

HAAGA-HELIA  
UNIVERSITY OF APPLIED  
SCIENCES  
ANNUAL REVIEW

2009



HAAGA-HELIA  
University of Applied Sciences



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ON THE COVER:  
The annual Going International event offers HAAGA-HELIA students a great opportunity to meet international students and organisations.



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## PRESIDENT'S REVIEW

The year 2009 was HAAGA-HELIA's third full year of operations. After having been the first university of applied sciences in Finland to make its restructuring decision, and after completing the ensuing transitional phase, we were able to concentrate on the implementation of our strategy.

Finland's higher education policy was marked by the renewal of university legislation and research and innovation policy. The global economic downturn challenged the higher education sector to respond to the changing environment.

Over the course of the year, we were active in the implementation of various developmental measures in accordance with the framework set by the Board of HAAGA-HELIA Ltd. We promoted the timely graduation of students by means of targeted actions in this regard, and also by directing resources for student and thesis counselling. We developed our IT infrastructure with the introduction of wireless and mobile learning environments. Our marketing activities supported internationalisation and the export of education. We also expedited our recruitment plans in order to ensure key competencies remain in-house.

The construction of the Porvoo Campus proceeded on schedule. The foundation stone was laid in early autumn 2009 and planning of the premises has proceeded in close cooperation with all parties involved.

We strengthened our cooperation with vocational schools with the aim of establishing strategic partnerships in student recruitment and building a path for the development of professional competencies.

Ritva Laakso-Manninen  
president

In education and pedagogical development, we focused on a comprehensive renewal of our degree programmes and curricula. This process, which was initiated in 2008, reached its conclusion during the year when the Board of HAAGA-HELIA University of Applied Sciences approved the new curricula for our degree programmes.

We received approval for the launch of a new Degree Programme in Sports and Leisure Management to be taught in English, and also for specialisation studies in vocational teacher education. In adult education, we launched an apprenticeship-type programme on the management of start-ups in cooperation with the Helsinki School of Economics. This is the first of its kind in Finland.

Our RDI activities continued to focus on our key strategic areas. HAAGA-HELIA student theses, which were also closely linked with our RDI activities, succeeded well in nationwide thesis competitions. During the year, we also completed a major RDI commercialisation project with a company partner.

Key events in international operations included deepening our cooperation with partners in Russia and the launch of an Asia programme. We prepared for the export of education and tailored programmes by developing our products, services and marketing in this area, and also by the establishment of a scholarship system as required by legislation. We signed our first agreement for the export of education in autumn 2009, covering vocational teacher education.

Our staff participated actively in graduate degree programmes and continuing education, and we encouraged teachers to participate

in work exchange with companies in order to keep teacher competencies up-to-date. The Helia Foundation supported such temporary work outside HAAGA-HELIA with a grant of 100,000 euro. During the year, we also launched a two-year training programme for staff in supervisory positions. The provision of doctorate programmes for staff proceeded in cooperation with the University of Jyväskylä. Staff wellbeing and community building was supported by means of several projects. Indeed, workplace wellbeing at HAAGA-HELIA is excellent. Staff and student surveys indicated that our staff is coping well and is also motivated and committed. We acted on our responsibility for the environment by adopting the Green Office environmental system.

Financially the year was successful and well within budget. The economic climate had an impact on the profitability of our fee-based services, however. Our finances are strong and we are well poised to meet the challenges of the coming years.

I wish to express my warmest thanks to the HAAGA-HELIA community and all our partners for the many successes and excellent results we achieved during the year.

Let's keep working together to promote the success of responsible business.

Helsinki, 15 January 2010  
Ritva Laakso-Manninen

In the national thesis competition, HAAGA-HELIA won half of the business-category awards.





# BUSINESS EDUCATION

## Education and its development

Development of new curricula reached its conclusion during the year. Students in our business and international business programmes were the first students to start with the new curricula in autumn 2009. This coincided with a move away from a campus-specific application process. Formerly, students applied to study at the Malmi, Pasila or Vallila campuses, but now they apply to just one place, namely Helsinki. The change proceeded smoothly and was received favourably by students. During the year, we also finalised the curriculum for our new programme in finance and completed a small-scale internal review of our degree programme in Sales.

We continued to develop our educational offerings in close cooperation with teachers and various competence teams. Teaching increasingly addressed applied research and regional impact. We took actions in support of making timely graduation a key objective. A total of 691 students graduated from our unit during the year, up by more than 40 from 2008.

Our Malmi campus launched a programme allowing students with vocational school degrees to make an easy switch to our bachelor's programmes, with 30 new students taken in each year. Despite the short application period, the programme received plenty of interest and there were nearly 200 applicants. The programme, which was launched in the end of autumn, receives funding from the government's economic recovery budget allocation.

We continued to develop the channel by which students from the Open University can apply for our degree programmes and started to cooperate with the City of Helsinki in this regard. Our excellent cooperation with the student union HELGA continued, and HELGA's role in our curriculum renewal was significant.

## RDI and cooperation

We placed a strong emphasis on our RDI activities during the year and launched several new projects. Indeed, our RDI portfolio cov-

ered nearly 20 projects in different areas. New projects involved the development of enterprise resource planning systems, planning for a nationwide sales competition as well as the design of a finance portal in cooperation with companies in the financial sector. In addition, we actively promoted entrepreneurship and entrepreneurial projects by means of unit events and training sessions.

We took steps to make RDI in courses more visible. In this regard, our unit implemented several small projects in cooperation with companies during the year. Our competence teams in advertising and communication as well as sales and finance contributed significantly to these efforts. Once again, our unit had excellent success in national thesis competitions. HAAGA-HELIA students won nearly half of the business-category awards.

## International activities

Our international activities focused on deepening cooperation with existing partners. Student and expert exchange remained at a good level. We participated in eight international conferences and hosted several international delegations from different parts of the world. Our biggest project involved preparations for the Shanghai World Expo 2010. In this regard, we continued to provide the staff for the Finnish pavilion with Chinese language courses and training in awareness about Finland.

During the year, we also boosted internal marketing for international exchange and gave the international dimension a greater role in curriculum planning. In practice, this meant that we increased the amount of courses taught in English in our degree programmes.

## Advisory Board

The Advisory Board of the Business Education Unit convened four times during the year. The board members participated actively in the meetings. The board participated actively in curriculum planning and unit image development and provided general support for our unit's operations.



CASHIER

In October, our unit organised the international EuroCHRIE conference and the 40th anniversary of hospitality education in Haaga.

Jouni Ahonen  
Director

# HOTEL, RESTAURANT AND TOURISM MANAGEMENT EDUCATION

## Education and its development

In 2009, our unit focused on actions supporting the timely graduation of our students. Altogether, 237 students graduated from our unit, which was a record. We renewed the curricula of Hotel, restaurant and tourism management programmes in cooperation with Haaga students and staff. We deepened our cooperation with companies in the area of learning processes and streamlined our practices for the recognition and accreditation of previously acquired competencies. We developed a lecture series called The Haaga Way for our students. We launched a Haaga Future Leaders Club programme, which received 18 student applicants. Haaga Future Leaders Club is a coaching group external to the curriculum and is intended for students who wish to reach the very top of the hotel, restaurant and tourism profession.

During the year, we also participated actively in the development of HAAGA-HELIA's thesis supervision process. We also offered entrepreneurial courses for Chinese restaurateurs in their own language and launched an entrepreneurial news service as a part of our entrepreneurial training.

## RDI and cooperation

We encouraged students to earn credits by participating in RDI projects. An ongoing key project was InnoCatering, which researches restaurant business modelling concepts. Nearly 100 students participated in the project in connection with courses that touched upon the theme. The year was also marked by a responsible and virtual experiences project, for which we initiated the development of tools for the concept Tourism Training in cooperation with the travel industry and about 150 students.

The Nordic Innovation Center funded our unit's SILAB project, which pools together experts from different fields for the generation of service innovations. The project posted more than 400 professional contacts from diverse sectors and roughly 100 student participants. The SILAB project is being implemented in cooperation with the University of Stavanger and Stockholm University.

The results of our Future Hotel project were published in HAAGA-HELIA's publication series. Based on strategic cooperation with the Haaga Institute Foundation, we initiated sales training for the restaurant and catering company Kanresta Oy, together with the R&D and training services company Haaga-Perho. We organised an eService Business seminar for travel companies, in which 135 professionals participated. We also launched specialisation studies in e-commerce. These studies support the development of our online sales and marketing expertise.

