



HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES
ANNUAL REPORT
2010





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HAAGA-HELIA STRATEGY, VISION AND ETHICAL PRINCIPLES

Photo: Marek Sabogal



HAAGA-HELIA mission, vision and value foundation

Our Mission

HAAGA-HELIA educates experts with customer service, strong sales and entrepreneurial skills. Our R&D&I activities focus on innovative products, services and business operations for the benefit of business and society.

Our Vision 2015

HAAGA-HELIA is a leading, internationally growing University of Applied Sciences. We offer superior quality services for the success of students, businesses and workplace communities.

Value foundation

We work as a leading team for regeneration promoting the success of responsible business.

Economic foundation

Our operations are sustainable and profitable.

Ethical principles at HAAGA-HELIA

Fairness We treat everyone with fairness and equality.

Respect Our actions are based on respect for our own work and the work of others, diversity, other people, know-how and commonly agreed working methods.

Responsibility

We take responsibility for our own actions, others around us, our community and society. Responsibility covers equally operational, social, financial and environmental responsibility.

Openness

We maintain an open operational culture characterised by multidirectional communication, listening to other points of view and learning from others.

Community

Spirit Doing things together makes us happy. We also respect the smallest acts, loyalty, trust, caring for one another, possibilities for participation and responsible involvement.

PRESIDENT'S REVIEW



HAAGA-HELIA's fourth operational year was a success

During the past year, significant changes took place in our operational environment due to the renewals in university structures and legislation. The structural solutions for universities of applied sciences were also still under general discussion. The pioneering role of HAAGA-HELIA was emphasised as we were already in our fourth operational year with developmental focus following the merger. Public discussion regarding policies for higher education specifically emphasised speeding up studies and extending working careers.

In accordance with the renewed guidance system, the Ministry of Education and Culture provided institutions of higher education with written feedback. The feedback commended HAAGA-HELIA's well-defined strategy with services and sales as its focus areas as well as the successful merger of the two institutions. The Ministry defined the improvement of degree completion times as our key development challenge.

During the operational year, HAAGA-HELIA followed the updated strategy. The introduction of the

renewed curricula, a central challenge for education, has proceeded at a good pace. Graduation support functions seem to already provide good results in some programmes, and the number of graduates has continuously increased since 2007.

New Tekes funding was granted to research, development and innovation projects. A large number of businesses agreed to participate in the Future Conference Hotel of Tomorrow project. The Suomenlinna project has developed Suomenlinna's tourism and brand, and our students have had a key role in the development work for the World Heritage Site. The EnSaCo project on management of environmental protection has received more media attention than any other project. Innovation commercialisation efforts also made good progress as the Biblo.fi forum for communications professionals was launched in August.

The HAAGA-HELIA quality system passed the quality system audit by the Finnish Higher Education Evaluation Council. Our entire staff contributed to the successful audit, resulting in good feedback.

We took our first actions regarding educational export: we realised chargeable online teacher education to Sweden and education management training for four groups from Saudi Arabia in Helsinki.

In early autumn, we made organisational changes in the service units, and later in the autumn, we also launched a service development project.

As a whole, the financial result for the operational year was good, further strengthening the solid foundation for our operations. However, chargeable business service operations did not meet the set goals, and a re-organisation effort was launched during the autumn. The first implementations of educational export were financially profitable.

I want to extend my thanks for the good results to the staff, the entire university community and our partners.

Helsinki, 14 January 2011
Ritva Laakso-Manninen

HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES



HAAGA-HELIA University of Applied Sciences provides education for professionals in business and services, and it researches and develops expertise and activities related to these domains.

Our fields of education are business, information technology, hotel, restaurant and tourism management, management assistant training, journalism, sports management and vocational teacher education.

Education and experience

The starting point for our activity lies in the needs of businesses, whose demands we meet with our working life-related higher education. We provide our students with the knowledge and skills for lifelong learning and development in the workplace. HAAGA-HELIA is the place to take bachelor's and master's degrees, to complete MBA programmes and specialisation studies, to obtain teacher education, and to participate in research and development. We also provide staff training for businesses and other organisations.

Practical internationalisation

As an international university of applied sciences, HAAGA-HELIA has over 180 partner universities throughout the world. Our students have versatile possibilities for internationalisation by participating in student exchange programmes and international projects, for example. Our degree programmes in English have foreign students from nearly 100 countries, making multiculturalism a part of our everyday lives.

The 10,500 students at HAAGA-HELIA create working life networks already during their studies. The students are supported by the high-quality national and international expertise of approximately 700 staff members.

