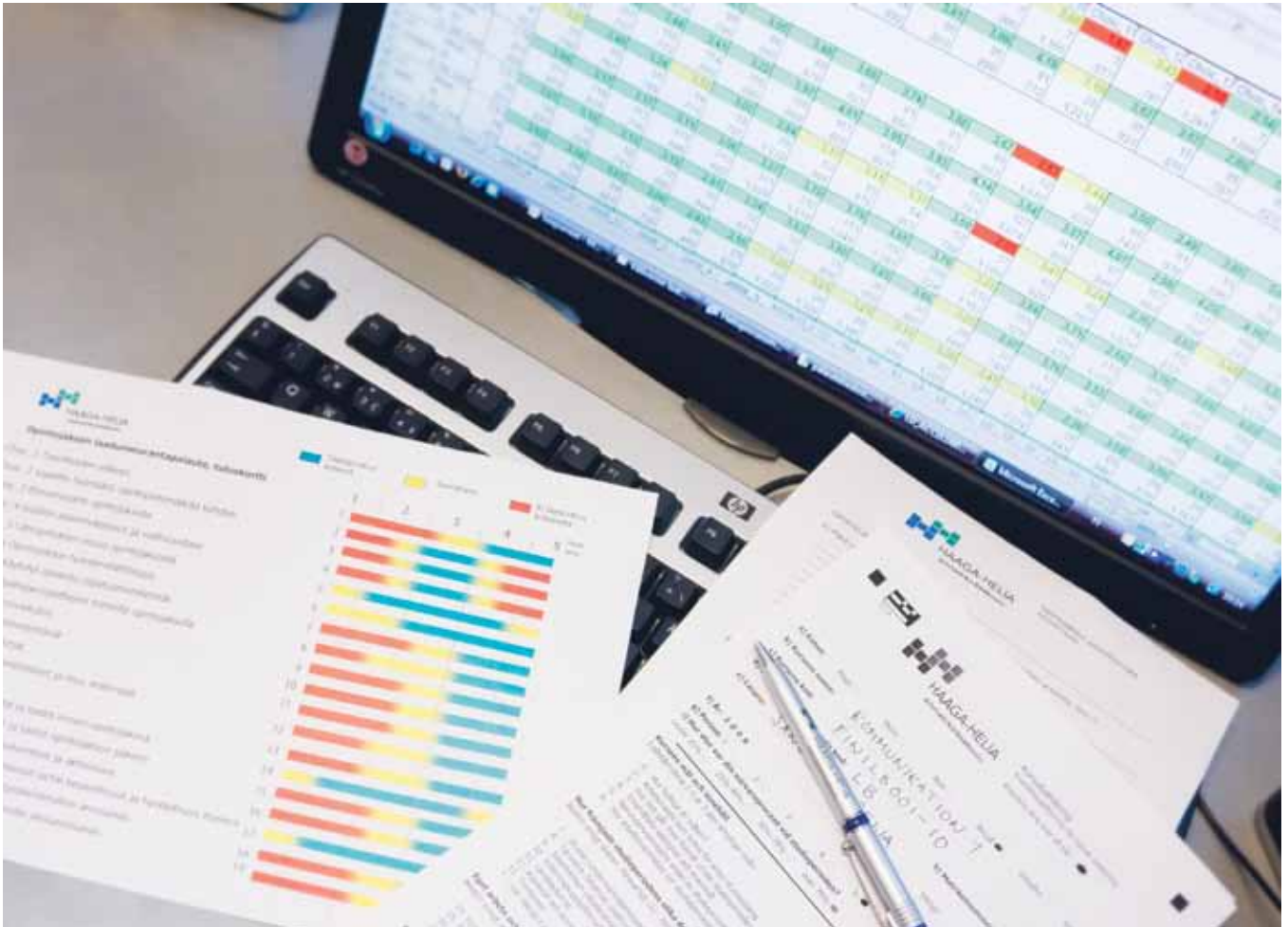
We naturally also organised several events during the year, including two welcoming parties for incoming students and a May Day party in Kaivopuisto park. Lots of people participated in the

events. Such events build HAAGA-HELIA's community spirit among all students.

We were active in SAMOK, the umbrella association of the student unions of Finnish universities of applied sciences, and were rewarded with a spot in the association's board in 2009.

We intensified our cooperation with campus student unions. This included our participation in the organisation of a Little Christmas boating cruise together with the Porvoo union, which was a phenomenal success.

We also cooperated with HAAGA-HELIA's management in defining credit requirements and earning criteria.



# QUALITY IMPROVEMENT

## Juha Lindstedt, Quality Manager

HAAGA-HELIA's quality system focused on three key areas during the year. The first involved a comprehensive review of administration and support services, which was completed as planned.

The second involved our process descriptions, with the objective formulating all key process descriptions by the end of the year. This objective was not quite met as we were only able to complete 64 out of a total of 90. The descriptions were translated into English and Swedish.

The third area involved the updating of HAAGA-HELIA's feedback systems. We significantly improved our course feedback reporting system by introducing online forms and by making the reports easier to read and interpret. We also introduced a new feedback system for alumni. The first alumni feedback survey and related reports will be completed by a student in connection with thesis work.

We started the systematic implementation of our quality system

within HAAGA-HELIA in December 2008. Members of the quality team visited our units to brief them about the quality system and what it means in practice.

HAAGA-HELIA participated in the Ministry of Education's educational unit quality competition. HAAGA-HELIA's management assistant degree programme first won HAAGA-HELIA's internal competition, and then went on to win the Ministry of Education's quality award. Representatives from HAAGA-HELIA participated in the planning of the next competition in connection with a Finnish Higher Education Evaluation Council seminar.

We transferred our quality website to the HAAGA-HELIA server in June. The site includes a comprehensive directory and is available in three language versions. In connection with the transfer, we also introduced quality sites on the student extranet and staff intranet.



