



Kaakkois-Suomen
ammattikorkeakoulu

Social responsibility and sustainability programme of South-Eastern Finland University of Applied Sciences

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Responsible Xamk

At Xamk, responsibility is a strategic choice and part of our everyday work. Our responsibility promises are also our values: we act responsibly, we care and we work for tomorrow.

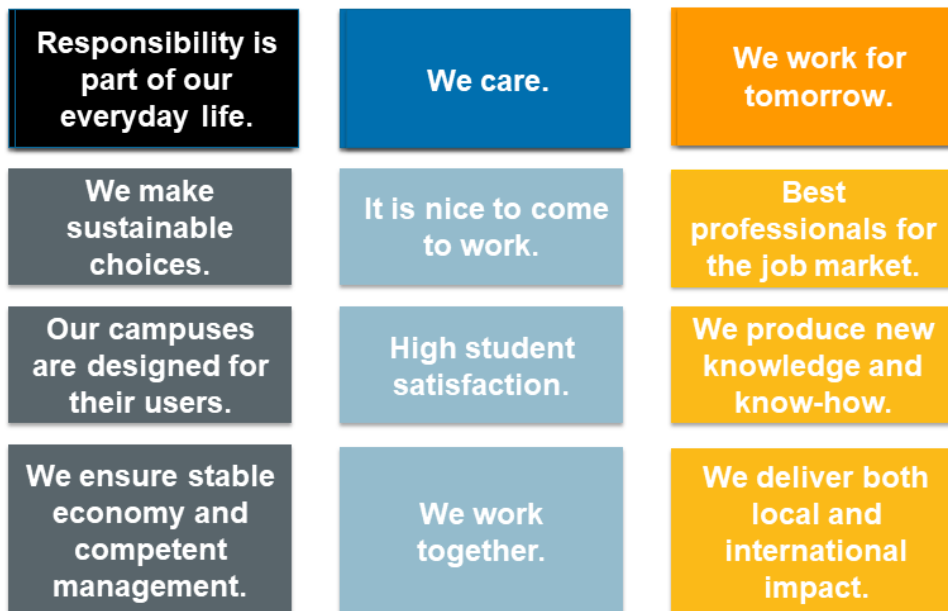
Responsibility is also one of the three strategic leading areas of communication at Xamk. We regularly communicate our social responsibility to employees, students and stakeholders. Since 2018, we have reported the results of our responsible conduct each year on a specific website.

The social responsibility and sustainability programme as well as related reporting and communication at Xamk are developed by the social responsibility development team.

Three responsibility promises

Xamk's social responsibility and sustainability programme is built on three promises, each of them consisting of three themes.

Responsible Xamk



The themes involve **choices** with **monitored areas**. Targets are set for the monitored areas, followed through various meters and indicators.

The *International Sustainable Campus Network (ISCN)* is the framework for Xamk's social responsibility and sustainability programme.

1. Responsibility is part of our everyday life

We aim to make responsibility visible on our campuses in the everyday life of the staff, students and customers. We promote responsible conduct together. We use the WWF Green Office environmental system and provide training in social responsibility and sustainability. We efficiently use the development opportunities provided by digitalisation.

We systematically develop our campuses in accordance with the users' needs. A safe and accessible work and study environment is the basic requirement. All campuses have restaurants that meet the Swan ecolabel criteria.

We want to ensure good operating conditions and development opportunities through a stable economy and competent management. Our quality culture ensures continuous improvement and, consequently, excellent performance.

Responsibility is part of our everyday life.

We make sustainable choices.	Our campuses are designed for their users.	We ensure stable economy and competent management.
<p>We make energy efficient and emission reducing choices on our campuses.</p> <ul style="list-style-type: none"> • Environmental programmes • Electricity, heat, water and cooling • Recycling and waste <p>We consider the environmental aspects of work and travel.</p> <ul style="list-style-type: none"> • Cars owned by Xamk • Use of public transport • Teleworking and teleworking tools • Environmental awareness of employees and students <p>We efficiently use the development opportunities provided by digitalisation.</p>	<p>Continuous development of our campuses.</p> <ul style="list-style-type: none"> • Campus working groups • Repairs and new building <p>Sustainable restaurants</p> <ul style="list-style-type: none"> • Restaurants to meet Swan label criteria • Finnish origin, local food, the Portaat Luomuun programme <p>Our campuses are safe.</p> <ul style="list-style-type: none"> • Safety, data protection and data security • Occupational health and safety • Accessibility 	<p>Our higher education institution is well equipped for education and development.</p> <ul style="list-style-type: none"> • Financial targets and performance • Responsible procurement • Good governance <p>We maintain high quality.</p> <ul style="list-style-type: none"> • Quality management policy in accordance with the strategy • Efficient processes and explicit guidelines • An open and interactive quality management culture • Efficient evaluation and feedback system • Workplace development survey

1.1. We make sustainable choices

We are committed to comply with the WWF Green Office criteria. Green Office is a pragmatic environmental management system for offices. It helps to reduce the ecological footprint of the workplace and reduce carbon dioxide and greenhouse gas emissions.

We have chosen four indicators for our Green Office programme: electricity, paper, waste and the staff's environmental awareness. In addition, we have defined campus-specific targets.