KEY FIGURES

SCHOOL OF VOCATIONAL TEACHER EDUCATION

	2010	2009	2008
Appeal (applicants / admission quota)	4,0	4,1	2,9
Admission quota	310	310	310
Number of students	565	555	583
Degrees completed	302	314	264

BACHELOR'S DEGREES

	2010	2009	2008
Programmes for youth			
Appeal (applicants / admission quota)	6,0	7,4	6,9
Admission quota	1586	1586	1606
Number of students	6956	6990	7003

Programmes for adults

Appeal (applicants / admission quota)	4,3	3,5	2,6
Admission quota	473	463	489
Number of students	2279	2190	2248
Degree completed (youth and adults)	1489	1487	1419
Share of foreign degree students	10 %	6 %	5 %

MASTER'S PROGRAMMES

	2010	2009	2008
Appeal (applicants / admission quota)	3,5	4,5	3,4
Admission quota	135	135	125
Number of students	435	428	367
Degrees completed	84	73	40

INTERNATIONAL MOBILITY

	2010	2009	2008
Student exchange (over 3 months)	694	629	582
Workplacement abroad (over 3 months)	159	146	127
Expert exchange (less than 1 month)	514	469	507

JOB PLACEMENT

	2010	2009	2008
Employment rate of graduates*	84 %	87 %	88 %

RESEARCH, DEVELOPMENT AND INNOVATION ACTIVITIES

	2010	2009	2008
Commissioned theses	78 %	72 %	68 %
Publications	104	210	186
Share of external funding	55 %	46 %	50 %

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



FUTURE SALES PROFESSIONALS PITCH THEIR EXPERTISE IN A SALES COMPETITION

Students in Sales competed with each other in the HAAGA-HELIA sales competition during the spring of 2010. The aim of this competition for university students in sales was to increase the appreciation towards sales work in general.

“With this competition, we want to show that sales is about knowledge, skills and attitude and prove that you can learn to become a sales pro”, says teacher Pirjo Pitkäpaasi from HAAGA-HELIA.

The students were assigned to sell a document management solution by Canon, the main competition sponsor. CEO Marko Hänninen from Precedo Consulting acted as the Head Judge. Students from HAAGA-HELIA and Turku University of Applied Sciences participated in the first competition.

BUSINESS EDUCATION PREPARES STUDENTS FOR EXPERT POSITIONS IN BUSINESS AND ADMINISTRATION. SPECIALISATION OPTIONS INCLUDE MARKETING, SALES, FINANCIAL ADMINISTRATION, STAFF ADMINISTRATION, LOGISTICS, BUSINESS COMMUNICATIONS AND INTERNATIONAL BUSINESS.

BUSINESS EDUCATION

Record numbers of completed master's degrees

The practical implementation of the new curricula in Business has started. The master's programmes have put special emphasis on speeding up studies and guiding development projects. During the operational year, a record number of 44 students completed their master's degrees from the programmes in Entrepreneurship, Business and International Business Management.

Completing the master's degree appears to be worthwhile for students as studies by Tradenomiliitto (Union for Bachelors in Business Administration) indicate that the degree helps in career development. The degree programmes in Business retained their popularity for new student applications.

New methods and demonstration possibilities have been developed in order to recognise and accredit previously acquired competencies. The accreditation of prior learning seems to especially help the studies for adult students.

Diverse cooperation with working life

The investigative and developmental learning approach in close cooperation with working life has been one development area for staff, and its related phenomena have been discussed in shared trainings. During the year, we cooperated with businesses to organise various events, such as a sales competition, banking studies, events regarding advertising and corporate communications, topical seminars on entrepreneurship and seminars on the European Union and Arab cultures. Several courses feature learning assignments based on cases commissioned by businesses.

Students and staff have been involved in a number of different research projects. The Demanding Customer Events project mapped different ways of meeting the customer during a customer service event. The Sales IT project lifted the sales expertise of small and medium-sized ICT businesses to new levels. The Finance Portal project helped to develop the students' ability to understand financial figures, and the Multicultural Corporate Communication project studied the impacts of multiculturalism on working life. The Tuli programme has supported the commercialisation efforts of several innovative products and services. The Get a Life and To Care, to Dare, to Share projects focused on promoting student guidance and wellbeing.

Part of the Shanghai World Expo

For us, international activities and student and staff exchange are established common activities. We paid special attention to developing the internationalisation skills of working adult students by organising short-term student exchanges, for example. Several foreign teachers have also made guest visits to the unit.

The Shanghai World Expo project featured our students, and we organised an interest group meeting during the exhibition. In addition, the Winter School, visitation programmes to Germany and other projects are an integral part of the education we provide.



BUILDING THE SUOMENLINNA BRAND

A brand is built to Suomenlinna that is commensurate with its status as a UNESCO World Heritage Site, and the brand is also used to develop the island's services. The undertaking is part of the Suomenlinna Tomorrow development project, which involves the Governing Body of Suomenlinna, the City of Helsinki and HAAGA-HELIA.

