



**A bright world.**

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ISBN 978-952-275-263-5 (online publication)

Karelia University of Applied Sciences, Joensuu, 2018

*Approved by the Board of Karelia University of Applied Sciences Ltd  
on 12 January 2016.*

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## 1

# Challenges and opportunities of the operational environment

**Karelia University of Applied Sciences (Karelia UAS)** is a limited liability company owned by the City of Joensuu. The areas of operation at Karelia UAS include education, research, development and innovation activities (RDI), and service activities. The activities are carried out in cooperation with local businesses and industries as well as with national and international partners.

The key area of operations of Karelia UAS is North Karelia and especially the region of Joensuu. The special features of the operational area are a changing age structure, a renewal of public service structure and a centralisation of activities, as well as increasing immigration, cross-culturalisation and internationalisation. Joensuu is one of the 12 largest city centres in Finland, gains from migration and is a versatile industrial and education city.

Besides Joensuu, Karelia UAS responds to the development needs of Pielinen Karelia and Central Karelia regions. The municipality has nationally and internationally significant machinery, metal, plastic, forestry and mining industries. The possibilities of the region depend on flexible company and work structure, continuous renewal of expertise and the development of competences. Promoting new ways of entrepreneurship and entrepreneurial policies are also essential.

North Karelia is a strong educational region where the organisations are engaged in tight cooperation. One of the main campuses of the University of Eastern Finland is located in Joensuu, and the North Karelia Municipal Education and Training Consortium provides upper secondary vocational education. These partnerships offer several possibilities to strengthen the quality, efficiency and effectiveness of Karelia UAS.

The change in age structure is faster in North Karelia than anywhere else in Finland. A major challenge in North Karelia is to pay attention to service needs and to guarantee the services of the aging population in the extensive loosely populated region. These needs are responded to by building the municipal Siun sote –action model. The aging of the population causes a variety of new needs and business opportunities, and, similarly, the decrease in younger age groups requires effective cooperation with secondary-level educational organisations.

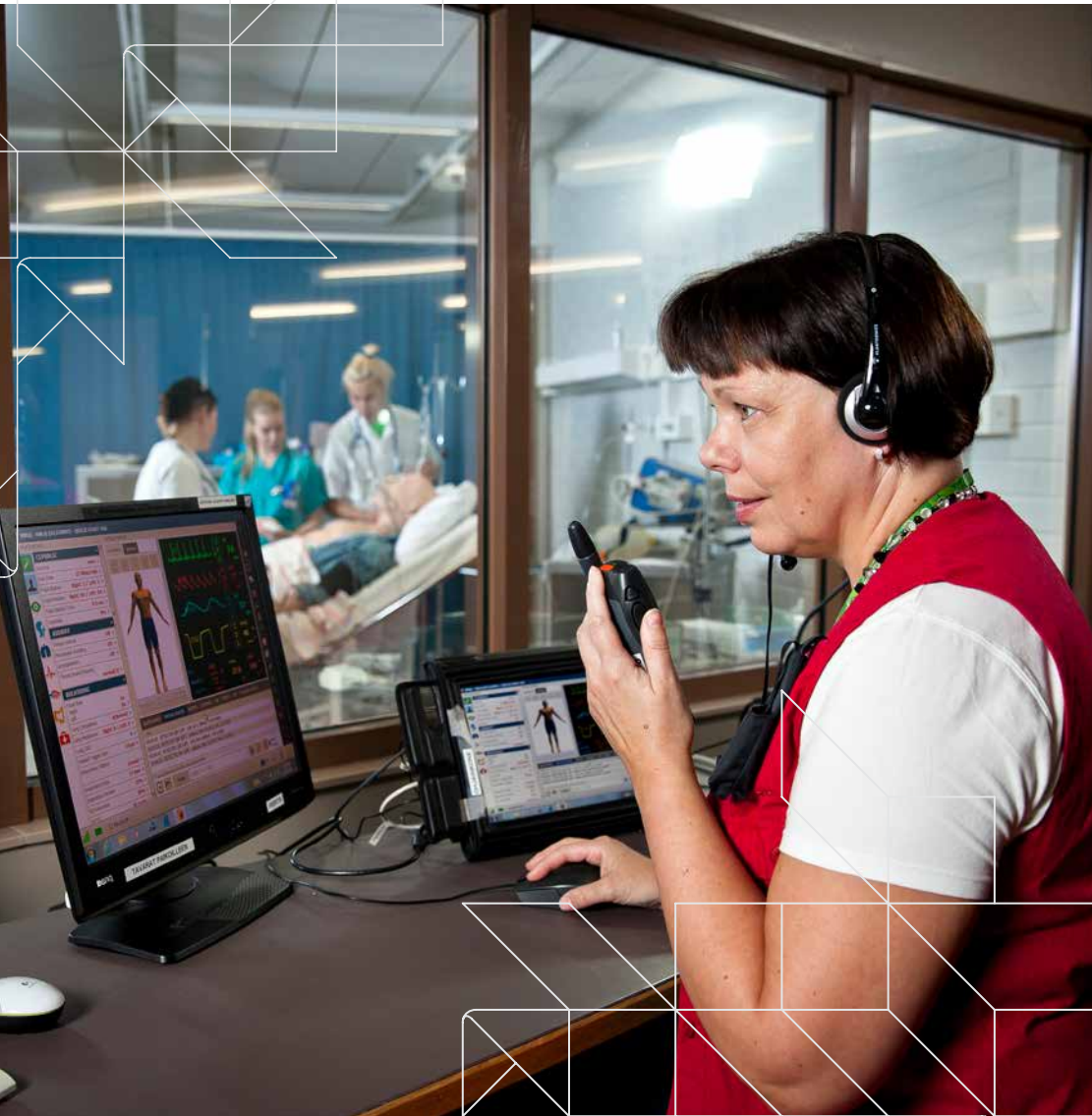
Karelia UAS is a part of the bio economy knowledge pool in the entire province and the municipality of Joensuu. Together with the North Karelia Municipal Education and Training Consortium, University of Eastern Finland, Natural Resources Institute of Finland and European Forest Institute, Karelia UAS forms a vast cluster of excellence in the bio economy. Developing and utilising the innovation concentration of the bio economy is an essential part of Joensuu's regional growth agreement and Joensuu's growth strategy.