## International activities

In October, we organised the international EuroCHRIE 2009 conference and the 40th anniversary of hospitality education in Haaga. The conference had 240 international participants and the anniversary gathered an additional 600 stakeholder representatives. In conjunction with these two key events, we published a celebratory book Haaga – 40 years of stories and received a Certificate of Appreciation from School of Hotel Administration at Cornell University in acknowledgement of our alumni cooperation with the university. In January 2009, our students participated in the European Mise en Place Cup competition in the Netherlands for the first time. In September, our unit organised a European languages seminar.

In cooperation with other HAAGA-HELIA units, we developed a new training product for the Russian market: the HAAGA-HELIA International Management Certificate in Hospitality Management. One of our teachers participated in an eight-week teacher exchange in Lyon.

## Advisory Board

The composition of the Advisory Board of the Hotel, Restaurant and Tourism Management Programmes Unit changed at the start of the year. The board convened twice during the year and contributed significantly to curriculum development. Key topics addressed were the competence profiles of graduating students and ensuring the practical orientation of our curricula. Key performance indicators for our unit were presented to the board in our interim report.



Porvoo students organised a wellness event for city employees in November 2009.

# BUSINESS AND TOURISM EDUCATION, PORVOO UNIT

## Education and its development

Our unit provided bachelor's programmes in business and tourism, which were taught in Finnish, Swedish and English, and a master's degree programme in tourism, which was taught in English. The first student from our programme for adult students graduated in December.

### **Towards a new kind of learning**

Construction of the new Porvoo Campus proceeded and we went ahead with actions and plans to promote learning in the new campus. This involved a great deal of research on anticipating future working life needs and defining the competencies targeted in the educational offerings of the new campus. During autumn 2009, our staff and students interviewed 50 corporate representatives in order to get a better understanding of future competence needs.

Our planning efforts proceeded in thematic and process teams with representation from our degree programmes, as well as in advisory boards, workshops and unit development days. These actions had their foundation in an investigative and developmental approach to learning and the vision to achieve interaction across degree programmes. Support was provided by pedagogical experimentation across degree programmes and study modules based on investigative learning.

## RDI and cooperation

### **Finnish companies in India – Challenges and opportunities**

As a part of HAAGA-HELIA's Asia programme, our unit's International Business students wrote a country manager's handbook on India dur-

ing their international marketing course. The handbook contains a lot of practical advice for companies establishing operations in India. The book contains interviews of 13 representatives from Finnish companies who operate in the market. The handbook also includes company cases, including Nokia-Siemens, Comptel, Wärtsilä and Metso Automation. Our students presented the handbook at the Finland - India Business seminar in HAAGA-HELIA's Pasila campus in November 2009.

### **SYMBIO – User-oriented product development**

We launched the SYMBIO Living Lab project on 1 September 2009. The project receives support from the European Social Fund and is being completed in cooperation with Porvoo's Laurea University of Applied Sciences. The project aims to create a new user-oriented product development model for East Uusimaa province and to promote events in support of wellbeing and entrepreneurship.

The project commenced with target group research, which was completed by more than 60 HAAGA-HELIA and Laurea students. The research produced the documentary film *Creative Youth*, which offers a glimpse into the everyday life of creative young people and their views on entrepreneurship, and also a research report on five young creative entrepreneurs and their work.

## International activities

In autumn 2009, two of our teachers participated in work exchange abroad. The exchange spanned eight weeks, with one teacher working at a tax counselling office in Germany, and the other teacher at a graphic design company in Spain. The work exchange produced new ideas and important international contacts.



Free laptops were distributed to information technology students studying in the new curriculum.

# INFORMATION TECHNOLOGY EDUCATION

## Education and its development

Our Information Technology Degree Programme commenced with an updated curriculum. We had daytime students in the Malmi, Pasila and Vallila campuses and evening students in Malmi and Pasila. All students who started their studies in accordance with the new curriculum were given free laptops for use. Our programme for students with a vocational IT degree was granted 20 new starting places.

We developed our practices for the recognition and accreditation of previously acquired competencies. Our Business Information Technology programme, which is provided in English, was taught for the third year based on a new curriculum, with updates to the elective course offerings. We updated our master's degree programme in Information Systems based on employer and student feedback. We also provided specialisation studies in IT Process Management.

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 that purpose, and also functioned as a coordinator in a project for the development of nationwide student admission criteria and admission tests. Additionally, our staff engaged in cooperation and training for the improvement of their competencies.

## RDI and cooperation

We initiated and carried out several R&D projects in cooperation with HAAGA-HELIA's Research and Business Development Centre. Our India project addressed the software product development process for international teams in cooperation with Basware. Our other projects included the future working environment project H2UbiOffice, the process laboratory project Prolab and the software production process modelling project Taimi. Participating in our R&D projects were several companies, many students via work placement and thesis work as well as 19 teachers from our unit. Our unit participated in the following IT-company academies: Altova, Cisco, IBM, Microsoft, Oracle and SAP.

Companies provided our students with thesis commissions, work placement opportunities and student projects, and representatives

also lectured at our unit. Two-thirds of our teachers participated in thesis and work placement supervision.

Our students established companies and received support from our company incubator. In autumn 2009, 16 of our students participated in an innovator programme providing coaching for IT innovations and entrepreneurship. We organised a new business ideas competition and participated in the TULLI research innovation analysis and commercialisation support programme.

## International activities

Our India project researched and developed the software product development process in multi-cultural teams. Our DBTech EXT project developed data management teaching in cooperation with our international partners. We participated in the prime minister's delegation to Vietnam and Malaysia, with the aim of initiating education and project cooperation in these countries.

During the year, our students and teachers participated in an IT fair and conferences and international exchange. We also participated in the planning and organisation of an intensive one-week course in Michigan. A teacher from a partner university participated in teacher exchange for the entire academic year 2009-2010. We provided 593 credits worth of teaching in English for degree and exchange students. Of our students, 34 wrote their thesis in English.

## Advisory Board

The Advisory Board of the Information Technology Education Unit participated in the development of the curriculum of the degree programme in Information Systems with a review of future competence requirements. The board also reviewed HAAGA-HELIA's IT development programme and learned about H2UbiOffice laboratory's operations.

Furthermore, the board addressed the decision to distribute laptops for our information technology students, the student ICT products and services idea competition, our programme for graduates from vocational IT schools as well as unit strategy and ethical principles. The board was informed about our target setting agreement with the Ministry of Education, our operating plan and educational statistics.



The renewed H2 magazine for HAAGA-HELIA students was launched in October 2009.



# MANAGEMENT ASSISTANT AND JOURNALISM EDUCATION

## Education and its development

During the year under review, we renewed the curricula for our management assistant degree programmes. We also published the final report for a future forecasting project, entitled "The Management Assistant's Job Profile in 2015," which was the basis for the curricula planning. The new curricula emphasise an investigative and developmental approach to learning, which will be coordinated by a senior lecturer who was hired on a fixed-term basis for this purpose.

Our journalism education unit became a member of the nationwide advisory board for journalism education.

In order to support the timely graduation of our students, we organised intensive student counselling and thesis supervision, and also support tailored to individual student needs.

## RDI and cooperation

### Projects and commercialisation

We piloted a communications measurement tool, ComBaro, in five organisations. The measurement tool was developed in connection with an extensive workplace communication project. ComBaro's commercialisation gained momentum with a cooperation agreement signed with Infor Consulting Ltd and Fountain Park Ltd. The workplace communication project also produced a social web service, Biblio.fi.

We unveiled the final report for our online journalism project at a media event together with representatives from the Taloussanomat online business daily and Kotiliesi magazine. At a conference held in Zurich, we presented the results of a research study, Blogging in Dutch and Finnish Newspapers, together with researchers from Hogeschool Utrecht. During the year we also developed an e-zine concept for our journalism education.

We published the Management Assistant's Guide to Information Seeking in both Finnish and English. Also completed during the year was an online information seeking self-study guide From Knowledge to Results.

Our students continued to develop sales support processes in several companies in connection with our sales support project.

### Organising of corporate events

The organising of corporate events by our management assistant students grew into a significant form of cooperation over the course of the year. In this regard, 133 management assistant students participated in the organising of such events, after first having completed a course on business etiquette and corporate events. Our students organised 29 events for companies and other organisations. The students participated in preparing the programmes, the invitations, the minutes of meetings, the offer requests as well as programme implementation.