**The library's year in figures:**  
**Active borrowers: 23,000**  
**Library visits: 405,567**  
**Loans: 368,768**  
**Volumes: 132,123**  
**Printed magazines: 771**  
**E-magazines and newspapers: 8,226**  
**Information search requests: 2,604**  
**Information search training: 353 h**  
**Acquisitions: EUR 496,053.58**  
**E-acquisitions: EUR 137,118.77**

# LIBRARY AND INFORMATION SERVICES

## Eeva Klinga-Hyöty, Head of Information Services

HAAGA-HELIA's seven campus libraries play an important role in serving the needs relating studies, teaching and research at our university. We constantly strive to improve our services by listening to our customers. In this regard, we completed a nationwide customer satisfaction survey in connection with HAAGA-HELIA's internal services self-assessment. 835 people answered the questionnaire. The results showed that HAAGA-HELIA's library and information services were highly appreciated and customers were satisfied. The survey offered valuable information for quality improvement and operations development.

We continued to develop our online services. We introduced an online service for overdue payments and an RSS feed for new acquisitions, which notifies customers of new materials on their computers. The launch of the Nelli portal improved the management of e-materials at our libraries and made information search easier. We acquired e-books from Finland and abroad for our collection. We acquired new international sports e-publications. Furthermore, we saved our first theses in the Theseus online library and changed the library database

format into the international marc21 format.

Information literacy is important to university studies. Both the library and teachers are tasked with teaching information retrieval skills. The library organised a total of 353 hours of such training during the year. We also participated in the nationwide "Search and Discover" campaign, which has the objective building student and teacher awareness about information literacy and its importance to learning.

Our visitor numbers indicate that our libraries are popular places to work and study. Visitor numbers were up by 5% over the previous year. Loan numbers remained on the level of 2007. E-materials use was up by some 20 %.

Our acquisitions aim to meet the needs of teachers, students and researchers. In this regard, our key focus during the year was on the acquisition of course textbooks. We also had exhibitions covering a variety of themes.





# STUDENT AND ADMISSIONS SERVICES

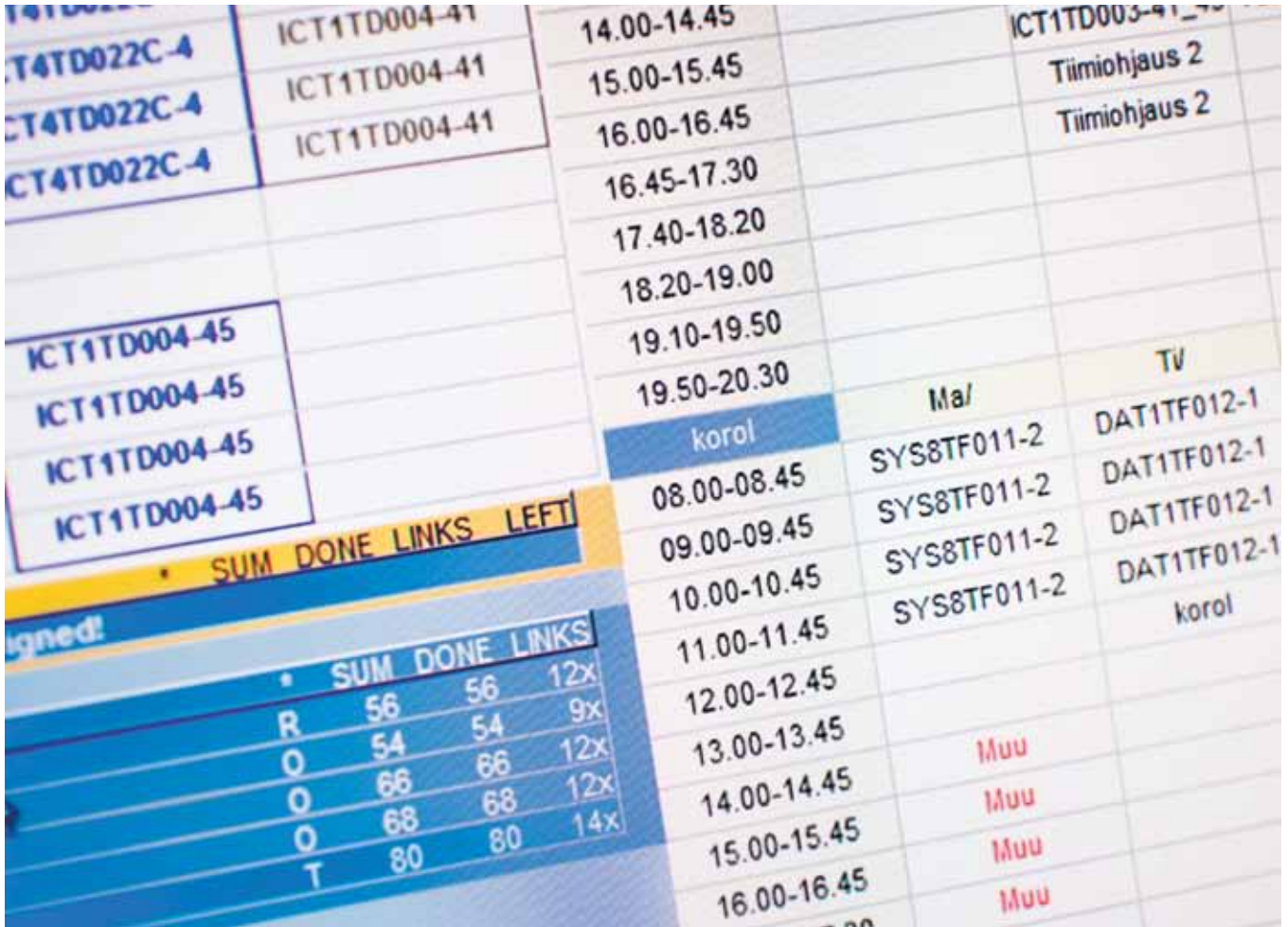
## Mirja Vatanen, Director

In 2008, we had 10,432 students enrolled in our bachelor's or master's programmes, vocational teacher education or specialisation studies. Our Open University of Applied Sciences had 257 students. The Admissions Office processed 29,712 student applications, and issued 1,475 diplomas. The Student Financial Aid Board convened nine times and issued a statement on the financial aid of 974 students.

Student and admissions services are organised in such a way that each campus has its own student affairs office. There are seven such offices with 21 study secretaries serving student needs. Student admissions are centrally managed by the Pasila admissions office. The number of applicants for our programmes

taught in English exceeded all expectations in autumn, and we had to hire temporary help to process the applications.