Cooperation with areas close to Russia play a significant role in North Karelia. The markets in Russia offer new and diverse possibilities for Finnish know-how, products and services, also in the future.

The prolongation of the economic recession and the reduced funding of universities of applied sciences have increasingly highlighted the significance of productivity, efficiency and partnerships. Higher education institutes are expected to be actively involved in national measures promoting the clarification in the division of work in higher education, deselection and growth of knowledge pools. Universities of applied sciences are expected to enable smooth and well-balanced, year-round possibilities for studying, strengthened digitalisation and e-learning selection as well as tightened cooperation with secondary-level education.

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## 2 Strategic foundation



### **VISION 2020** – educated professionals for a skilled world

Karelia University of Applied Sciences is a prestigious, attractive and international higher education institute educating skilled professionals.

We are the most important development partner and higher education institute for regional business and industry. We are pioneers as a cooperation partner of secondary-level education. Our results are among the best of universities of applied sciences in Finland.

### **VALUES**

#### **Responsibility**

We operate in a responsible manner, promoting sustainable development. We constantly evaluate and develop the operations of our university of applied sciences.

#### **Pioneering spirit**

We are a skilled and an innovative higher education institute. Our operational and learning environments support goal-oriented learning and the development of expertise.

#### **Closeness to careers**

Our operations are based on the development of regional work and economy and on promoting entrepreneurship. Our operations emphasise customer-orientation, interaction and partnership.