### Web service for students in Finland

In early 2009, the business daily Taloussanomat launched a web service for students, TaSa.fi. Our journalism students played an active role in planning and producing the content of the service. Some 80 students participated in writing news, interviews and blogs related to student life, and also submitted photographs. The site became very popular in a very short period, with weekly visitors reaching 70,000. The project provided students with an excellent opportunity to get feedback from professional online journalists, learn about online publishing systems and also build their own portfolios.

## International activities

Staff from our unit made more than 20 trips abroad for teacher exchange, conferences and expert visits. An exchange teacher from abroad taught three of our courses. Furthermore, 60 management assistant students and 5 journalism students participated in student exchange, which was a record for us. Likewise, 18 management assistant students and 2 journalism students completed their work placement abroad.

## Advisory Board

The Advisory Board for Management Assistant Education convened six times and the Advisory Board for Journalism Education convened four times during the year. The key topics addressed were 2010 curricula and improving cooperation with businesses and other organisations.

Most of the theses completed in Vierumäki were commissioned by companies or other organisations. In the photo, our students are busy supervising the Sport Institute of Finland's fitness school.



Matti Kauppinen  
Director

# SPORTS EDUCATION, VIERUMÄKI UNIT

## Education and its development

Our unit provides sports and leisure management education. Students can earn a bachelor's degree through our daytime programmes as well as through a multi-disciplinary programme for adult students. We also offer the Degree Programme in Sports and Leisure Management in English. In autumn, a second group of students started their studies in our master's programme for Sports Development and Management.

We continued to provide specialisation studies in Sports Journalism (60 cr). We also developed two new specialisation studies programmes: specialisation studies in Coach Training (30 cr) in cooperation with HAAGA-HELIA School of Vocational Teacher Education, and specialisation studies in Sports Marketing in cooperation with the Jyväskylä University of Applied Sciences. In summer, the Ministry of Education gave its approval for the establishment of a new master's degree programme to be taught in English.

The transition phase in our training operations continued. Studies based on our new curricula proceeded for the second year. Despite the changes, the graduation rate remained excellent on part of students from HAAGA-HELIA and Lahti University of Applied Sciences, who were studying under the former curricula.

Students from HAAGA-HELIA's Porvoo and Hotel, Restaurant and Tourism Education units, as well as students from Lahti University of Applied Sciences participated in our Sports Travel specialisation studies, and also in our Event Planning and Workplace Wellbeing studies. Our media lab organised intensive courses on TV and radio for HAAGA-HELIA's journalism students. We continued our close teaching and development cooperation with the Sports Institute of Finland.

## RDI and cooperation

Our RDI activities expanded during the year. We signed an agreement with Lappset Group Oy and the Sport Institute of Finland involving product development and testing for three-generation sports environments. We recruited a sports activator for our Healthy from the start project, which was assigned to a primary school with the task of developing new models for increasing sports activities during the typical school day. The project involved six theses, two of which were completed in cooperation with Jyväskylä University Faculty of Sport and Health Sciences and one

in cooperation with Lahti University of Applied Sciences Faculty of Social and Health Care.

We increased our teaching and work placement cooperation with businesses and other organisations. Nearly all of our theses were commissioned by companies or other organisations. Workshops in our English language-based degree programme produced several commissioned studies for the International Ice Hockey Centre of Excellence. The Sports Science and Business Park project Sportpolis continued. We started a project called Growth of a coach's expertise in cooperation with KIHU Research Institute for Olympic Sports. Representatives from our unit gave four presentations in international scientific conferences. In addition, we participated in regional university committees, the Lahti University of Applied Sciences' Ice Event project, and the Lahti Science Day in cooperation with universities in our area.

## International activities

Seven exchange students from abroad studied at our unit in 2009, and five of our students left for exchange abroad. Twenty eight of our students participated in international work placement lasting more than three months. Our teachers participated in teacher exchange covering 12 weeks in total. Three staff members participated in language training in Cambridge.

We were responsible for the development of animator certification for the European CLO2 sports travel project. We organised a sports marketing seminar in November, with several experts from abroad participating as lecturers. We participated in the activities of several international organisations. Our student and expert cooperation with the International Ice Hockey Federation remained extensive. We organised the EU Study Visit week together with the Sport Institute of Finland, in which 18 European coaching experts participated. During the year, we also hosted a visit by the French Ministry of Education.

## Advisory Board

The Sports Advisory Board conducted its affairs online. We presented HAAGA-HELIA's new strategy to the board in autumn. In addition, we received proposals from board members with regard to the development of the board's activities and increasing cooperation between our unit and companies and other organisations. Members of the board participated in Lahti Science Day events.



The School of Vocational Teacher Education completed a stakeholder survey, with 82% of respondents giving the school an overall mark of good or excellent. Partner activities were developed and new partnership agreements were signed.



Jari Laukia  
Director

# SCHOOL OF VOCATIONAL TEACHER EDUCATION

## Education and its development

### Teacher education

We received 1,257 applications for our vocational teacher education programmes in 2009, which is more than ever before. We formulated competence area descriptions in order to update our competencies-based curricula. We developed teamwork activities for our students, with a focus on topics such as multi-culturalism, competence counselling and entrepreneurial pedagogy. We provided extra support for students who were falling behind in their studies by means of a special project for the purpose. During the year, 314 vocational teachers graduated from our programmes, which was also a record. We also provided vocational teacher education in English.

### Continuing education

Our continuing education covered many areas: demonstration-based degree programmes, music and dance pedagogical studies, coach training specialisation studies, pedagogical days on current topics, several projects related to study counselling and assessment as well as school community and organisational development. We launched a project for the recognition and validation of prior learning (AHOT), which received funding from the European Social Fund, as well as a project for developing the competencies of teachers working with immigrants (Trail builders), which was implemented with funding received from the Ministry of Education.

We established new partnerships with several organisations, most notably with Etelä-Savon Koulutus Oy, which is the holding company for the Etelä-Savo and Pieksämäki vocational colleges, and with the Finnish Central Organisation for Motor Trades and Repairs. Participating in our continuing education were 1,383 students, who completed a total of 8,468 credits.

## RDI and cooperation

We produced models and tools for the promotion of cooperation between educational institutes and the business community through a networking development project for universities of applied sciences (KeKo), as well as through a project for the recognition and accreditation of previously acquired competencies (TUNNE). Participants in these projects included not only students and staff, but also company and union representatives.

We organised national and regional seminars where we presented the models and tools we had created. Our researchers and developers participated in national and international conferences. These included Research Work and Learning, which was a national conference on research in universities of applied sciences, and the European Conference on Educational Research.

We published four reports in HAAGA-HELIA's publication series, as well as articles in conference publications, trade journals and collected works.

## International activities

Our targets for the year were to promote international networking, student and expert exchange as well as the export of vocational teacher education. We participated in various projects in the role of partner or expert. These included projects for the development of heterogeneous student group counselling, for the promotion of European database expert education as well as for the study of apprenticeship practices in different countries.

We functioned as a coordinator in the Bobcat project (Building Competence-based Learning Environments for Personalized Vocational Education and Training), in connection with which we developed vocational and teacher in cooperation with partners from Germany (Universität Paderborn) and Austria (Universität Innsbruck). We engaged in student and expert exchange with our Austrian partner Pädagogische Hochschule OÖ, Linz. We made preparations for the export of vocational teacher education.

## Teacher Education Advisory Board

The Teacher Education Advisory Board convened two times in spring. The board was appointed for a new two-year term in autumn and also convened two times during this period. The board addressed the development of vocational teacher education curricula, especially with regard to competence criteria, and also reviewed the school's operations and discussed the competence requirements expected from vocational teachers. The board gave its support for efforts aiming at the export of vocational teacher education.



In 2009, the Research and Development Centre focused on promoting the utilisation and commercialisation of RDI results.

Lauri Tuomi  
Director

# RESEARCH AND DEVELOPMENT CENTRE

## Research, development and innovation activities

The year was marked by an overhaul of HAAGA-HELIA's research, development and innovation (RDI) strategy. We adopted within HAAGA-HELIA a new RDI model, which places special emphasis on the integration of RDI activities with teaching as well as on RDI in three spearhead areas: (1) service concepts and sales, (2) new operating models, new business operations and the use of information and communication technologies in business, and (3) new learning solutions.