Our unit actively supports student wellbeing. Students have access to a psychiatric nurse and a part-time psychologist. Nearly each of our campuses has its own designated priest. Our student wellbeing committee convened four times. The committee is responsible for student wellbeing, for organising communications on these matters and for making relevant proposals to management and other stakeholders. The committee members include the development director, nurses, student counsellors, students and the head of student services.



# EDUCATIONAL INFORMATION MANAGEMENT SERVICES

Tuulikki Paturi, Director

We launched the new student extranet in 2008 and also transferred pages relating to our services to the student extranet. The extranet was implemented with MS Sharepoint and training on the new system was provided. Training was also provided on the preparation and handling of electronic forms with the purpose of fostering the handling of matters online.

The student administration system WinhaPro was transferred into a new SQL Server database, ensuring service capability also in the future.

We completed a quality feedback survey on our services in autumn and established developmental targets accordingly. We differ from other internal HAAGA-HELIA services in that we offer a wide variety

of services. Furthermore, stakeholders have different needs with regard to our services. Overall, despite our large offering, the survey indicated that our services were rated as satisfactory to good.

We were invited to participate as an expert in the steering committee of the Ministry of Education's RAKETTI project. The project consists of three subprojects covering information architecture in Finnish institutes of higher education, the Finnish National Board of Education's core information system, as well as conceptual models and data storage. The project will span several years and continues the work of its predecessor ProAMK.





# MARKETING & COMMUNICATIONS

**Sanna Autioniemi, Communications Coordinator**

**Krista Karusalmi, Web Designer**

**Tarja Leponiemi, Marketing and Communications Coordinator**

Marketing and communications services is responsible for organising HAAGA-HELIA's marketing and communications, both in traditional media and online.

We produced HAAGA-HELIA's first annual review in 2008, introduced new business gifts and also assisted in fair and event communications and other background tasks. We cooperated with the staff magazine's editorial board, design agency Timangi and our journalism students' cooperative Vainu in the launch of HAAGA-HELIA's new staff magazine.

We gave a new look and format of our Applicant's Guide. We initiated media relations cooperation with communications agency Kreab in August. We also renewed the look and contents of the staff weekly bulletin.

We launched the Hot campaign site and an online store. The student extranet was successfully launched in November. Improvements were made to HAAGA-HELIA's intranet throughout the year. Towards

the end of the year, we initiated a project for improving the usability of HAAGA-HELIA's website and ordered a usability study from an outside party in this regard.

We finalised HAAGA-HELIA's marketing concept and formulated a new advertising campaign complete with visual identity and messages. We advertised on television as well as in movie theatres, magazines and online.

We advertised HAAGA-HELIA and our fields of education and degree programmes over the Internet. We also introduced new advertising banners on the HAAGA-HELIA website.

We introduced a communications section on the staff intranet addressing important news and marketing matters. In addition, we formulated HAAGA-HELIA's communications plan for 2009, which identifies key communications topics, target groups, players, as well as objectives, key messages and how results are measured. We also started to formulate an online communications plan for 2009 in order to provide better support for staff members responsible for updating online content.

We completed an internal assessment of our operations and planned actions for 2009 accordingly.



# ALUMNI AND CAREER AND RECRUITMENT SERVICES

## HAAGA-HELIA Alumni

Leena Salmio, Alumni Coordinator

Jukka Väyrynen, Alumni Coordinator (in photo)

Armi Murto, Alumni Coordinator

HAAGA-HELIA's Alumni upkeeps contacts between HAAGA-HELIA and graduates and also fosters the university's stakeholder relations.

At the end of 2008, we had some 16,000 alumni. We organised 10 stakeholder events, including workshops, a continuing education info session and also a visit to an embassy. Our representative body convened three times. We initiated a mentoring programme with 15 mentoring pairs participating. We established a Russia network in January, which met three times. The network has the aim of fostering contacts between HAAGA-HELIA and HAAGA-HELIA graduates in Russia, as well as between other alumni and students and staff. In January, 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, and more than 100 exhibitors participated. The fair had 3,500 visitors.

## Career and recruitment services,

Ari Karvonen

HAAGA-HELIA's career and recruitment services has the task of supporting student and company success, with the key aim of helping students get started with their careers. The extranet's career services pages provide basic information on career planning and on how students can market their expertise. Students have the opportunity to gain more information and engage in practical exercises by participating in career planning and personal marketing courses, and also by contacting our career and recruitment counsellors.

We list job, work placement and thesis openings on the student extranet and also on the nationwide Jobstep site. We posted some 500 work placement opportunities on the extranet during the year. A total of 2,207 job openings were posted on Jobstep, which is 116 less than in the previous year. A total of 1,253 students were registered on Jobstep during the year, which was up by 325 on the previous year. A total of 551 employers were registered, which was 46 less than in the previous year. The service was used by 4,392 job applicants and 4,803 employers.



# IT SERVICES

## Jukka Iivonen, Manager of IT Services

HAAGA-HELIA's second year of operations meant a return towards business as usual for IT Services. Nevertheless, we needed to finalise several system changes, for example the staff intranet and student extranet.

8,560 support requests were recorded, which was 5% less than in the previous year. More than 950 of our workstations and laptops were renewed, accounting for about 35% of the total. At the end of 2008, 80% of workstations were less than 1.5 years old. The new hardware allowed us to make the switch to Windows Vista and Office 2007 during spring and summer. During the year, we also launched a wireless network in the Helsinki and Porvoo campuses, renewed the audio visual equipment in Haaga classrooms and also started similar renewal in Vallila and Malmi.





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

doctorate degrees 43  
 licentiate degrees 38  
 master's degrees 380  
 other degrees 168

# STAFF SERVICES

**Pirkko Koskela, HR Manager**

HAAGA-HELIA had 665 employees at end of year 2008. This included 412 full-time teachers and 217 full-time staff members engaged in other duties. There were 36 part-time teachers.

We recruited 50 new people in 2008. We supported the orientation of the new recruits by means of orientation days and peer mentoring, and actively monitored the quality of this process.

We introduced new materials to support the performance review process. We also provided training on the performance review process for superiors.