We make energy efficient and emission reducing choices on our campuses

– **Environmental programmes**

Campus-specific environmental programmes in accordance with the WWF Green Office system.

– **Electricity, heat, water and cooling**

Electricity consumption is one of the Green Office indicators. A percentage target is set each year for the reduction of electricity consumption. Consumption of heat and cooling can be monitored separately. The results are reported each year using the WWF climate calculator.

In addition, action targets for the reduction of water consumption are set each year.

Indicators

- Electricity consumption (Green Office)
- Heat consumption (Green Office)
- Water consumption (Green Office).

– **Recycling and waste**

The amount of waste is a Green Office indicator. A percentage target is set each year for the reduction of waste. The results are reported each year using the WWF climate calculator.

Indicators

- Amount of waste (Green Office).

We consider the environmental aspects of work and travel

– Cars owned by Xamk

Annual action targets for cars are specified in the Green Office programme. Xamk is giving up shared cars. The units may purchase or rent cars when necessary.

– Use of public transport

Annual action targets are specified in Xamk's Green Office programme. Sustainable travel is recommended in the travel guidelines.

– Teleworking and teleworking tools

Annual action targets are specified in Xamk's Green Office programme. The principles of teleworking are specified in the teleworking guidelines.

– Environmental awareness of employees and students

The environmental awareness of employees and students is a Green Office indicator. The results are monitored annually using the WWF Consumer Habit Questionnaire.

Indicators

- Mean value of the 'Results of environmental performance' statement (CAF self-assessment every three years)

We efficiently use the development opportunities provided by digitalisation

Xamk wants to be a pioneer of digitalisation know-how among Finnish universities of applied sciences. We aim for efficient use of digitalisation to

- revise customer-driven methods and strengthen regional development and competitiveness
- promote internationalisation and accessibility of education
- enhance Xamk's core activities: education and administration support services, teaching and service and RDI activities
- improve customer satisfaction
- expand the digitalisation skills of staff and students.

Xamk uses the roadmap 2018–2030 to develop digitalisation. The *Xamk Digiroad* development project is carried out through four development paths:

- robotisation, artificial intelligence and algorithmic reasoning
- future-oriented competence
- digital experimenting culture
- place-independent activity.

1.2. Our campuses are designed for their users

We foster environmental values in the development of our campuses. Everyone at Xamk is involved in the development work. A safe working and studying environment is a basic requirement. The campuses must be accessible to all.

Continuous development of our campuses

– **Campus working groups**

Each Xamk campus has a campus working group. The purpose is to create practical and pleasant campuses. The Green Office teams on campuses promote a pleasant environment and help students and staff on campus to make more sustainable choices. The working groups set annual action targets for the development of campuses.

– **Repairs and new buildings**

When planning and implementing repair and building projects, we consider the needs of users, flexible adaptability of the facilities and financial aspects.

We evaluate the suitability of facilities for their purpose in continuous interaction with the users and by regular interviews or surveys.

Indicators

- Working conditions section (Workplace development survey)
- Property operating costs (statistics of Property Services).

Sustainable restaurants

– **Restaurants to meet Swan label criteria**

Xamk Restaurant and Catering Services provide services on all campuses. The quality criteria and indicators of the Nordic ecolabel, Swan label, ensure responsible restaurant services.

Xamk emphasises sustainable development as a criterion in restaurant service tendering processes. Restaurants carrying the Swan label use ecolabelled chemical products and reduce the use of chemicals.

The Restaurant and Catering Services personnel are committed to environmental work. Each year, the restaurants participate in national theme weeks and events.

Disposable tableware is always biodegradable and the objective is to reduce its use.

All Xamk restaurants should receive the Swan label by 2025. With respect to food, the main goal of Xamk's Green Office programme is to promote a vegetarian diet and offer alternatives to dairy products, as well as increasingly arrange sustainable food themes and events in the restaurants.

The Xamk restaurants carrying the Swan label report their activities and results each year to Motiva Services Oy to ensure that the criteria are met.

– **Finnish origin, local food, the Portaat Luomuun programme**

All Xamk restaurants participate in the Portaat Luomuun ('Stairs to organic food') programme. The restaurants have vegetarian food on the menu every day. In addition, Xamk restaurants use a lot of organic ingredients and sustainable fish, and they always know the origin of their main ingredients.

Xamk Restaurant and Catering Services use only sustainably produced first-class ingredients. Sustainability is also required of the suppliers.

Finnish origin, local production and traceability of products are important selection criteria. The objective is to increase the proportion of locally produced food to 20 per cent of food purchases by 2022. There are still availability issues relating to locally produced food that must be resolved, and logistic solutions must be improved.

Xamk Restaurant and Catering Services aim to reduce food waste.

Indicators

- Energy consumption by restaurants carrying the Swan label (heat, water and electricity)
- Consumption of biodegradable tableware, EUR
- Number of products included in the Portaat Luomuun programme
- Degree of Finnish origin of food, % (suppliers' annual statistics).

Our campuses are safe

– **Safety, data protection and data security**

A safe working and studying environment is a strategic choice. The staff and students understand their responsibility as contributors to safety and security.