We initiated 25 new RDI projects in the spearhead areas. Our largest projects had budgets of more than 1 million euro. These included a project for the promotion of user-based innovation activities in Living Lab environments (Neloskierre) as well as the EnSaCo project, which focuses on the development of leadership models and actions for the protection of the Baltic Sea, especially in the area of oil spill prevention.

We were also active in several new projects involving learning and development environments. For example, the process laboratory project ProLab produced seven case studies for the development of corporate business processes. Pasila's Living Lab virtual environment was completed during the year. In Porvoo, we launched the Symbio Living Lab project, which is being funded by the European Social Fund. Plans for the continuation of the Future Hotel project were initiated during the year. We participated with the Vierumäki unit in the development of the science and company park Sportpolis. We also created a future working environment, H2UbiOffice.

In the area of international RDI activities, we launched an India programme, in connection with which we completed a company case for the development of business operations by Finnish companies in the Indian market. We launched the InnoCatering project, which has a company and a university from Hong Kong as partners. We proceeded with the development of a database teaching model in connection with the EU-funded DBTech Ext project. We developed language teaching in cooperation with international partners in connection with the EU-funded ELPIPL language portfolio project.

The year was also marked by entrepreneurship and start-up development. We piloted a start-up school at Haaga campus. We proceeded with the piloting and launch of the ProWay incubator. We initiated actions for the development of entrepreneurial processes at Porvoo campus. We completed a project phase of the Spinna project, which focuses on the planning of business operations for start-ups. The first year of the AMKTULI programme, which is a programme of the Finnish Funding Agency for Technology and Innovation, produced many results: we received 10 new business ideas, which we evaluated and took forward.

We continued to place emphasis on communicating about our activities by launching an RDI portal (<http://tk.haaga-helia.fi>). We also concentrated on the development of our publishing activities. We published 11 publications in HAAGA-HELIA's publication series and started to sell our publications via HAAGA-HELIA's online store.

We participated actively in the development of joint RDI activities among Finland's universities of applied sciences, for example by establishing the Living Lab network and by promoting the integration of our RDI activities with teaching. We participated in the Helsinki Metropolitan Innovation Platform and the preparation of the KATUMETRO programme on city research. We also participated in the activities of expertise centres in the Helsinki metropolitan area (digi business, nano technology, everyday information technology, travel and experience production). With regard to strategic expertise clusters (SHOK), we initiated actions to participate in ICT-SHOK activities through our shareholding in HAAGA-HELIA's TIVIT Ltd.

We continued to promote the utilisation and commercialisation of our RDI results. We acquired EC-wide trademarks, made copyright and commercialisation agreements, and initiated actions for the commercialisation of the ComBaro communication measurement tool, which was produced by our Workplace Communication 2010 project, as well as for the Biblo.fi online service. We commercialised the travel company simulator produced in connection with the VIRBUS project and also the virtual learning environment produced in connection with the TITU project. We initiated actions for the internationalisation of the Future Hotel project in cooperation with Finpro, a key Finnish association for the promotion of the internationalisation of Finnish companies.

We encouraged students to participate in our R&D activities through activities such as thesis theme groups. A total of 22 such theme groups were in place during the year, with 100 students completing their theses via this format. Theses completed in connection with the theme group on Finland's image were presented in a seminar that received a great deal of publicity. One thesis of the group won a national thesis award and received wide coverage in several media. The entrepreneurship theme group had many theses at various stages of completion, and 23 such theses were completed in 2009.

We strengthened staff competencies by implementing project manager coaching in cooperation with the training company Projekti-instituutti. We acted as the coordinator for the doctor's degree programme for HAAGA-HELIA staff, with nearly 50 staff members enrolled. Our partner in this programme is the University of Jyväskylä.

We complemented our RDI Advisory Board with representatives from service sector and innovation companies. The Advisory Board's activities focused on the regeneration of HAAGA-HELIA's RDI strategy and operating model.

## Export of education

We initiated actions for the export of education by recruiting a marketing director in charge of the export of education. The aim is to productise and commercialise the competencies of HAAGA-HELIA's degree programmes and continuing education and to market these internationally.

The Russian Summer School project, which was launched in 2008, was continued. The first continuing education product was finalised for the Russian market, and we proceeded with the marketing and selling of this programme.

We signed our first student recruitment agreements with representatives in Asia. We initiated developmental actions for education export together with other HAAGA-HELIA units and reviewed which continuing education programmes are suitable for export. In this regard, we defined the key market areas as Asia (China, India), the Middle East and Russian-speaking countries. We joined Prime Minister Matti Vanhanen's official visit to Vietnam and Malaysia as members of the business delegation.

We proceeded with actions for the export of our continuing education. A partner university in the U.S. purchased one of our business







Lars Eltvik, head of marketing for education exports, shows new marketing materials to Tarja Koskinen-Nisula and Mimmi Heiniö.

expertise modules for its MBA students. This module spans two-weeks of study and includes a Russia studies segment.

## MBA programmes

The year was the first full operating year for the eMBA in Service Excellence programme. The programme was structured into modules and its curriculum development was continued. We targeted the marketing of the programme with the aim of establishing long-term partnerships.


The class of MBA students who started their studies in 2008 completed their foreign study period at the University of San Francisco, which is one of our partner universities. Our MBA alumni also participated in an international networking event during the visit. Most of the 80 students in our MBA and eMBA programmes started their thesis work and 23 graduated over the course of the year.

## Training and consultation services

The general economic climate was reflected in the demand for our training and consultation services, and also their profitability. We received excellent feedback for our company training services. The average mark received was 4.1 on a scale of 1-5. We provided training packages for 22 organisations.

We formulated a new business plan for our training and consultation services. This included further specification of our product and services portfolio, customer relationship development, marketing and sales objectives, partnerships and resourcing. We deepened our cooperation with HAAGA-HELIA's educational units.

In 2009, HAAGA-HELIA was chosen as one of the first universities to start providing apprenticeship-based continuing education in higher education. We started providing coaching for the management of growth firms in cooperation with the Helsinki School of Economics Small Business Center. Forty students started in this programme. During the year we also started providing consulting coaching for HAAGA-HELIA's experts. We also launched a lecturing service that will start selling and intermediating lectures by HAAGA-HELIA experts and other short-term training for customers. Furthermore, during the year we continued to promote HAAGA-HELIA's partner activities and signing up companies to have a classroom named after their company. HAAGA-HELIA had 39 classrooms named after a company at the end of the year.

A photograph of a busy international event. In the foreground, two young women are smiling at the camera. They have their faces painted with the colors of the Italian flag: green on the left, white in the center, and red on the right. The woman on the left is wearing a green top with white polka dots, and the woman on the right is wearing a red top. In the background, there are many other people, some looking at a display board. A German flag is visible on the left. A red, white, and blue bunting decoration hangs across the top of the scene. The overall atmosphere is festive and multicultural.

The Going International event, which was held in November 2009, showcased international opportunities for HAAGA-HELIA students.

Tarja Hoyer, Head of International Relations

## INTERNATIONAL SERVICES

International Services supports and develops international mobility among HAAGA-HELIA students, teachers and other staff. In 2009, we succeeded exceptionally well especially in terms of student mobility. We had approximately 190 partner universities in different parts of the world, and their student intakes met the demand very well. The emphasis during the year was on developing contacts in Russia and Asia in accordance with HAAGA-HELIA's strategy.

Student, teacher and staff exchange picked up from 2008. Departing for student exchange abroad were 328 students, and 156 students completed their workplacement abroad. The most popular European destinations were France, Spain and the U.K., while the most popular non-European destinations were Asia and the U.S. Additionally, 360 students participated in short study periods abroad in connection with a course or project. HAAGA-HELIA had 301 exchange students, mostly from Germany, France and Spain. We provided a variety of services for the exchange students, for example accommodation services, student orientation as well as counselling on practical matters and studies. HAAGA-HELIA's international student activities union ESN-HELGA organised tutor and orientation services as well as a variety of leisure time activities and trips for incoming exchange students.

Of our teachers, 57 participated in teacher exchange. The focus of teacher exchange is not only on teaching, but also on networking with colleagues, identifying possibilities for joint projects and establishing company contacts. Staff exchange has solidified its position within HAAGA-HELIA and interest in staff exchange was high in 2009. Among staff members, 18 participated in staff exchange, and reciprocally as many teachers and staff from our partner universities came to our university for an exchange period. HAAGA-HELIA provides significant financial support for the implementation of student, teacher and staff exchange.