Staff members actively developed their competencies, participating a total of 4,484 training days. We supported these efforts by organising language courses, training on workplace tools as well as by providing our teachers with the opportunity to work temporarily in organisations outside HAAGA-HELIA. We also organised task training. Staff members also studied in our degree programmes. Four staff members earned their doctorate degree, and eight earned their master's degree. Nine staff members graduated from our voca-

tional teacher education programme.

We participated in the formulation of HAAGA-HELIA's staff bonus scheme. Furthermore, we planned actions in support of workplace wellbeing and participated in their implementation. This included a workplace wellbeing day for administration and support services staff as well as lectures on workplace wellbeing. Roughly 30 employees participated in our physical fitness programme. We organised change management coaching in different units. We completed a workplace atmosphere survey in autumn, which indicated that job satisfaction was at a good level.

We organised a variety of leisure time events and happenings. This included tickets for various sporting and cultural events. We also supported the activities of the HAAGA-HELIA choir and the staff club Kultu.

Staff services includes a three-person payroll management team, which serves the needs of both internal and external customers. The team processed 8,412 salary, fee or travel reimbursement invoices to 1,251 recipients.





# FINANCIAL SERVICES

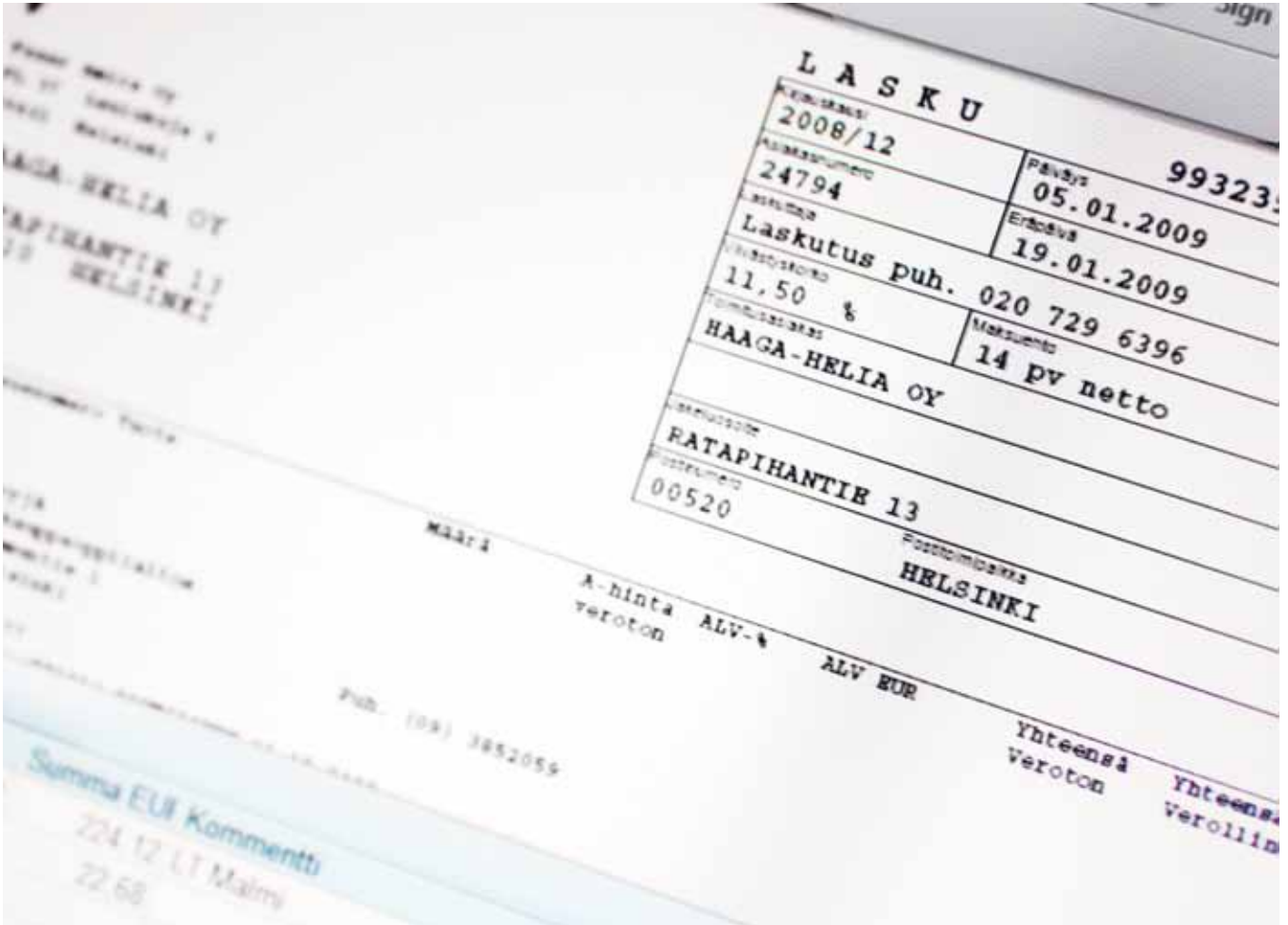
## Jorma Alkula, Financial Director

HAAGA-HELIA prepared its first financial statements in the beginning of 2008. During the year, we also introduced a new project management system, MS Project, for the university. Monthly project financial reports were incorporated in the system from the start of the year onwards. This information is entered into the system each month.

In cooperation with our electronic invoicing system supplier, we initiated a campaign to encourage HAAGA-HELIA suppliers to start

using electronic invoicing, thereby allowing us to end the practice scanning paper invoices. The campaign was successful, yet we still receive only about 30% of our invoices electronically.

HAAGA-HELIA's online store was launched in 2008. We participated in the project by implementing bank connections and financial administration. We also implemented the required links to financial administration on part of the Biblo.fi online service.



## FINANCES

HAAGA-HELIA's income in 2008 amounted to EUR 58.2 million (EUR 52.6 million), of which student allocation income accounted for EUR 52.8 million (EUR 47.1 million), or 90% of income. HAAGA-HELIA's student allocation was 6,821.26 (EUR 6,146.98) and the accounting-based student number 7,729.0 (7,662.5).