The purpose of safety and security work is to continuously analyse the most important risks threatening the organisation. The approach to the improvement of safety and security is risk-based and supports the other operations of the organisation.

The objective is to establish an efficient risk management process that evaluates and manages risks comprehensively and systematically. The risk management policy must be integrated into all the other operations of the organisation.

The reporting of security incidents at Xamk will be developed through a new system that enables the comprehensive monitoring and reporting of incidents. Risks are measured by means of hazard surveys and risk assessments prepared in the units and on the basis of risk management measures taken.

The data security status is regularly surveyed, and processes are improved in accordance with the results. The objective is easier monitoring, assessment and development of data security.

Technical data security and the know-how of administrators specialising in data security will be kept at a high level. We aim to improve the level of data security know-how among the staff and students.

Xamk improves its data security in accordance with the EU's General Data Protection Regulation (GDPR), which came into effect in May 2018.

Indicators

- Data security incidents
- Safety observation notifications.

– **Occupational health and safety**

The purpose of occupational health and safety activities is to ensure that the workplace is safe and healthy. The activities aim to improve the working conditions so that they promote the employees' health, safety, security and comfort at work. Preventive activities focus on matters such as the improvement of ergonomics at the workplace.

Indicators

- Occupational accidents, total
- Accidents on the way to or from work
- Accidents at work.

– **Accessibility**

Accessibility is taken into account in the planning of new buildings. Old campus building are repaired as necessary when problems are detected. Staff and students may submit notifications on detected accessibility problems. The objective is to prevent problems in advance.

1.3. We ensure stable economy and competent management

We want to ensure good operating conditions and development opportunities through a stable economy and competent management.

Economic responsibility is based on ensuring the continuity of Xamk's operations by looking after profitability and financing and by making the necessary investments. In financial planning, we also take into account other areas of responsibility and the wellbeing of our staff by allocating adequate resources for these purposes.

Xamk's operations are mainly based on government funding, that is, tax money. We must ensure that the tax money we receive is used efficiently and appropriately. With the funding we receive, we must be able to perform the tasks specified in the Finnish Universities of Applied Sciences Act and the tasks assigned to us by the Ministry of Education and Culture.

A university of applied sciences cannot pay dividend to its shareholders; retained earnings must be used for the development of the institution. We can also participate in external projects to promote general wellbeing in society as well as the economy and business life of our region.

Our higher education institution is well equipped for education and development

– Financial targets and performance

Xamk aims to ensure long-term financial profitability of its operations. By systematic financial planning, we aim to establish a cost structure that enables us to look after the wellbeing and competence of our staff while maintaining a high standard of facilities, learning environments and equipment.

Indicators

Financial profitability and liquidity

- Change in turnover (%)
- Operating profit (%)
- Change in equity (%)
- Quick ratio
- Liquidity, days.

Continuity of operations

- Equity ratio (%)
- Net gearing (%)

– Responsible procurement

Xamk is a reliable contracting party. We treat tenderers equally and without discrimination.

We ensure that the fundamental rights of work and human rights are complied with during the production of the product or service being purchased. We pay attention to the prevention of financial crime and promote the opportunities of SMEs to participate in tendering processes.

We aim to continuously increase attention to environmental matters in competitive tendering, whenever feasible with respect to the product or service in question. We particularly focus on low emissions, energy efficiency and resource wisdom.

Procurement must always meet an actual need.

Indicators

- Development of the number of tender requests taking the ILO fundamental conditions into account
- Proportion of procurements taking environmental aspects into account, %
- Investments implemented according to plan, %.

– **Good governance**

Governance at Xamk is characterised by transparency and jointly approved rules and policies. The rules and policies emphasise the continuity of operations as well as equal treatment of the staff, students, partners and other stakeholders. Xamk wants to provide safe and successful high-quality services.

We understand the importance of risk management in our operations. For instance, we aim to avoid combinations of duties that may involve risks (e.g. invoices being approved and paid by the same person). The Management Team regularly reviews the rights to act and make decisions and updates them as necessary.

Good governance is promoted by a consistent management culture fostered by supervisors who are supported in their work.

We maintain high quality

– **Quality management policy in accordance with the strategy**

The general principles of quality management at Xamk are described in our quality management policy which is implemented through our quality management system. Strategic management and executive functions are based on information systematically produced by the quality management system.

The quality management system is used to maintain and develop methods for the assessment and continuous improvement of quality.

– **Efficient processes and explicit guidelines**

The core processes of the quality management system (executive function, training and RDI processes) and support service processes are described in the IMS (integrated management system).

The decisions made by the CEO and President, the management teams and other teams define operational activities, as well as various guidelines or rules, programmes and instructions.

– **An open and interactive quality management culture**

The quality management culture involves commitment to the improvement at the organisational, structural and communal level. We maintain an environment of continuous development, actively and purposefully identifying our strengths and areas of development and, consequently, initiating, implementing and monitoring development measures.

– **Efficient evaluation and feedback system**

Information about our operations and performance is collected through the evaluation and feedback system. The system includes scorecards, performance appraisals, feedback surveys and management reviews as well as internal and external evaluations.

Most of the feedback information is gathered through regular student, staff and stakeholder surveys. The gathering of feedback follows a measuring plan which specifies the target group, gathering method, time of gathering, responsibilities related to gathering and analysing the data as well as the people responsible for implementing changes.