During the year, we reformulated the job descriptions of our international coordinators to better meet the objectives set for the international activities of HAAGA-HELIA's units and degree programmes, and also to improve our customer service.

International Services supports the HAAGA-HELIA community in the development and implementation of international activities. We provided counselling and support for students and staff on international matters. We published guides and bulletins relating to our operations, and also an International Newsletter for our partners abroad.

Anneli Riktig, Programme Coordinator

## OPEN UNIVERSITY OF APPLIED SCIENCES

In 2009, the Open University of Applied Sciences offered courses covering 211 credits in total, of which 117 were offered in spring and 94 in autumn. Students numbered 673, of whom 88 were students studying in connection with company cooperation projects. Open university students completed 11,831 credits during the year. Of these credits, 7,476 were earned by individual students, and 4,355 by students studying in connection with company cooperation projects.

We further improved upon the ability of students to make a natural transition from open university studies to HAAGA-HELIA degree pro-

grammes. This included easing the transition to degree programmes taught in English, enhancing our communications and marketing of studies and courses offered as well as providing counselling to open university students. We provided courses with people from businesses and other organisations participating in the teaching. Our journalism courses, for example, had journalists and photographers as visiting lecturers. We participated in the key nationwide event for adult education together with the nationwide network of open universities of applied sciences, which was held on 6-7 October 2009, and also planned nationwide marketing efforts for the promotion of open university studies through this network.

Eeva Klinga-Hyötö, Information Services Director

# LIBRARY AND INFORMATION SERVICES

HAAGA-HELIA's libraries are open to the public. Our customers are mainly our students, teachers and other staff. In 2009, 13% of our customers were business community, public administration and other stakeholder representatives, who had access to both our printed and online collections.

We signed a services agreement with Helsinki Business College and participated actively in national and international library cooperation. We outsourced the upkeep of our library system to the National Library.

We continued to improve the customer-orientation of our services based on feedback received. We extended the Friday opening hours in Pasila Campus, increased our course textbook offering, reorganised our premises in Vallila and Porvoo Point and also improved the functionality of our Nelli information search portal. We updated library process descriptions and our acquisitions programme.

We introduced an RFID system in Malmi Campus, which significantly eased and speeded up the borrowing and returning of materials and also improved ergonomics at the customer service counter. Ergonomics was also improved at the Haaga and Vallila customer service counters.

We acquired new databases and e-books and also a plagiarism tracking programme. The use of e-materials continued to increase, with especially e-books becoming more popular with an increase of

some 53 %. E-zine downloads were up by 40% over the previous year. Although the use of e-materials grew steadily, there was no reduction in the borrowing of printed materials. Lending in our libraries grew by nearly 12 %.

The teaching of information literacy has been incorporated in HAAGA-HELIA curricula. In this regard, one of our key information literacy teaching objectives was to familiarise students with the information search and processing skills required in working life.

## The year in figures

Active borrowers:	29,000
Library visits:	394,792
Loans:	418,546
Volumes:	133,136
Printed newspapers and journals:	791
E-zines:	12,486
Information search requests:	4,722
Information search training:	331 h
Acquisitions:	€ 452,600
E-acquisitions:	€163,700

Mirja Vatanen, Director

# STUDENT AND ADMISSIONS SERVICES

In 2009, a total of 10,339 students were enrolled in our bachelor's or master's programmes, vocational teacher education or specialisation studies. In addition, the HAAGA-HELIA Open University of Applied Sciences had 673 students. The Admissions Office processed 28,592 student applications. We issued 1,560 diplomas, of which 73 were master's degrees. The Student Financial Aid Board convened seven times and issued a statement on the financial aid of 1,024 students.

Our 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 20 study secretaries serving student needs. The Pasila office moved to new premises in June. Shared operating practices were agreed in team meetings, which were held six times. Admission matters were handled centrally at the Pasila Admissions Office, which had two planners and three study secretaries.

Student support services such as student financial aid counselling and the issue of certificates were handled by a planner, who was also supported by the Admissions Office during busy times.

During the year, we placed special emphasis on student wellbeing. Students have access to a psychiatric nurse and a part-time psychologist. Nearly every campus has its own designated priest. Our student wellbeing committee convened four times. The committee is responsible for collecting information on matters pertaining to student wellbeing, for organising relevant communications on these matters and for making proposals to management and other stakeholders. The committee members comprised a development director, psychologist, priest, nurses, academic advisors, students and the head of student services.

Tuulikki Paturi, Director

# EDUCATIONAL INFORMATION MANAGEMENT SERVICES

In 2009, we were responsible for the following systems: the student administration system WinhaPro, the course feedback system WinhaOpaali, the teacher working plan system Otso as well as the course timetable management system Mimosa. We participated in coordinating content production for HAAGA-HELIA's website and supported content producers by means of training events and guidelines. We compiled statistics for use by the Ministry of Education and Statistics Finland.

We launched an online version of the teacher working plan system, which provides teachers with access to their own plans. We also launched the eHOPS system, which belongs to the Winha product family and through which students can make study plans and then have the academic advisors comment on them. We developed a data warehouse for the calculation of key indicators to support of HAAGA-HELIA's steering operations.

We continued to develop actions based on the previous year's quality survey. We documented new process descriptions and instructions and updated existing ones on the staff intranet. We developed our support services by documenting processes for which we had received support requests during the year. We participated as an expert in the steering committee of the Ministry of Education's RAKETTI project, which focuses on nationwide information architectures within higher education. The project consists of four sub-projects covering the enterprise architecture of higher education organisations, the educational management system, conceptual schema for a nationwide data warehouse as well as a research management system.

Our department had four full-time employees, and two part-time curriculum planners.



Sanna Autioniemi, Communications Coordinator (maternity leave starting September 18th)  
Elisa Aunola, Acting Communications Coordinator  
Krista Karusalmi, Web Designer  
Tarja Leponiemi, Marketing and Communications Coordinator

# COMMUNICATIONS & MARKETING

In 2009, we gave a new look to our degree programmes with the introduction of Emil Bertell's illustrations in our marketing materials. The new look was also extended to online advertising, including banners and HAAGA-HELIA's HOT campaign site. We also translated the HOT site and web shop into English.

We gave a boost to online marketing and continued to advertise in newspapers, television, radio and ambient media. The sides of a tram in Helsinki advertised our university from January to June. In January, our marketing students organised a beach volleyball tournament in Kamppi's Narinkka Square in cooperation with the Finnish Association for Nature Conservation. We participated in the Studia fair in December.

We formulated a comprehensive communications plan covering workplace communications, marketing communications, online communications and media relations. In addition, we formulated a separate online communications plan to support those engaged in the activity. We presented our communications and marketing activities in several forums for HAAGA-HELIA staff. In November, we organised a

communications afternoon for HAAGA-HELIA staff, where we presented various aspects of our operations to small groups.

During the year, we also established a student communications development committee, which was tasked with creating uniform practices for HAAGA-HELIA's student communications. The committee reviewed the current state of our student communications, prepared a student communications policy and started preparing guidelines for student communications implementation in practice.

In January, we completed a survey on the usability of our website. Based on the results, we prepared an action plan that we started to implement during the course of the year. We launched an online communications development project, the first task of which was the formulation of an online communications policy by the online communications committee.

During the year, we also designed a HAAGA-HELIA mug for distribution as a business gift. The mug belongs to liittala's Theme series and features Emil Bertell's illustrated characters.



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APPLY FOR DEGREE PROGRAMME IN BUSINESS INFORMATION TECHNOLOGY

Leena Salmio, Jukka Väyrynen and Armi Murto, Alumni Coordinators  
Ari Karvonen, Project Manager

# ALUMNI AND CAREER AND RECRUITMENT SERVICES

At the end of 2009, we had about 18,000 alumni. We organised many different kinds of events for alumni during the year: company visits, After Work Fridays (a casual cocktail party) and a continuing education info session. Our representative body convened three times.

Cooperation between alumni and HAAGA-HELIA perhaps takes its most visible form in the mentoring programme. Participating in the programme during the year were 20 mentoring pairs. We also participated actively in the year's graduation ceremonies, with alumni giving congratulatory speeches to the new graduates and sharing anecdotes about life after graduation.