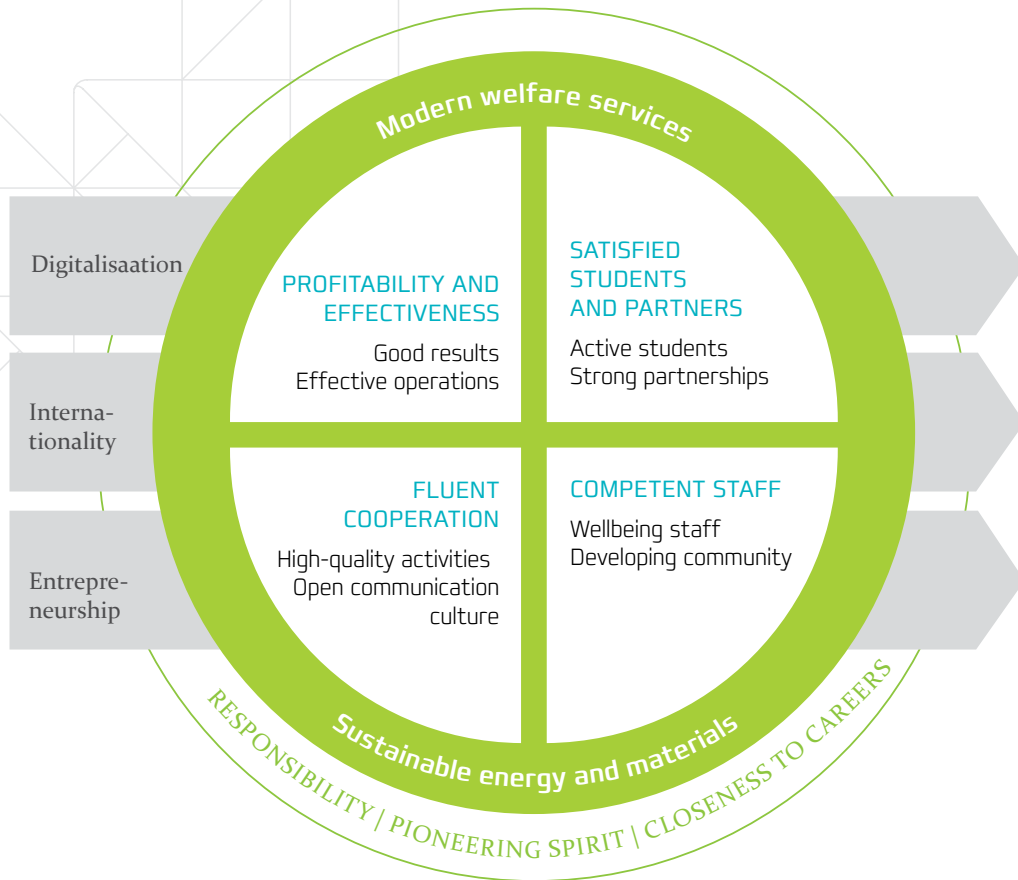
### **MISSION**

We offer practical education in our own areas of responsibility. The university of applied sciences implements RDI-activities that are linked to teaching and areas of focus and at the same time also benefit the working life and development of the area.

Karelia UAS operates in cooperation with entrepreneur and business partners as well as with partner universities and educational organisations in order to strengthen national and international competence and competitiveness.



# 3 Strategic choices



## 3.1 Areas of focus

Areas of focus are selected by Karelia UAS with the goal of obtaining nationally and internationally recognised expertise and competence. The selected areas are based on regional, national and international development challenges. We search for solutions to these challenges by meeting the needs of working life through education, multidisciplinary RDI activities and actively operating in competence and development networks. The fundamentals of open science and research and the openness of activities are promoted by dynamic publication processes in the areas of focus.

The areas of focus are modern welfare services and sustainable energy and materials. The RDI activities linked to the areas strongly promote regional renewal, growth, innovations and entrepreneurship. In addition, the expertise of the areas of focus are utilised in education and service activities. The areas of focus profile students' studies and competences. Learning and service environments that support the cooperation in different tasks are connected with the areas of focus at Karelia UAS.

### Modern welfare services

This area of focus concentrates on renewing welfare services, developing multidisciplinary solutions for welfare supporting products, services and technological solutions as well as their export to international markets. The expertise of Karelia UAS is linked especially with age competence, palliative care and strengthening rehabilitation know-how, social and health care service structure renewal, and electronic services as well as welfare and countryside tourism. In the learning and service environment Voimala at Karelia UAS the students, experts of the focus area and working life partners operate together on development tasks encountered at work. The university of applied sciences actively takes part in building Siun sote - Municipal Social and Health Care Action Model.

### Sustainable energy and materials

This focus area concentrates on renewable natural resources and bio-economy based sustainable energy solutions and the development of products and services connected to them as well as increasing wood construction and the use of wood based materials. In addition, the area of focus develops energy efficiency and

nature conserving innovations that are utilised because of Karelia UAS's strong competence in nature fiber composites and precision production. The activities of this area of focus is supported by the learning and service environment Dynamo, which covers Energy Park as well as the laboratories of precision technology and wood construction.

### 3.2 Traverse themes

The traverse themes of Karelia UAS's strategy are digitalisation, internationality and entrepreneurship. These are the central targets of development recognised for the UAS strategy period and will be promoted in all activities.



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#### Digitalisation

Digitalisation promotes the renewal of the region's economic structure, enhancement of operations and vitality of sparsely populated areas. Karelia UAS strengthens the learning of digital competences needed at work and the accessibility of the institutional services. Digitalisation helps to improve the allocation of resources and ensure that the environments, equipment and support services are all up to date. Students' and staff members' development in digitalisation competences, change in working methods and teaching are supported according to the plan. Flexible learning methods and year-round studying are promoted with the help of digitalisation. Students and partners play key roles in the development of digitalisation at Karelia UAS.

#### Internationality

Karelia UAS's operations are strengthened as an internationally attractive and high-quality higher education institute. The number of international student mobilities is going to double, education exports and the share of international RDI funding are going to increase. It is essential to ensure high-level and vast enough course selections in English. In addition, immigrants and their special needs in integration are to be acknowledged. The international skills of the staff will be strengthened, international student recruitment will develop and support service cooperation with other higher education institutes will become tighter. Cooperation with the most essential international partners will deepen in order to strengthen the competitiveness of the area.