The Management Team carries out a management review of the units, evaluating their performance and providing support for self-regulated development. In addition, every three years, the management performs an overall assessment that is based on the CAF model. The assessment leads to strategic development projects with specifically allocated resources.

– **Workplace development survey**

The workplace development survey is a survey of the staff. Its results are used for the development of staff, work, units and Xamk as a whole and for the maintenance of our strengths.

The questions concerning Xamk as a whole are related to Xamk's values, tasks and objectives; the work and decisions of the management and Management Team; the functioning of the higher education community; the appreciation of quality; the functioning of partnerships and networks; and Xamk's role in regional development.

2. We care

The wellbeing of students and staff ensures that we can work efficiently and achieve our goals. We want to be a good partner to our external stakeholders, so that the co-operation is fruitful for each party and socially influential.

We provide a dynamic higher education community that creates new knowledge with a participatory approach, so that our students, staff and external networks can all contribute to the development of future. We work and communicate transparently and visibly.

We care.

It is nice to come to work.

We are a non-discriminative, equal and fair workplace.

- Commitments and action plans

We are building a better workplace community together.

- The staff's opportunities for influence and participation
- Wellbeing at work

We improve our skills and competence.

- The opportunities provided by Xamk
- Self-education of employees

High student satisfaction.

We enable flexible studying.

- Student guidance and counselling
- Individual learning paths

Students like our campuses.

- Wellbeing and sports services
- Wellbeing promoted by facility solutions

Satisfied students.

- Supervision of students' interests
- Opportunities for influence
- Equality and non-discrimination

We work together.

We are a good partner.

- Stakeholder and partner network
- Alumni network
- Workplace contacts

Our work is open and visible.

- Stakeholder participation in the development of operations
- Communication

2.1 It is nice to come to work

We are a fair and equal workplace community. We appreciate development and participation. Our employees are satisfied and competent.

We are a non-discriminative, equal and fair workplace

– **Commitments and action plans**

We are committed to fostering diversity, equality and non-discrimination.

Xamk has an equality and non-discrimination plan. An equality and non-discrimination survey is carried out each year to assess non-discrimination and develop policies.

Indicators

- Equality as experienced by employee (Equality and non-discrimination survey), the mean value of three statements
- Proportion of respondents who have experienced unequal treatment or discrimination, % (Equality and non-discrimination survey).

We are building a better workplace community together

– **The staff's opportunities for influence and participation**

We encourage employees to participate in the development of work and the workplace community.

The agendas and minutes of the Management Team meetings are accessible to all employees on the intranet. The Staff intranet promotes a sense of community in many ways.

The CEO and President regularly holds information and discussion meetings for the personnel on each campus. Employee representatives from all personnel groups and the company management are represented on the workplace community advisory board. The practical effects of the management's decisions and joint development ideas are discussed at these meetings.

The annual performance appraisal is an opportunity for supervisors and employees to give and receive feedback. The objective is to specify the goals of work, identify any needs for development, agree on the measures, assess work performance and promote co-operation and a good workplace atmosphere.

The top management arranges annual management reviews to evaluate the performance of the units and agrees on development measures with them. The objective is to promote self-regulated development in the units.

– **Wellbeing at work**

We want every Xamk employee to feel that it is nice to come to work. Job satisfaction consists of the character of the work, flow of information, working

conditions, ways of working in the unit, management and commitment to work. We foster a sense of community by providing the entire personnel with opportunities to participate in joint development and recreational activities.

Job satisfaction is assessed and promoted through the workplace development survey

Indicators

- 'The unit's working methods' section (Workplace development survey)
- 'The nature of my job' section (Workplace development survey)
- The 'Xamk is a good place to work' statement (Workplace development survey).

We improve our skills and competence

Competence that is in line with our strategy is the key factor of our success. We invest in the development of competence management.

We encourage our employees to develop their professional competence in many ways.

– The opportunities provided by Xamk

The units arrange training for Xamk employees that is related to their respective areas of responsibility. In addition, units organise one-day development events for their personnel. The courses provided by the Open UAS are free of charge to Xamk employees.

– Self-education of employees

Development of professional competence is discussed at performance appraisals. Employees may use working hours for training.

Indicators

- Number of training days (Personnel report)

2.2. High student satisfaction

We understand that students are different. Individual learning paths and necessary guidance and support provide a good foundation for students' professional growth and the identification of learning challenges. We recognise the potential in our students. Mutual appreciation between staff and students is indispensable in our work.

We invest in students' wellbeing and learning environments. Supervision of students' interests and opportunities for influence promote student satisfaction.

We enable flexible studying

– **Student guidance and counselling**

We offer flexible opportunities for studying, with guidance and support provided throughout the duration of studies. The personal study plan (PSP) prepared for each student is the most important tool for guidance. The Studies Coordinators assist with the preparation of the plan. All students discuss the progress and content of their studies as well as their studying habits with a Studies Coordinator at least once a year in connection with the update of the PSP. The PSP process is described in the IMS system and the themes of discussions on the Staff and Student intranets.

All students may take a course on professional growth and development, which supports their career planning. Content-related study counselling is provided by teachers (e.g. work placements, theses), the Student Affairs Office and the International Affairs Office.