HAAGA-HELIA continued to participate in the nationwide Steplt project, which is tasked with developing alumni activities in cooperation with other universities of applied sciences. Jukka Väyrynen is in charge of the project in HAAGA-HELIA.

Our Russia network met three times during the year. The network brings together HAAGA-HELIA graduates who are engaged or interested in pursuing business in Russia, as well as other interested alumni, students and staff.

We participated actively in the organisation of the second career and recruitment fair in Helsinki, duuniin.net, in January 2009. The fair was organised at the Helsinki Fair Centre and had more than 120 exhibitors and 3,500 visitors.

During the year, we also initiated actions for the development of our career and recruitment services, with the aim of improving and deepening cooperation with businesses and other organisations as well as promoting student career planning and job placement after graduation. The economic climate curbed student recruitment to some extent, but our graduates are still in high demand on the job market.



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Julia Salmenoja, Chairwoman

# STUDENT UNION HELGA

## A busy year for Ms. HELGA

It was a year of regeneration for HELGA, especially with regard to internationalisation. At the start of the year the operations of Kanto, which had been responsible for exchange student activities, were transferred to HELGA in their entirety. HELGA's third full-time employee, who is in charge of international and tutoring activities, started in January. Indeed, we took big steps forward on the international front. HELGA is now not only in charge of exchange student activities, but it also started organising activities for foreign degree students. We established an international section, AIESEC HAAGA-HELIA, which is the first local section of AIESEC in a Finnish university of applied sciences.

We participated actively throughout the year in the events and committees of SAMOK, which is the student union of Finland's universities of applied sciences, and as a result were able to have an impact on student interests on the national level. Milla Suomalainen, formerly and active member of HELGA, was a SAMOK board member for the duration of 2009, which was a great honour to our student union.

In 2009, we started a significant new student tradition: Ms. HELGA's birthday will be celebrated each year in November in connection with HELGA's Annual Ball. The event drew in many of our partners, former members and students, which was a great joy for us.

During the year we also commissioned a HELGA image survey completed as a thesis. Based on the results of the survey, we decided to renew HELGA's strategy and review our processes in order to improve our quality and operations.

The year can be characterised as one of research and development, during which time we took big steps forward, but we also identified many challenges to keep us busy for a long time to come.



The tradition of celebrating Ms. HELGA's birthday was started in November 2009. In the photo is Arttu Uskali, the HELGA board member responsible for sports and events.



Jukka Ikonen, Director of IT Services

## IT SERVICES

Our year was an interesting year full of innovation, especially with regard to mobile environments, social media and the development of IT tools for teaching.

We were responsible for converting HAAGA-HELIA's telephone system into GSM format. Mobility was also visible in that we acquired and distributed a record number of laptops, roughly 350 of them, for use by IT students and staff. We built a new wireless network called HHWlan.

We made improvements to HAAGA-HELIA's IT infrastructure by acquiring and taking into use HP's card servers and the VMWare virtual server environment. We enhanced the protection of our systems when accessed externally by acquiring a new SSL-VPN device.

We supported teaching in many ways. These included the purchase of a language studio for the Haaga campus, the replacement of classroom computers (about 350) as well as the acquisition and launch of the classroom learning environment NetOp School. We participated in the adoption of several learning technologies, including Wiki server, Second Life, Dynamics CRM and Sharepoint. We finalised the harmonisation of audio-visual equipment in the Malmi and Pasila campuses.

We participated in the launch of customer management, electronic archiving and HR systems for use by administrative services. In addition, we updated several management, IT administration and IT teaching systems.

Juha Lindstedt, Quality Manager

## QUALITY

We monitored the quality of education by means of course feedback and delayed feedback from graduates. General feedback from education and supporting services was collected by the graduation feedback. Course feedback, which was based on sampling, was supplemented by the reintroduction of the Winha Opaali system, which allows students to provide feedback on courses that fall outside the sampling pool. The School of Vocational Teacher Education made use of the Arttuli feedback system.

Currently, three years after their introduction, our quality assurance practices have become established for the most part. As a new element, we started collecting delayed feedback from graduates two years after their graduation, with the first group being from the graduates of 2007. The results were encouraging. Our alumni have an excellent job placement record and felt that their studies prepared them well for working as professionals in their chosen fields. Our business students were responsible for the technical implementation of the graduation survey, and a thesis was completed on the topic.

Our internal self-assessment survey targeted our interaction with society at large. In this regard, we received 133 survey responses. The

responses emphasised the role of education within society. More specifically, the survey responses emphasised the role of HAAGA-HELIA's research, development and innovation activities as well as the importance of anticipating future working life needs. Our student wellbeing survey was answered by 1,515 students. Nine out of ten students felt that their wellbeing was fair, good or excellent. The School of Vocational Teacher Education completed a targeted stakeholder survey, which indicated a need to further develop HAAGA-HELIA's profile in key areas.

A key project in 2009 was preparing for the coming audit of our quality system by the Finnish Higher Education Evaluation Council. We continued our efforts to establish our quality management system and HAAGA-HELIA staff clearly became more interested in the audit as it drew nearer. We rehearsed the audit process together with the Sibelius Academy in October.

Overall, it can be said that our actions in the field of quality have helped to harmonise the different practices that were in place when HAAGA and HELIA merged three years ago. Our quality management has provided a forum for the establishment and sharing of uniform operating models and best practices.

# PERSONNEL SERVICES

HAAGA-HELIA had 666 employees at end of year 2009. This included 416 full-time teachers and 228 staff members engaged in other duties. There were 22 part-time teachers.

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

Doctorate degree	47
Licentiate degree	37
Master's degree	385
Other degrees	173

We introduced new materials for performance reviews. The materials were developed based on feedback received.

Staff members actively developed their competencies. We offered plenty of training opportunities for staff; for example, language courses as well as courses in facilitating change, social media and workplace software. We launched a two-year programme for the training of staff in supervisory positions, which comprises several modules. We also organised job orientation and coaching. With support from the Helia Foundation, we provided teachers with the opportunity to work temporarily in businesses and other or-

ganisations, with the aim of keeping teacher competencies up-to-date and facilitating the transfer of up-to-date knowledge to students.

Staff members studied in our degree programmes. Five staff members earned their doctorate degree, and two earned their master's degree. Thirteen staff members graduated from the School of Vocational Teacher Education.

We organised actions in support of workplace wellbeing and participated in their implementation. We organised a workplace wellbeing workshop, lectures on workplace wellbeing and a Healthy mind project. Some staff members participated in ASLAK courses. We completed a workplace atmosphere survey in autumn, which indicated that workplace wellbeing was at a good level and improving.

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 staff club Kultu.

Our function includes a three-person payroll team, which serves the needs of both internal and external customers. This covered the processing of 9,285 salary, fee or travel reimbursement payments to 1,408 recipients.

# FINANCIAL SERVICES

Financial Services was selected as one of the functions to pilot HAAGA-HELIA's new centralised archiving system. We integrated the electronic archiving system with our existing systems. We also made all our software compatible with MS Vista. The new system makes archiving significantly easier and faster as monthly book-keeping records no longer need to be printed and placed in folders, but can now be placed directly in the electronic archive.

In early summer, Anna Schwaiger visited us from the Fachhochschule der Wirtschaft GmbH as a part of the Erasmus programme. She learned about our financial administration and told us about how things were done at her university.

We compared notes on our respective financial administration processes and gained new ideas for developing our respective operations. We prepared for the adoption of the Single Euro Payments

Area (SEPA) by means of in-house training sessions and negotiations with our banks and system suppliers. We updated our software to meet SEPA requirements.

Project budgeting support needs grew in our organisation because many new projects were substantially larger in scope than before. Indeed, many of them were joint international projects.

We introduced an updated system for our sales invoicing, enabling the sending of attachments with the invoices.

We participated in the construction of the new Porvoo campus, which will be the first campus under HAAGA-HELIA's sole ownership.

Jorma Alkula, Financial Director

# FINANCES

HAAGA-HELIA's income in 2009 amounted to EUR 60.5 million (EUR 58.2 million in 2008; EUR 52.6 million in 2007), of which student allocation income accounted for EUR 54.2 million (EUR 52.8 million; EUR 47.1 million), or 90 percent of the income. HAAGA-HELIA's student allocation was EUR 6,952.01 (EUR 6,821.26; EUR 6,146.98) and the accounting-based student figure was EUR 7,845.5 (7,729.0; 7,662.5).