#### Entrepreneurship

During the strategy period working methods are developed towards entrepreneurial university of applied sciences. Entrepreneurship and entrepreneurial methods are widely supported in the entire municipality with the help of combining education and RDI activities. The students will have a path to entrepreneurial development, and carrying out one's own business operations can be linked to studying. Karelia UAS recognises new shapes of entrepreneurship and students interested in entrepreneurs, supports them in entrepreneurship and in starting up a company together with interest groups.

### 3.3 Strategic guidelines

#### Profitability and effectiveness

##### Good results

The central aim of the strategy period is the effective use of resources as well as their allocation to substantial matters regarding success in the long run. Good operational results guarantee stable finances. Enduring planning ensures adjustments to foreseeable changes in funding. The use of premises is to be made more effective, and in 2020 Karelia UAS will operate on two campuses. When considering its size, the results of Karelia UAS will be in the top five for universities of applied sciences.

##### Effective operation

Education selection aims at cooperation with Eastern Finnish universities and other educational organisations together with working life on the basis of foreseen needs. The extent and quality of RDI activities at Karelia UAS are among the best universities of applied sciences and the activities have a substantial role in area development. A customer-oriented and profitable service business enables developing operations and new openings. Karelia UAS will actively take part in the renewal of service structures in the area.

#### Satisfied students and partners

##### Active students

Educational activities are based on close cooperation with working life. The activities promote building students' working life networks and employment. Students' abilities to learn and study are strengthened and fluent, and the smooth running of studies is ensured with the help of early support. Studies are planned in a way that they form pedagogically complete entities in academic years and degree levels. The community of the university of applied sciences is developed together with students, and a tight strategic partnership with the Student Union, POKA, of Karelia UAS is to be continued.

##### Strong partnerships

The objective of partnership activities is to strengthen competences and competitiveness in strong regional, national and international networks. The most significant strategic partner of Karelia UAS is the North Karelia Municipal Education and Training Consortium. Moreover, cooperation with the University of Eastern Finland

and universities of applied sciences in nearby municipalities will continue. In addition to strategic partners, the university of applied sciences has key- and operational work partners. Partnership cooperation is planned, and the management of partnerships is comprehensive and systematic.

#### Fluent cooperation

##### Quality in operations

Karelia UAS has a quality management system providing systematic and reliable information on everyday activities as support for management and decision-making. An effective quality system is used to ensure employees' fluent work and students' smooth learning. During the strategy period the operational processes are simplified, and work producing added value is concentrated on at all levels of operation.

##### Open communication

The communication at Karelia UAS is open and equal. Important information is easily available to employees, students, partners and interest groups. Open internal communication is the basis for effective external communication. Interaction between the management, staff and students will be strengthened.

#### Competent staff

##### Content staff

The competence and work well-being of employees is key to the success of Karelia UAS. Managers are paying more attention to strengthening work well-being, and welfare is also supported by activities supporting working communities and the ability to work.

Employees are supported during changes both on the individual level and in regards to the future perspectives of the work community. Human resource management at Karelia UAS is based on an open, equal, and instructive management culture.

##### Developing working community

Trust between the members of the higher education institution community is the basis for creating a developing working community. Shared, multidisciplinary expertise is managed and developed systematically in a goal-oriented manner. The expertise of the staff is directed towards future requirements on the basis of the selected areas of focus. An annually updated HR-plan creates a foundation for strategy-focused personnel development and recruitment.

## 4 Implementation and evaluation of strategy



**This strategy gives guidelines** to the choices and decision-making of Karelia UAS. The strategy is implemented and monitored annually with the help of the KARELIA / TASO-agreement, during management reviews, as well as during target and development discussions. The UAS Board annually monitors the implementation of the strategic objectives and makes decisions regarding needs for changes. The President of Karelia UAS is overall responsible for the results, quality and development of activities, and for the implementation of the strategy. All staff members are responsible for their own parts of the implementation of the strategy and meeting the set targets.

An evaluation of the strategy is carried out in the middle of the strategy period. Based on this evaluation, priorities for the rest of the strategy period will be selected, guiding the annual implementation of the strategy. An evaluation concerning the entire period is carried out at the end of the strategy period.

Strategic indicators	Goal 2020
Bachelor's Degrees	740
Master's Degrees	100
Credits > 55 crs / yr	2300
Student satisfaction (Karelia UAS / OPALA)	80
AVOP student feedback (Ministry of Education and Culture) response rate [%]	90
AVOP student feedback (Ministry of Education and Culture), student satisfaction	80
International student and trainee exchange	8000
Employment [%]	90
Attraction, applicant/intake	3,0
Credits for Open UAS studies, separate studies and education of immigrants	15 000
External RDI-funding, M€	6,0
RDI studies, credits/ student with present status	10
Working life feedback	85
Business revenue, M€	1,5
Profit for the period, M€	1,0
Employee satisfaction	75
Publications	400
International staff exchange, min. 5 days	2000
Absences due to illness, days/person	7



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