The quality of guidance and counselling is systematically monitored using quality surveys and data on credits earned. High-quality guidance and counselling result in efficient progress of studies and high student satisfaction.

– **Individual learning paths**

In addition to attending working week-based education, students may combine studies and work and accelerate graduation. Each degree programme has a plan on how this is implemented, and particular attention is paid to communicating the options clearly to the students. Various flexible ways of studying are described in the Peppi system.

The realisation of the paths is systematically monitored through quality feedback and data on credits earned. Flexible study options promote the progress of studies and student satisfaction.

Indicators

- Student guidance, undergraduates, average, each academic year (Education Development Survey)
- Student guidance, postgraduates, average, each academic year (Education Development Survey)
- Planning of studies and student guidance, undergraduates, average (AVOP survey)
- Planning of studies and student guidance, postgraduates, average (AVOP survey).

Students like our campuses

– **Wellbeing and sports services**

Our wellbeing and sports services support and enhance students' comprehensive wellbeing. We provide student wellbeing services as well as services of a study counselling psychologist on all campuses. In each campus town, Xamk has signed an agreement with the local parish on the services of a university

chaplain. A wide variety of sports activities is arranged for students as part of studies and as leisure activities. Student healthcare is arranged through municipal healthcare services.

Student wellbeing is monitored by student surveys (arrival survey, AVOP). The Finnish Student Sports Federation issues recommendations on sports activities in higher education. Xamk's results are compared with these recommendations. The realisation of the sports recommendations is monitored through the higher education sports barometer.

Indicators

- The importance of services: student wellbeing experts, study counselling psychologists and sports (Customer service survey)
- The adequacy of services: student wellbeing experts, study counselling psychologists and sports (Customer service survey)
- Sports stickers sold, Mikkeli and Savonlinna (Sales register)
- First counselling appointment after contact (Unit statistics).

– **Wellbeing promoted by facility solutions**

New requirements on facilities relating to studying and other activities are taken into account in campus development. BYOD facilities (in which students may use and charge their own devices) are gradually increased as the computers in the computer labs reach the end of their service life. There are also facilities on campus for independent study, relaxation and socialising.

Indicators

- Learning environments: Diverse learning environments have enhanced my learning (AVOP survey)

Satisfied students

Students are satisfied when their expectations on the higher education institution are met. Students have very different expectations. Supervision of students' interests and opportunities for influence promote student satisfaction. The objective is that the student union (the statutory supervisor of students' interests) is an established and recognised expert body at Xamk.

– **Supervision of students' interests**

The position of the student union is based on the Universities of Applied Sciences Act. The participants in the student union activities include employees and students. The student union's tasks include, among others, the supervision of students' interests, active participation in Xamk's working groups and organisation of student tutoring as well as supporting and helping students.

Supervision of students' interests and opportunities for influence promote active citizenship and student satisfaction. Preparing students for an active citizenship is one of the student union's responsibilities, specified in section 41 (Student body) [More information on the student union's tasks can be found on its website.](#)

Indicators

- Number of student tutors at Xamk (Student union's statistics)

– **Opportunities for influence**

According to the quality management system, the student union is responsible for students' participation in the development of Xamk. Students are represented, among others, on the Board of Management of South Eastern Finland University of Applied Sciences Ltd, various management teams, other teams, campus working groups and development forums.

Staff and students discuss quality feedback on various development forums. The objective is to discuss the effects of previous development measures and decide on new practices and methods equally and consistently.

Students have a lot of opportunities for influence, depending on their personal activity and interest. They may participate in student union activities and various working groups, either independently or as a representative of students.

Students can always give feedback, either directly to the personnel or through official feedback channels and surveys.

Indicators

- Response rate to the arrival survey, undergraduates, academic year
- Response rate to the arrival survey, postgraduates, academic year
- Response rate to the AVOP survey.

– **Equality and non-discrimination**

The equality and non-discrimination of students are included as part of the staff's equality and non-discrimination plan. On one hand, the objective is to ensure equality and non-discrimination among students and, on the other hand, emphasise the students' role as part of the higher education community. The realisation of the plan is monitored by an annual survey which is included as part of the education development survey.

Indicators

- Equality as experienced by student, the mean value of three statements (Equality and non-discrimination survey)
- Proportion of respondents who have experienced unequal treatment or discrimination, % (Equality and non-discrimination survey).

2.3. We work together

The business community and employers are strongly involved in the development of operations at Xamk. We respond to social change and current challenges.

We have signed partnership agreements with institutions of upper secondary education in our region to develop educational co-operation, joint learning environments and flexible education paths for students. We co-operate with

universities and research institutions to provide our students with fluent access to academic studies. We have signed strategic co-operation agreements with Aalto University and Häme University of Applied Sciences.

Alumni are important stakeholders.

We are a good partner

– **Stakeholder and partner network**

Our partner network consists of regional, national and international partners and other stakeholders representing administrative and support services, education, RDI activities and services.

We gather feedback from stakeholders and alumni through regular surveys. The surveys may be targeted at education, RDI activities or services.

Stakeholder surveys provide information on stakeholders' experiences of our co-operation and the services we provide as well as our role as a regional player and developer. We aim to find out what information our stakeholders need about Xamk and whether they have access to this information.