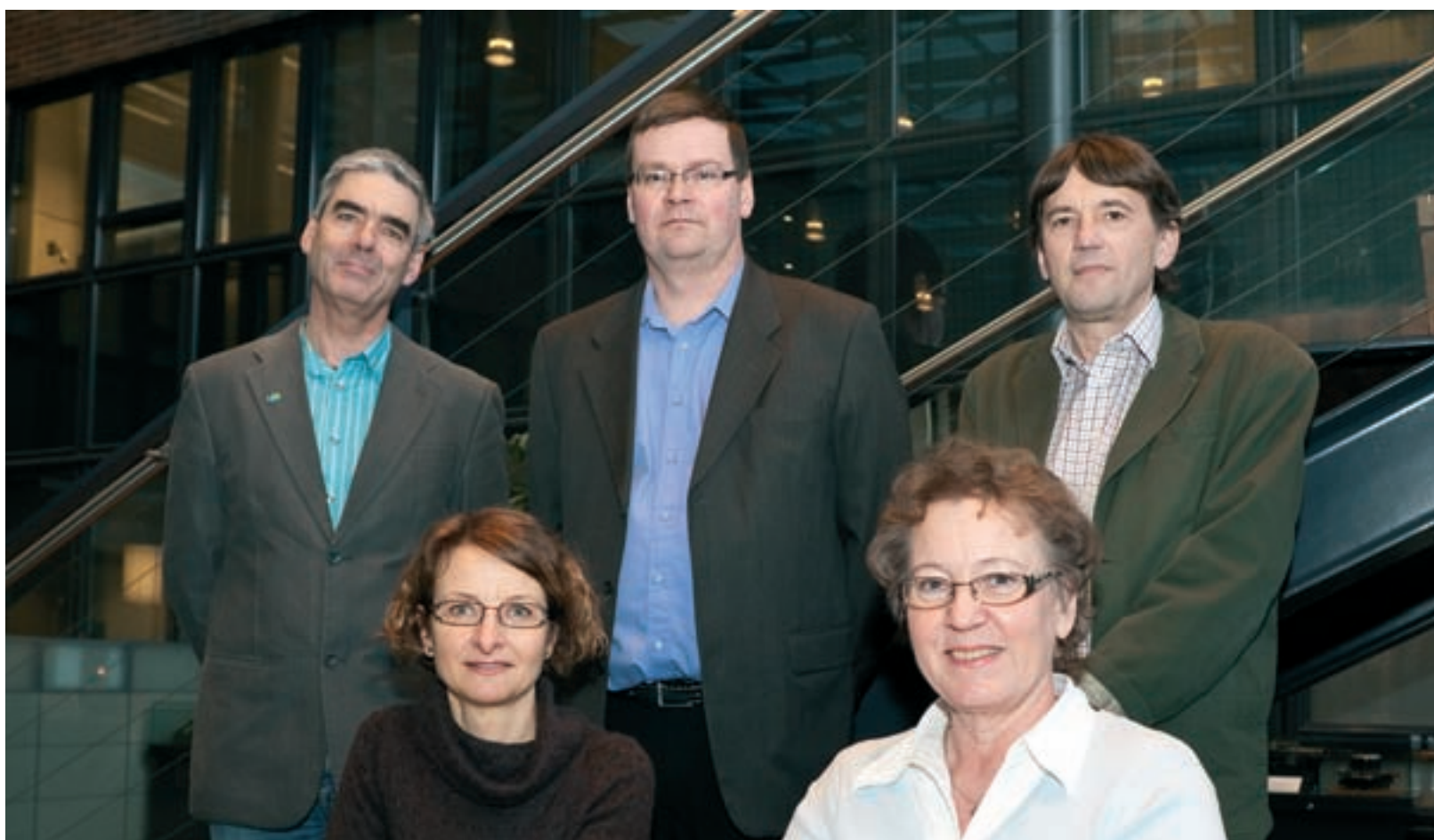
Expenses were EUR 57.7 million (EUR 53.2 million; EUR 48.8 million). Direct staff expenses were EUR 35.8 million (EUR 33.4 million; EUR 30.1 million), or 62 percent of all expenses. HAAGA-HELIA rents all of its premises. The rents of premises totalled EUR 9.5 million (EUR 8.8 million; EUR 8.5 million), or 16 percent of all expenses.

Income from investments and financial activities was EUR 0.6 million (EUR 0.7 million; EUR 0.4 million).

Profit for the year was EUR 3.4 million (EUR 5.7 million; EUR 4.2 million), which was clearly above the budget (EUR -0.8 million). Profit was 5.6 percent of income.

The balance sheet totalled EUR 25.8 million (EUR 22.2 million; EUR 14.8 million). This included Ministry of Education project funding advances of EUR 1.7 million (EUR 1.5 million; EUR 1.1 million), which is funding intended for various projects that must be used before the end of 2010. Transferred liabilities include staff holiday pay liabilities of EUR 1.6 million (EUR 1.4 million; EUR 1.3 million).

Return on equity was 19.6 percent (44.6 percent; 53.2 percent), and the equity ratio was 83.2 percent (80.3 percent; 76.6 percent).



Ten HAAGA-HELIA teachers participated in temporary work exchange in companies and other organisations. Among them were Michael Reinert (back left) Olav Vidjeskog, Martti Miettinen, Tuula Ryhänen (front left) and Irene Vilpponen.

# INCOME STATEMENT, HAAGA-HELIA Ltd

	1.1. - 31.12.2009	1.1. - 31.12.2008
<b>NET SALES</b>	<b>57 100 050,66</b>	<b>54 941 719,07</b>
Other income from business operations	3 398 677,56	3 275 333,03
<b>Staff expenses</b>	<b>-35 788 113,67</b>	<b>-33 356 241,13</b>
Salaries and compensations	-29 719 654,45	-27 472 066,52
Statutory staff expenses		
Pension allotments	-4 585 738,27	-4 181 905,59
Other statutory staff expenses	-1 482 720,95	-1 702 269,02
<b>Depreciation</b>		
Planned depreciation	-947 259,84	-626 034,56
<b>Other expenses from business operations</b>	<b>-20 968 812,40</b>	<b>-19 203 079,13</b>
<b>PROFIT / LOSS</b>	<b>2 794 542,31</b>	<b>5 031 697,28</b>
<b>Financial income and expenses</b>		
Other interest and financial income	603 826,78	667 556,40
Interest expenses and other financial expenses	-1 346,60	-1 668,85
<b>Financial income and expenses total</b>	<b>602 480,18</b>	<b>665 887,55</b>
<b>PROFIT / LOSS BEFORE EXTRAORDINARY ITEMS</b>	<b>3 397 022,49</b>	<b>5 697 584,83</b>
<b>PROFIT / LOSS FOR YEAR</b>	<b>3 397 022,49</b>	<b>5 697 584,83</b>

## HAAGA-HELIA COSTS BY UNIT

Business	32 %
Information technology	16 %
Hotel, restaurant and tourism, Helsinki	13 %
Business and tourism, Porvoo	11 %
Management assistants and journalism	10 %
Vocational teacher education	7 %
R&D	6 %
Sports and leisure	6 %

## HAAGA-HELIA COST DISTRIBUTION

Staff expenses	61,9 %
Rents	16,8 %
Other expenses	13,7 %
Expert services	4,0 %
Other staff expenses (education, health care, travel expenses, etc.)	3,6 %