Expenses were EUR 53.2 million (EUR 48.8 million). Direct staff expenses were EUR 33.4 million (EUR 30.1 million), or 63 percent of all expenses. HAAGA-HELIA rents all of its premises. Premises rents were EUR 8.8 million (EUR 8.5 million), or 17 percent of all expenses. Income from investments and financial activities was EUR 0.7 million (EUR 0.4 million). Profit for the year was EUR 5.7 million (4.2

million), which was clearly above the budget (EUR 1.6 million). Profit was 9.8 percent of income.

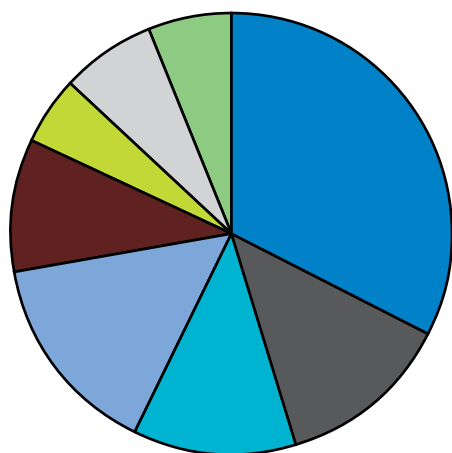
The balance sheet totalled EUR 22.2 million (EUR 14.8 million). This included Ministry of Education project funding advances of EUR 1.5 million (EUR 1.1 million), which is funding intended for various projects that must be used before the end of 2009. Transferred liabilities includes staff holiday pay liabilities of EUR 1.4 million (EUR 1.3 million).

Return on equity was EUR 44.6% (53.2%), and gearing 80.3% (76.6%).

# INCOME STATEMENT, HAAGA-HELIA Ltd

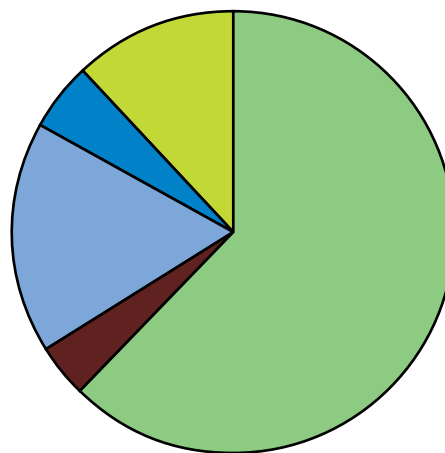
	1.1. - 31.12.2008	1.1. - 31.12.2007
<b>NET SALES</b>	<b>54 941 719,07</b>	<b>49 464 684,82</b>
Other income from business operations	3 275 333,03	3 108 249,91
<b>Staff expenses</b>	<b>-33 356 241,13</b>	<b>-30 090 966,60</b>
Salaries and compensations	-27 472 066,52	-24 887 617,83
Statutory staff expenses		
Pension allotments	-4 181 905,59	-3 686 241,53
Other statutory staff expenses	-1 702 269,02	-1 517 107,24
<b>Depreciation</b>		
Planned depreciation	-626 034,56	-195 130,20
<b>Other expenses from business operations</b>	<b>-19 203 079,13</b>	<b>-18 489 783,99</b>
<b>PROFIT / LOSS</b>	<b>5 031 697,28</b>	<b>3 797 053,94</b>
<b>Financial income and expenses</b>		
Other interest and financial income	667 556,40	362 670,26
Interest expenses and other financial expenses	-1 668,85	-1 277,59
<b>Financial income and expenses total</b>	<b>665 887,55</b>	<b>361 392,67</b>
<b>PROFIT / LOSS BEFORE EXTRAORDINARY ITEMS</b>	<b>5 697 584,83</b>	<b>4 158 446,61</b>
<b>PROFIT / LOSS FOR YEAR</b>	<b>5 697 584,83</b>	<b>4 158 446,61</b>

## HAAGA-HELIA COSTS BY UNIT



**Business, 33 %**  
**Information technology, 15 %**  
**Hotel, restaurant and tourism, Helsinki, 13 %**  
**Business and Tourism, Porvoo, 12 %**  
**Multilingual management assistants and Journalism, 10 %**  
**Vocational Teacher Education, 7 %**  
**R&D, 6 %**  
**Sports and leisure, 5 %**

## HAAGA-HELIA COST DISTRIBUTION



**Staff expenses, 63 %**  
**Rents, 17 %**  
**Other expenses, 12 %**  
**Expert services, 5 %**  
**Other staff expenses (education, health care, travel expenses etc.), 4 %**

# BALANCE SHEET, HAAGA-HELIA Ltd

	31.12.2008	31.12.2007
<b>Assets</b>		
<b>NON-CURRENT ASSETS</b>		
<b>Machinery, equipment and securities</b>		
Machinery and equipment	2 540 850,97	1 343 232,06
Securities		
Other securities and shares	254 688,20	228 000,00
<b>NON-CURRENT ASSETS TOTAL</b>	<b>2 795 539,17</b>	<b>1 571 232,06</b>
<b>CURRENT ASSETS</b>		
<b>Receivables</b>		
<b>Non-current accounts receivable</b>	<b>400 000,00</b>	
loan receivables	400 000,00	
<b>Short-term receivables</b>	<b>783 740,08</b>	<b>1 452 757,94</b>
Sales receivables	278 779,37	439 048,04
Transferred receivables	504 960,71	1 013 709,90
<b>Financial securities</b>	<b>203 663,79</b>	<b>203 663,79</b>
<b>Cash and bank deposits</b>	<b>18 028 546,89</b>	<b>11 609 613,78</b>
<b>CURRENT ASSETS TOTAL</b>	<b>19 415 950,76</b>	<b>13 266 035,51</b>
<b>ASSETS TOTAL</b>	<b>22 211 489,93</b>	<b>14 837 267,57</b>
<b>Liabilities</b>		
<b>SHAREHOLDERS' EQUITY AND FUNDS</b>		
Share capital	6 000 000,00	6 000 000,00
Share issue		
Other funds		
Stipend fund	34 473,00	22 625,00
Profit (loss) from previous years	3 888 249,89	-270 196,72
Profit (loss) for year	5 697 584,83	4 158 446,61
<b>SHAREHOLDERS' EQUITY AND FUNDS TOTAL</b>	<b>15 620 307,72</b>	<b>9 910 874,89</b>
<b>CURRENT LIABILITIES</b>		
Advances received	2 753 067,77	1 899 724,87
Accounts payable	880 789,36	798 319,32
Other liabilities	863 460,22	778 241,17
Transferred liabilities	2 093 864,86	1 450 107,32
<b>CURRENT LIABILITIES TOTAL</b>	<b>6 591 182,21</b>	<b>4 926 392,68</b>
<b>LIABILITIES TOTAL</b>	<b>6 591 182,21</b>	<b>4 926 392,68</b>
<b>EQUITY AND LIABILITIES TOTAL</b>	<b>22 211 489,93</b>	<b>14 837 267,57</b>





Picture is from graduation event at Porvoo.