– **Alumni network**

Alumni are an important target group for continuing education and master's programmes. They are also an important link between education and the world of work; they act as contact persons for workplace visits, lectures, accreditation of learning demonstrated outside formal education, project activities, etc.

We develop alumni activities in co-operation with the alumni. We aim to establish an active alumni network and co-operation that benefits the alumni and motivates them to participate and act as Xamk's ambassadors.

We gather feedback from stakeholders and alumni through regular surveys. The alumni survey includes questions on their employment and career development, the usefulness of their education and their need for information.

Indicators

- Number of alumni (Alumni register)

– **Workplace contacts**

Our co-operation with employers and workplaces is based on jointly agreed operating models and agreements signed with our partners. The objective is to provide all the parties involved with new know-how and create networks during studies that will promote entrepreneurship and employment after graduation. All degree programmes co-operate with workplaces, aiming for long-term partnerships. As a result, graduating students are familiar with employment opportunities in their respective fields of study and employers know the graduates and their skills and competence.

Indicators

- RDI credits earned by students (Peppi)
- Co-operation assignments relating to teaching (MEC indicator).

Our work is open and visible

– Stakeholder participation in the development of operations

We want to engage stakeholders in the development of our operations. This helps us to better respond to regional development needs and take into account national and international opportunities for influence.

We engage representatives of employers and other stakeholders in the development of our operations on many occasions, such as collaboration meetings within degree programmes and fields of study, thesis and expert seminars and project-related co-operation. Our stakeholders participate in the planning, implementation and assessment of research and development projects and continuing education.

– Communication

Operational responsibility and transparency require open communication. The communication is based on Xamk's tasks, values and vision. The Publicity Act requires transparency and active communication of universities of applied sciences. Publicity is the main rule, not an exception. Communication is part of everyone's work at Xamk.

Open communication means that we actively inform about our plans, activities and results, including weaknesses. In critical situations, we communicate honestly and without delay, and we bear our share of crises and their consequences. Our communication is agile, correctly timed and easy to understand. We consider how we can reach different target groups and what they need.

We describe Xamk's services truthfully in all marketing and communication materials and communication channels. We comply with the guidelines for responsible marketing communication.

We encourage our personnel to actively participate in social dialogue and interaction within Xamk and with different stakeholders. Communication is guided by the strategic communication plan, the principles of our communication, various guidelines and operational plans. We provide our staff with support and training in different areas of communication.

Our main stakeholders are the staff, students, potential applicants, alumni, partners, media and general public.

Indicators

- Efficient flow of information (Education development survey of students)
- Communication training for staff (Communication and Marketing Services).

3. We work for tomorrow

The education we provide as well as our research and development activities are increasingly attached to national and international networks that are formed between workplaces, business communities, different fields of study and RDI activities.

We are an important regional developer. Our international activities also promote development in our region. We participate actively in social dialogue.

We aim to train professionals with an entrepreneur spirit who find employment easily. They possess skills that meet the needs of employers and are capable of adopting new skills and know-how and responding to future challenges. Students' workplace skills are developed through pedagogic choices, paying attention to the learning process in addition to the output.

Xamk has undertaken to apply the principles of openness to all activities.

We work for tomorrow.

Best professionals for the job market.	We produce new knowledge and know-how.	We deliver both local and international impact.
<p><i>The content and methods of the education we provide meet the needs of the future.</i></p> <ul style="list-style-type: none"> • Development of curricula • Development of teaching methods • Development of learning environments <p><i>We train professionals with good employment prospects.</i></p> <ul style="list-style-type: none"> • Capacity for continuous learning • Entrepreneurial skills • Networking with workplaces during studies 	<p><i>We develop the workplace and business community.</i></p> <ul style="list-style-type: none"> • Impact of research and development • Long-term co-operation with partners <p><i>We create competence and competitiveness.</i></p> <ul style="list-style-type: none"> • New companies in our region • New business models <p><i>We increase our effectiveness through open science and research.</i></p> <ul style="list-style-type: none"> • Open access publications • Open research infrastructures and environments 	<p><i>We are an important regional developer.</i></p> <ul style="list-style-type: none"> • Regional impact • Services • Open University of Applied Sciences and continuing education <p><i>We participate in social dialogue.</i></p> <ul style="list-style-type: none"> • Themes, major players and media <p><i>We are an international educational institution.</i></p> <ul style="list-style-type: none"> • Student exchange • Staff exchange • International RDI • International co-operation in teaching • Export of education

3.1. Best professionals for the job market

At Xamk, teaching and learning are future- and work-oriented activities that are integrated into RDI. We promote students' entrepreneurship and strengthen their workplace skills and capacity for continuous learning.

In addition to having professional skills, our alumni are also well equipped for future professions: they can use their skills and knowledge, act in networks and continuously renew their competence and ways of working.

The content and methods of the education we provide meet the needs of the future

– **Development of curricula**

Our competence-based modular curricula take into account future requirements and enable learning networks that are connected to the world of work. The curricula support team teaching and work-integrated pedagogy, in which the learning community consists of students, teachers, Xamk's experts and workplace partners. Core competence consists of the most important skills of the field of study, while students develop their complementary competence according to their individual choices, using Xamk's extensive course offering.