# BALANCE SHEET, HAAGA-HELIA Ltd

	31.12.2009	31.12.2008
<b>Assets</b>		
<b>NON-CURRENT ASSETS</b>		
<b>Machinery, equipment and securities</b>	<b>2 543 441,49</b>	<b>2 540 850,97</b>
Machinery and equipment	2 543 441,49	2 540 850,97
<b>Securities</b>		
Shares in subsidiaries	6 165,00	6 165,00
Other securities and shares	259 523,20	248 523,20
<b>NON-CURRENT ASSETS TOTAL</b>	<b>2 809 129,69</b>	<b>2 795 539,17</b>
<b>CURRENT ASSETS</b>		
<b>Receivables</b>		
<b>Non-current accounts receivable</b>	<b>0,00</b>	<b>400 000,00</b>
Receivables from subsidiaries		400 000,00
<b>Short-term receivables</b>	<b>5 331 852,08</b>	<b>783 740,08</b>
Sales receivables	375 656,40	278 779,37
Receivables from subsidiaries	4 225 000,00	0,00
Transferred receivables	731 195,68	504 960,71
<b>Financial securities</b>	<b>8 088 836,17</b>	<b>203 663,79</b>
<b>Cash and bank deposits</b>	<b>9 596 971,19</b>	<b>18 028 546,89</b>
<b>CURRENT ASSETS TOTAL</b>	<b>23 017 659,44</b>	<b>19 415 950,76</b>
<b>ASSETS TOTAL</b>	<b>25 826 789,13</b>	<b>22 211 489,93</b>
<b>Liabilities</b>		
<b>SHAREHOLDERS' EQUITY AND FUNDS</b>		
Share capital	6 000 000,00	6 000 000,00
Share issue		
Other funds		
Scholarship fund	45 673,00	34 473,00
Profit (loss) from previous years	9 585 834,72	3 888 249,89
Profit (loss) for year	3 397 022,49	5 697 584,83
<b>SHAREHOLDERS' EQUITY AND FUNDS TOTAL</b>	<b>19 028 530,21</b>	<b>15 620 307,72</b>
<b>CURRENT LIABILITIES</b>		
Advances received	2 953 213,76	2 753 067,77
Accounts payable	657 827,11	880 789,36
Other liabilities	850 187,20	863 460,22
Transferred liabilities	2 337 030,85	2 093 864,86
<b>CURRENT LIABILITIES TOTAL</b>	<b>6 798 258,92</b>	<b>6 591 182,21</b>
<b>LIABILITIES TOTAL</b>	<b>6 798 258,92</b>	<b>6 591 182,21</b>
<b>EQUITY AND LIABILITIES TOTAL</b>	<b>25 826 789,13</b>	<b>22 211 489,93</b>



From back left:  
Antti Viinikka, Björn Keto,  
Jorma Alkula, Juha Valkamo,  
Erkka Westerlund, Heikki J. Perälä,  
Tauno Jalonen

From front left:  
Kristiina Fromholtz-Mäki,  
Jere Lahti, Ritva Laakso-Manninen,  
Olli-Pekka Laine

# BOARD OF HAAGA-HELIA LTD

## **Chairman of the Board**

Jere Lahti  
(Aarne Hallama as deputy)

## **1st Vice Chairman of the Board**

Antti Viinikka  
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## **2nd Vice Chairman of the Board**

Juha Valkamo  
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Kari Jussi Aho  
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Kristiina Fromholtz-Mäki  
(Deputy board member Marina Paulaharju)

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## **CEO**

Ritva Laakso-Manninen

## **Secretary of the Board**

Jorma Alkula



From back left:  
 Juho Karhumäki, Eija Hamina-Mäki,  
 Paula Kinnunen, Matias Laurila,  
 Sanna Nurminen, Jouni Ahonen,  
 Ari Hälikkä, Teemu Kokko

From front left:  
 Seppo Kinkki, Kaj Laaksonen,  
 Ritva Laakso-Manninen,  
 Hannu Hakala, Pirjo Saaranen,  
 Janne Hälinen

# BOARD OF HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES

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Ritva Laakso-Manninen

## **Representatives from companies and other organisations**

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(Deputy member Marja Tuokko)

Hannu Hakala

(Deputy member Timo Lappi)

Kaj Laaksonen

(Deputy member Pertti Vahermaa)

Matti Niemi

(Deputy member Olli Syvänen)

## **Management representatives**

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

Paula Kinnunen (Deputy member Terttu Honkasaari)

Teemu Kokko (Deputy member Jari Laukia)

## **Teacher representatives**

Pirjo Saaranen, Malmi (Deputy member Eija Kjelin, Haaga)

Seppo Kinkki, Pasila (Deputy member Liisa Wallenius, Porvoo)

## **Other staff representatives**

Tiina Junkkari, Pasila (Deputy member Sanna Nurminen, Haaga)

Sanna Leporanta, Haaga (Deputy member Matias Laurila, Vierumäki)

## **Student representatives**

Arttu Uskali (Deputy member Juho Karhumäki)

Janne Hälinen (Deputy member Milla Suominen)

## **Secretary of the Board**

Ari Hälikkä



# MANAGEMENT GROUP

- 1 Chairwoman of the Management Group, Managing Director and 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, Tourism and Business Education, Porvoo Unit
- 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 Centre
- 12 Secretary of the Management Group, Planning Manager Ari Hälikkä





# SCHOLARSHIPS 2009

## HAAGA-HELIA Ltd's Scholarship Fund

### Scholarship donors

Accenture Technology Solutions Oy  
Antell-Catering Oy  
Borgå företagare rf.  
Ensto Oy  
Etelä-Suomen hotelli- ja ravintolayrittäjät  
Helia-säätiö  
Neste Oil Oyj  
Osuuskauppa Osla Handelslag

### Scholarship recipients

Aarni Anni  
Avelin Mika  
Egger Mikaela  
Ekstrand Tommi  
Enäjärvi Satu  
Eskuri Essi  
Fagerudd Nelli  
Finnilä Hanna  
Hankilanoja Henna  
Hurri Suvi

Huttunen Markku  
Jaakkola Vesa  
Junkkarinen (s. Poutiainen) Katja  
Jäntti Miika  
Kamsani Benyamin  
Kantele Reijaliisa  
Karjalainen Jouko  
Koponen Milla  
Kosonen Sampo  
Kulju Kai  
Kurki Tiina  
Laakso Maarit  
Lahtinen Eveliina  
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Oksova Elena  
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Pietilä Miisa  
Pitkänen Pamela  
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Schulz Stefanie  
Segerstam Jan  
Seppänen Annariikka  
Serkomo Rosanna  
Sievänen Juha-Petri  
Taimisto Suvi  
Takanen Olli  
Talja Päivi  
Talpila Leena  
Tammi Minna  
Thanh Ha Bui  
Turunen Kaisa  
Waclawek Anika  
Virkkunen Jenny  
Vornanen Katriina

## ATK-instituutti Foundation

### Scholarship recipients

Aaltonen Jukka  
Ahmed Ashfaq  
Koskivirta Hanna  
Kuusela Johanna  
Lamberg Jarno  
Nurmi Janne  
Piiparinen Ari-Pekka  
Rajamäki Matti  
Saukonoja Maaret  
Sohlberg Anne-Maj  
Vesa Hannu

## HSO Foundation

### Scholarship recipients

Friman Helene  
Gerkman Katri  
Hokkanen Minna  
Kohtamäki Heidi  
Liikanen Jenni  
Vankova Jolana



# KEY FIGURES

## SCHOOL OF VOCATIONAL TEACHER EDUCATION

	2009	2008	2007
Appeal (applicants / admission quota)	4,1	2,9	3,4
Admission quota	310	310	310
Number of students	555	598	600
Degrees completed	314	257	300

## BACHELOR'S DEGREES

	2009	2008	2007
<b>Programmes for youth</b>			
Appeal (applicants / admission quota)	7,3	6,9	4,4
Admission quota	1 606	1 606	1 530
Number of students	6 988	7 067	6 990
<b>Programmes for adults</b>			
Appeal (applicants / admission quota)	2,8	2,6	1,5
Admission quota	924	874	589
Number of students	2 192	2 265	2 318
Degrees completed (youth and adults)	1 487	1 434	1 299

## MASTER'S PROGRAMMES

	2009	2008	2007
Appeal (applicants / admission quota)	4,4	3,4	3,5
Admission quota	155	125	110
Number of students	428	371	301
Degrees completed	73	40	33

## INTERNATIONAL MOBILITY

	2009	2008	2007
Student exchange (over 3 months)	629	583	578
Workplacement abroad (over 3 months)	146	127	126
Expert exchange (less than 1 month)	469	507	262

## JOB PLACEMENT

	2009	2008	2007
Employment rate of graduates *	81 %	87 %	88 %

## RESEARCH, DEVELOPMENT AND INNOVATION ACTIVITIES

	2009	2008	2007
Commissioned theses	72 %	68 %	69 %
Publications (articles and books in Finland and abroad)	210	186	161
Share of external funding	46%	50 %	56 %

\* Compiled from HAAGA-HELIA graduation surveys, covering job placement of recent graduates. Survey response rates vary from 61-63 percent.



# WELCOME!

## 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-talo  
Opistokuja 1  
FI-06100 Porvoo

PORVOO POMO-talo  
Aleksanterinkatu 20  
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VIERUMÄKI  
Kaskelantie 10  
FI-19120 Vierumäki

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