# SCHOLARSHIPS 2008

## HAAGA-HELIA Ltd's Scholarship Fund

### Scholarship donors

Accenture Technology Solutions Oy  
 Erityisalojen toimihenkilöliitto  
 Etelä-Suomen Hotelli- ja Ravintolayrittäjät ry  
 Helia-säätiö  
 Itä-Uudenmaan Koulutuskuntayhtymä  
 Antell-Catering Oy  
 Neste Oil Oyj  
 Suomen Sydänliitto ry  
 Yksityisyrittäjien säätiö

### Scholarship recipients

Aaltonen Jukka  
 Affine Tigist  
 Airamaa Mikko  
 Björklund Nina  
 Enäjärvi Satu  
 Eskelinen Outi  
 Gustavsson Leena  
 Hakala Sari  
 Havia Tuire  
 Hélen Raija  
 Hirvonen Tuija  
 Hodges Hanna-Riikka  
 Holkko Henna

Karjalainen Toni  
 Koch Kristiina  
 Kopteff Anna  
 Koskinen Hanna  
 Krstic-Pietarinen Daliborka  
 Kuusenaho Pinja  
 Kyburz Patrick  
 Kämäräinen Heli  
 Lappalainen Tiia  
 Larne Hanna  
 Leväaho Iida  
 Li Xiaoyin  
 Lieskivi Marianne  
 Luoma Milla

Lyytinen Tiia  
 Lönnqvist Mia  
 Matikainen Jenna  
 Mattila Lotta  
 Mäki Matti  
 Niemi Taru  
 Peura Emma  
 Poropudas Ulla  
 Raatikainen Merja  
 Rahkonen Eeva-Liisa  
 Rajamäki Matti  
 Rantanen Heini  
 Rapeli Pekka  
 Rauvanlahti Alma



Riipinen Maija  
 Rukakoski Carita  
 Röntynen Ada  
 Salminen Juho  
 Salo Krista  
 Saminathan Kaveri  
 Sandqvist Jaana  
 Schmidt Erik  
 Sipilä Anu  
 Sunio Nina  
 Syrjänen Niina  
 Talja Päivi  
 Teräs Eero  
 Tikkanen Pirkko

Tuomilehto Kristian  
 Turunen Niina  
 Tuuras Susanna  
 Uusimäki Natalia  
 Valkamo Jenni  
 Viherä Hanna  
 Viinikka Ilona  
 Vuorinen Tuija  
 Väinölä Juha  
 Åke Jarmo

### ATK-instituutti säätiö

#### Scholarship recipients

Aallonharja Piia  
 Aaltonen Joni  
 Clementides Athanasios  
 Harjunen Timo  
 Jones Emmanuel  
 Kopteff Mikael  
 Kälkäjä Seija  
 Lehtonen Kati  
 Makkonen Miska  
 Mäkikangas Tero  
 Saloila Heidi  
 Vornanen Katriina

### HSO-säätiö

#### Scholarship recipients

Sinivaara Salla  
 Hänninen Riikka  
 Immonen Kati  
 Kolehmainen Aino  
 Rajala Sini  
 Rauske Annika  
 Saarela Lilli  
 Heikkinen Johanna  
 Hendry Kathleen



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)

Heikki J. Perälä (deputy member Anne Haggrén)

Olli Puntila (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 Olli Syvänen)  
 Jouni Ahonen (deputy member Lis-Marie Enroth-Niemi)  
 Paula Kinnunen (deputy member Terttu Honkasaari)  
 Teemu Kokko (deputy member Jari Laukia)  
 Seija Bergström, Vallila (deputy member Christian Brade, Vallila)  
 Seppo Kinkki, Pasila (deputy member Tarja Paasi-May, Pasila)  
 Raija Paavola, Porvoo  
 Matias Laurila (deputy member Sanna Nurminen)  
 Tiina Lepistö until 6/2008 (deputy member Outi Ahlstedt until 9/2008)  
 Jaani Tanskanen since 10/2008 (deputy member Johanna Puustinen since 10/2008)

## 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

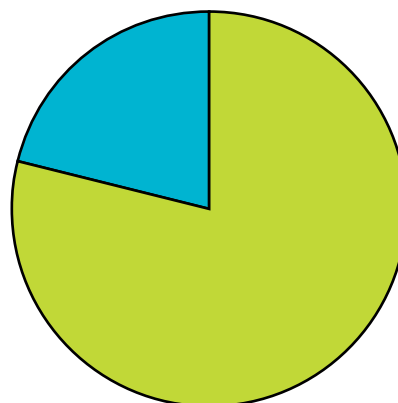


# KEY FIGURES

# VOCATIONAL TEACHER EDUCATION

2008

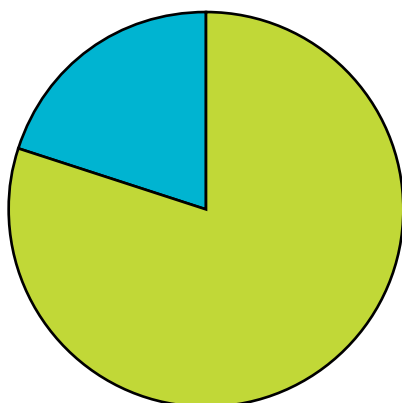
ADMISSIONS (n = 1 470)



HAAGA-HELIA vocational teacher education, 310, 21 %

Other schools of vocational teacher education, 1160, 79 %

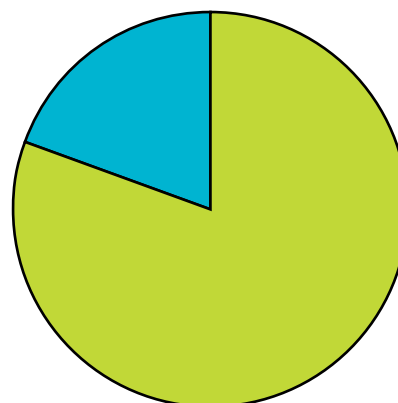
ADMISSIONS (n = 6 596)