Quality feedback helps to ensure that our curricula are on par with the requirements of workplaces. High-quality curricula enable flexible study paths, ensure education that responds to employers' needs and promote student satisfaction.

– **Development of teaching methods**

Future-oriented learning is promoted through our pedagogic development programme. Teachers, other staff and students participate in the preparation of the development programme.

The personnel's digital skills and skills relating to the development of co-operation with workplaces is systematically enhanced through coaching and RDI projects.

The quality of teaching is monitored through quality feedback. Information on needs to develop teaching methods is also gathered as part of performance appraisals.

Indicators

- Education section, bachelor's programmes (Education development survey)
- Education section, master's programmes (Education development survey)
- Workplace contacts and counselling, bachelor's programmes (AVOP survey)
- Workplace contacts and counselling, master's programmes (AVOP survey).

– **Development of learning environments**

We provide attractive physical and virtual learning environments that support learning. In the planning of learning environments, we consider the future requirements of learning on sense of community, adaptability, multidisciplinary and co-operation with workplaces. The role of digitalisation in learning increases.

Indicators

- Learning environments, bachelor's programmes (AVOP survey)
- Learning environments, master's programmes (AVOP survey)
- Studying and working environment, bachelor's programmes (Education development survey)
- Studying and working environment, master's programmes (Education development survey).

We train professionals with good employment prospects

– **Capacity for continuous learning**

Xamk provides high-quality up-to-date education that is implemented in close co-operation with the world of work. This strengthens students' workplace skills and capacity for continuous learning and prepares them for participation in the development of society and work.

The education we provide ensures that our students have these skills. The focus is on students, quality, employers' needs and flexibility. Flexible studying is enabled by offering courses throughout the year, online courses and accreditation of learning demonstrated outside formal education.

– **Entrepreneurial skills**

We help our students to start a business of their own. Xamk students may include innovation and entrepreneurship studies in their degree. They may also prepare an entrepreneurship PSP that includes work placements and a thesis aiming for the establishment and development of a business. Work-integrated pedagogy helps to create an entrepreneurial culture. All campuses arrange startup events and activities.

– **Networking with workplaces during studies**

Students network with employers through workplace and RDI projects, work placements and theses. Continuous close co-operation with employers during studies improves students' workplace skills and promotes employment. In all fields of studies, students have the opportunity to participate in collaborative workplace projects and business development of companies. Learning demonstrated outside formal education enables Xamk students to include work experience gained during studies in their degree.

Indicators

- My studies include projects and other assignments from employers, undergraduates (Education development survey)

- My studies include projects and other assignments from employers, postgraduates (Education development survey)
- My studies promote an entrepreneurial attitude and entrepreneurship, undergraduates (Education development survey)
- My studies promote an entrepreneurial attitude and entrepreneurship, postgraduates (Education development survey)
- Mean value for the Workplace contacts section, undergraduates (AVOP survey)
- Mean value for the Workplace contacts section, postgraduates (AVOP survey)
- Employment rate after the year of graduation (Statistics Finland)
- Graduates working as entrepreneurs (Career follow-up survey, starting in 2019, for students graduating five years ago)
- The content of my job corresponds to the education I received at the UAS, mean value (Career follow-up survey)
- Percentage of graduates in employment five years after graduation (Career follow-up survey), %.

3.2. We produce new knowledge and know-how

We aim for internationally high-standard research and development activities that constitute part of our social impact.

Our research and development projects are based on work-related questions, and the objective of the projects is to ensure the development of new knowledge, know-how and innovations in the region. Student participation in research and development projects promotes the development of their workplace skills.

The projects carried out by Xamk are linked to development objectives specified at the regional, national and European level. Participation in international projects promotes know-how in the region.

At Xamk, open science and research are based on our objectives and the principles of openness, as well as supporting an open research culture and strengthening the competence of our personnel. Xamk has undertaken to apply the principles of openness to all activities.

We develop the workplace and business community

– Impact of research and development

We aim for private-, public- and third-sector partnerships that promote the partners' strategic development and enhancement of competence. The volume of the activities is one dimension of the impact of project activities.

Indicators

- Total volume of RDI activities
- RDI expenditure
- RDI credits earned
- Number of publications.

– **Long-term co-operation with partners**

Our project activities are based on long-term partnerships that support competence development of the partner companies, students and Xamk alike.

We create competence and competitiveness

– **New companies in our region**

The development of new companies, startups and businesses is one of the main objectives of project activities.

Indicators

- Number of startups and launching of other business operations (RDI scorecard)

– **New business models**

New innovations are the means for developing new business models.

Indicators

- Notifications of invention (RDI scorecard)
- Patents and patent applications (RDI scorecard).

We increase our effectiveness through open science and research

– **Open access publications**

Open access publications are openly available and accessible on the internet. The entire publication must be freely available without cost for reading, printing and copying, at least for non-commercial use.

(Source: [Tutkimusjulkaisujen avoin saatavuus. Tutkimusyhteisön kansallinen linjaus ja toimenpideohjelma 2020–2025.](#))

Xamk has undertaken to apply the principles of openness to its publication activities. The personnel are encouraged to publish on open access channels. Xamk's publication series are accessible to everyone in the [Theseus repository](#). Xamk's online magazines, Next and Read, are open access magazines. Xamk systematically self-archives publications in Theseus.

Indicators

- Open access publications by Xamk personnel ([Juuli publications portal](#))

– **Open research infrastructures and environments**

Xamk's research and development activities have created an extensive research infrastructure that supports the region's business community. Companies may

use this infrastructure for their own research and product development projects or order a wide variety of measurement, testing and expert services from Xamk. The RDI infrastructures also serve as learning environments, providing a genuine development environment for theses and students' enterprise projects.

Indicators

- Open research infrastructures and environments (RDI activity statistics)
- Opened RDI materials (Statistics on open science and research).

3.3. We deliver both local and international impact

We work for the benefit of our society, in accordance with the Ministry of Education and Culture's vision of higher education and research. The openness of education, research and innovation activities makes Xamk's know-how widely available to society. Xamk is a brave innovator and provider of solutions for society and business life, providing a foundation for success and wellbeing.

A highly valued partner and active participant in social debate, Xamk is engaged in national and international networks alike.

We are an important regional developer

– Regional impact

Xamk is a higher education institution that contributes significantly to the development of South-East Finland. Xamk trains professionals who meet the needs of society and employers in the region. The main focus is on education that enhances the economic and industrial structure in the region as well as research, development and innovation activities. Xamk promotes lifelong learning and entrepreneurship.

Indicators

- Graduates employed in Xamk's region (Statistics Finland)
- Where is your workplace or business located, % of respondents living in South Savo or Kymenlaakso (Career follow-up survey)
- Xamk's investments in the Kymenlaakso and South Savo regions (Financial administration)
- RDI projects: the number of partners and projects as well as volume (RDI scorecard)
- Number of partners (CRM).

– Services

Services constitute an important part of our regional development task. Through services, the competence of our staff and students is made accessible to the surrounding business community, as well as our facilities and equipment. Xamk and its subsidiaries provide a broad range of services. The content, productisation rate, pricing principles and customer base vary a lot.

Indicators

- Operating income (Financial administration)
- Total volume of RDI funding.

– **Open University of Applied Sciences and continuing education**

We want to be the largest Finnish open university of applied sciences. An extensive offering of open UAS studies is particularly important for regional development in Kymenlaakso and South Savo, as the level of education in these regions is below average in Finland.

A multidisciplinary university of applied sciences, Xamk is capable of providing a broad range of continuing education. Continuing education includes specialisation education, labour policy education and joint purchase education and training with the ELY centres.

The education provided through the open UAS and the continuing education are planned in close co-operation with companies in the region. We anticipate needs for know-how in the region.

Indicators

- Credits earned through the Open University of Applied Sciences (Open UAS and the continuing education unit)
- Turnover from continuing education (Financial administration).

We participate in social dialogue

– **Themes, major players and media**

We engage actively in social dialogue, create new knowledge and add Xamk's expertise and views in the discussion. In public debate, we particularly address themes that are included in our strategic communication plan: change of work, digitalisation, responsibility and sustainability. We coach top management and experts in active dialogue relating to these themes.

Indicators

- Media releases and media hits
- Visibility in media, including social media, in selected themes of discussion
- Training of management
- Activity of communication by top management and experts on their respective communication channels.

We are an international educational institution

An internationally high standard of education and RDI activities are an essential part of Xamk's social impact. We want international activities to be a natural part of the work of students and staff. Active presence in an international environment is important for business, while the increased know-how helps to understand

diversity at home and abroad. We must also be able to act ethically in the global political situation.

The results are monitored by scorecards, with quantitative goals specified each year.

– **Student exchange**

Xamk co-operates with hundreds of partner institutions around the world. Students have a lot of choice within their field of study. They may go abroad to study, do a work placement or write their thesis. International experience is valuable as such, but it also prepares students for responding to challenges at work.

Indicators

- International student mobility

– **Staff exchange**

Xamk employees are encouraged to go on an international exchange to develop their professional competence. Active participation in international activities also sets an excellent example to students.

Indicators

- International staff mobility (Scorecard)

– **International RDI**

Participation in international projects increases our appeal as a partner: global organisations and companies are often interested in a higher education institution partner with evidence of international-level competence.

Major social challenges, such as environmental problems and economic and social crises in the world, can often be resolved only through international co-operation. In addition, regional challenges may also be resolved at an international level. In addition, international RDI activities help the staff to develop their expertise.

Indicators

- Number of international projects

– **International co-operation in teaching**

Double degrees are always based on agreements between educational institutions. Such agreements are signed with carefully selected partner institutions.

Co-operation in teaching varies between degree programmes. This co-operation should be increased with a target-oriented approach.

The international summer semester, during which domestic and international students and teachers meet on Xamk's campus, was reintroduced in 2019.

Indicators

- Earned credits in international teaching co-operation

– **Export of education**

Xamk is developing export of education. We focus on selected key products that are based on our special expertise and we develop our customer relationships, particularly with the rising Asian economies (especially China) and Russia. RDI and degree programmes co-operate closely in the export of education.

Indicators

- Turnover from the export of education

Other indicators

- Number of international degree students