HAAGA-HELIA vocational teacher education, 1 333, 20 %

Other schools of vocational teacher education, 5 623, 80 %

GRADUATES (n = 1 339)

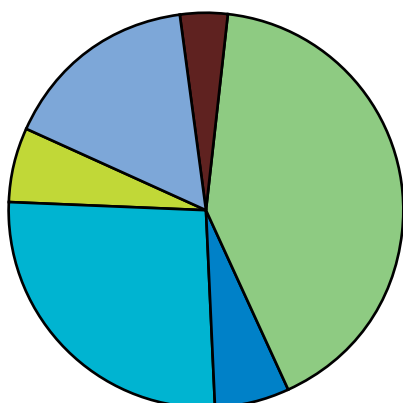


HAAGA-HELIA vocational teacher education, 261, 19 %

Other schools of vocational teacher education, 1 078, 81 %

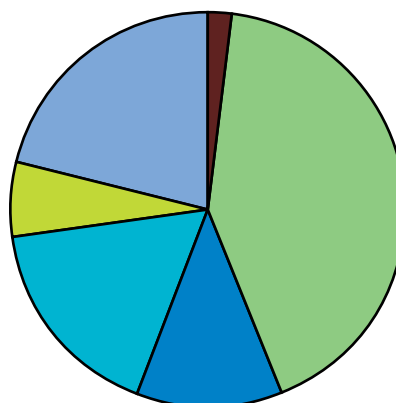
# BACHELOR'S DEGREE PROGRAMMES FOR YOUTH

**APPEAL**  
Primary applicants (n = 11 104)



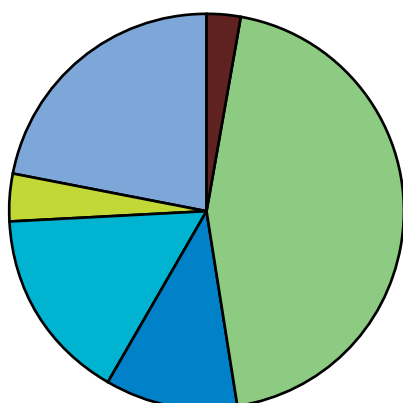
Business, 4608, 41 %  
 Information technology, 2891, 26 %  
 Hotel, restaurant and tourism, 1804, 16 %  
 Sports and leisure, 695, 6 %  
 Multilingual management assistants, 690, 6 %  
 Journalism, 416, 4 %

**ADMISSIONS (n = 1 606)**



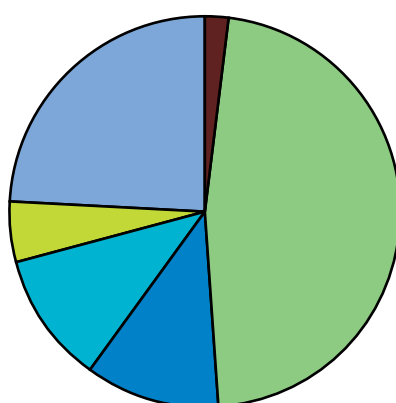
Business, 678, 42 %  
 Hotel, restaurant and tourism, 343, 21 %  
 Information technology, 270, 17 %  
 Multilingual management assistants, 190, 12 %  
 Sports and leisure, 90, 6 %  
 Journalism, 35, 2 %

**STUDENTS (n = 7 067)**



Business, 3152, 45 %  
 Hotel, restaurant and tourism, 1573, 22 %  
 Information technology, 1119, 16 %  
 Multilingual management assistants, 785, 11 %  
 Sports and leisure, 261, 4 %  
 Journalism, 177, 3 %

**GRADUATES (n = 1 123)**

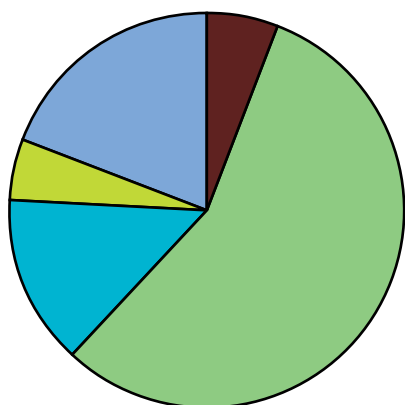


Business, 526, 47 %  
 Hotel, restaurant and tourism, 264, 24 %  
 Multilingual management assistants, 129, 11 %  
 Information technology, 124, 11 %  
 Sports and leisure, 53, 5 %  
 Journalism, 27, 2 %



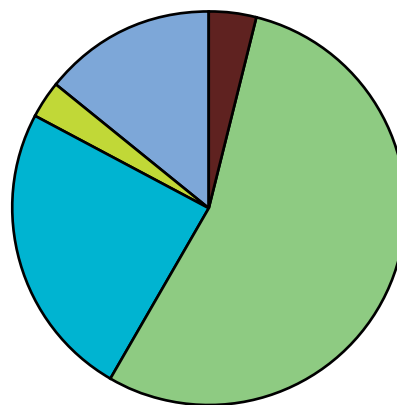
# BACHELOR'S DEGREE PROGRAMMES FOR ADULTS

**APPEAL**  
Primary applicants (n = 1 278)



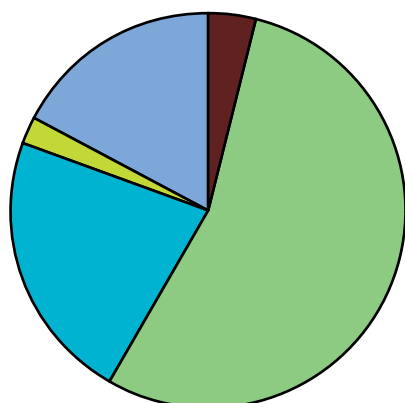
Business, 714, 56 %  
Hotel, restaurant and tourism, 238, 19 %  
Information technology, 185, 14 %  
Journalism, 76, 6 %  
Sports and leisure, 65, 5 %  
Multilingual management assistants, -

**ADMISSIONS**  
(n = 489)



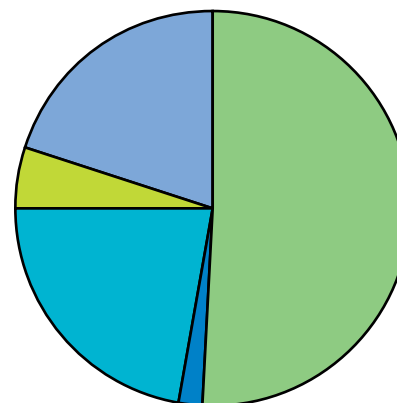
Business, 266, 54 %  
Information technology, 117, 24 %  
Hotel, restaurant and tourism, 70, 14 %  
Journalism, 20, 4 %  
Sports and leisure, 16, 3 %  
Multilingual management assistants, -

**STUDENTS**  
(n = 2 265)



Business, 1232, 54 %  
Information technology, 496, 22 %  
Hotel, restaurant and tourism, 390, 17 %  
Journalism, 96, 4 %  
Sports, 47, 2 %  
Multilingual management assistants, 4, - %

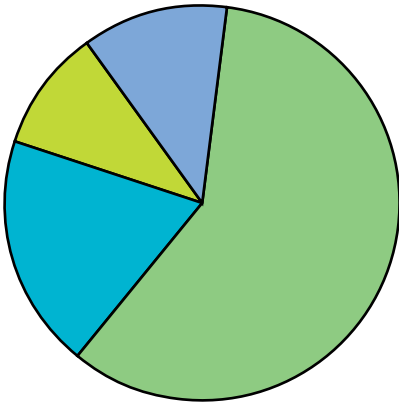
**GRADUATES**  
(n = 311)



Business, 158, 51 %  
Information technology, 69, 22 %  
Hotel, restaurant and tourism, 61, 20 %  
Sports, 16, 5 %  
Multilingual management assistants, 6, 2 %  
Journalism, 1, - %

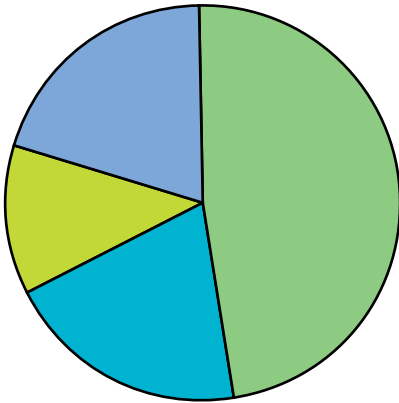
# MASTER'S DEGREE PROGRAMMES

**APPEAL**  
Primary applicants (n = 421)



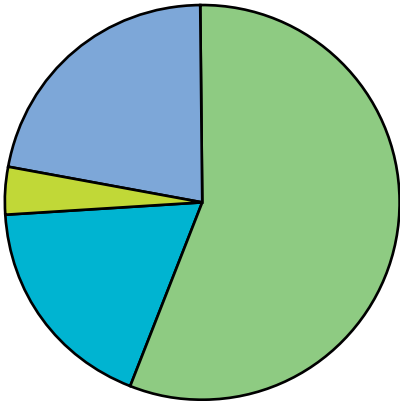
Business, 247, 59 %  
 Information technology, 82, 19 %  
 Hotel, restaurant and tourism, 51, 12 %  
 Sports and leisure, 41, 10 %

**ADMISSIONS**  
(n = 125)



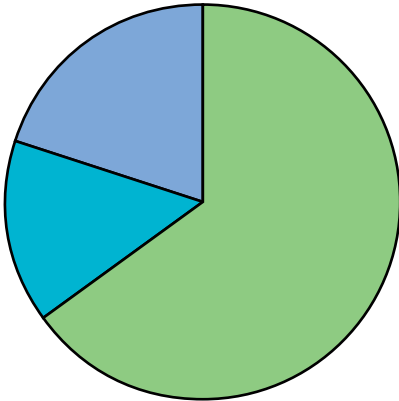
Business, 60, 48 %  
 Information technology, 25, 20 %  
 Hotel, restaurant and tourism, 25, 20 %  
 Sports and leisure, 15, 12 %

**STUDENTS**  
(n = 371)



Business, 209, 56 %  
 Hotel, restaurant and tourism, 81, 22 %  
 Information technology, 65, 18 %  
 Sports and leisure, 16, 4 %

**GRADUATES**  
(n = 40)



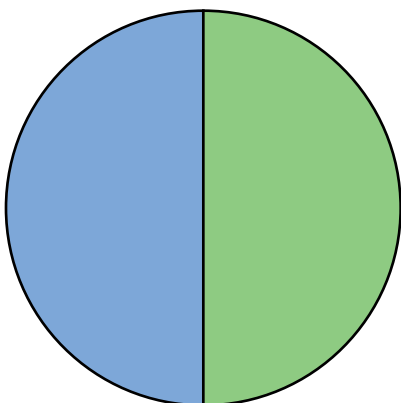
Business, 26, 65 %  
 Hotel, restaurant and tourism, 8, 20 %  
 Information technology, 6, 15 %  
 Sports and leisure, 0 %

# INTERNATIONAL MOBILITY 2008

	Outgoing (no.)	Incoming (no.)
<b>STUDENTS</b>	less than 3 months	less than 3 months
Student exchange	315	34
Work placement abroad	39	0
<b>STUDENTS</b>	more than 3 months	more than 3 months
Student exchange	299	283
Work placement abroad	127	0
<b>STAFF</b>	less than 1 month	less than 1 month
	321	186

# R&D ACTIVITIES 2008

R&D ACTIVITIES 2008 (1000 €)



**Internally funding**  
1257; 50 %

**External funding**  
1266; 50 %







Beach volleyball in Helsinki's Kamppi square in winter 2009. This campaign against climate change was organised in cooperation with the Finnish Association for Nature Conservation.

HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES CAMPUSES

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 HOUSE  
Opistokuja 1  
FI-06100 Porvoo

PORVOO POMO HOUSE  
Aleksanterinkatu 20  
FI-06100 Porvoo

VIERUMÄKI  
Kaskelantie 10  
FI-19120 Vierumäki