"The Suomenlinna brand is like flaming embers in a fire. The more people blow into them, the more they will glow. The objective of the Suomenlinna Tomorrow project is to find this shared fire and embers into which as many people as possible could blow", Project Manager Leena Grönroos says.

Suomenlinna is one of the most significant cultural heritage sites in Finland and an area with over 800 residents.

THE HAAGA CAMPUS FOCUSES ON THE HOTEL, RESTAURANT AND TOURISM FIELDS. THE DEGREE PROGRAMMES PROVIDE GOOD PREMISES FOR WORKING, I.A., IN MANAGEMENT AND SUPERVISOR POSITIONS, AS A CHEF AND IN VARIOUS EXPERT, PLANNING AND DEVELOPMENT DUTIES.

HOTEL, RESTAURANT AND TOURISM MANAGEMENT EDUCATION

Investing in globalisation and education development

In 2010, we focused especially on supporting timely graduation, and 216 hospitality students graduated from our unit. In the programmes taught in Finnish and English, new curricula for the Hospitality Management degree were taken into use. Actions taken during the year included implementation of guidance projects, callidus tutoring, training of thesis instructors and academic advisors as well as investment in adult guidance.

To those studying at the Haaga Future Leaders Club, we offered challenging learning opportunities together with the business life. As specialisation studies, we implemented a new programme in Electronic Business in Tourism and, as commercial education, a programme in Sales and Sales Management.

Increased teaching in English

The international opportunities for students were enhanced by increasing teaching offered in English. 74 students participated in student exchange enduring over three months.

In the academic year 2010–2011, our unit operates as a Platinum partner of the ICHRIE – The Hospitality and Tourism Educators Association. In September, we organised a European Day of Languages seminar. Together with other HAAGA-HELIA units, we participated in the implementation of a new educational product for the educational management of the Saudi-Arabian TVTC company: Training Programme for Deans and Director Generals.

Lead projects were prioritised

With R&D projects, the focus was on prioritising lead projects and increasing external financing.

The development and commercialisation of the InnoCatering concept continued. The project sought innovative ways to renew experience, product and service concepts in the restaurant business. Students participated in the implementation of the F.I.N.D.S business cooperation project together with the Hong Kong Polytechnic University.

In the Responsible and Virtual Experiences project, tested processes for measuring experiences were produced, potential for using augmented reality applications was innovated together with business life, and new tourism products were produced for the World Design Capital 2012 year.

Financed by the Nordic Innovation Center, the SILAB project effectively brought together top experts in various fields, and in the Conference Hotel of Tomorrow project, future conference hotel services are studied, conceptualised and created. The project received funding from Tekes, the Finnish Funding Agency for Technology and Innovation. For tourism businesses, we organised an eTourism seminar which was attended by 135 professionals in the field.

In the Suomenlinna Tomorrow project, a brand is built to Suomenlinna that is commensurate with its status as a UNESCO World Heritage Site.



BORGÅBLADET AND HAAGA-HELIA CELEBRATED ALL AUTUMN

In the spring, the degree programmes in Business and Tourism taught in Swedish in Porvoo received an invitation to organise the 150th anniversary celebrations of the Borgåbladet newspaper, part of KSF Media. By applying theory in practice and through coaching each other, the students have successfully organised a casual coffee moment at the marketplace, a children's party and a customer event in Porvoo.

"Sales work has been practised by selling Borgåbladet's Christmas greetings over the telephone, and exploratory and developing learning has been applied in market and customer research carried out for Borgåbladet", says Project Leader Katri Heikkinen from HAAGA-HELIA.

Borgåbladet has also been actively involved in planning and implementing the events.

THE PORVOO CAMPUS OFFERS TOURISM AND BUSINESS STUDIES IN FINNISH, SWEDISH AND ENGLISH. IN THE DEGREE PROGRAMME IN BUSINESS, STUDENTS CAN SPECIALISE IN INTERNATIONAL COMMERCE AND MARKETING, CORPORATE FINANCIAL ADMINISTRATION OR SMALL BUSINESS ENTREPRENEURSHIP. IN THE DEGREE PROGRAMME IN TOURISM, IN TURN, STUDENTS CAN SPECIALISE IN SALES AND CUSTOMER SERVICE, TRIP ADMINISTRATION, TOURISM SERVICE DEVELOPMENT AND EVENT ORGANISATION.

BUSINESS AND TOURISM EDUCATION, PORVOO UNIT

The new Porvoo Campus united all teaching under the same roof

One of the most important events during the year was the completion of the Porvoo Campus. All functions, previously scattered around, were located in the new premises at the end of 2010. Our new pedagogical operations model profiles the operations of the unit on the Campus. We invested in coaching the staff for the change and the move through group coaching, among other methods.

The renewal work on the curricula was the single most demanding task during the year: we modified all six degree programmes for young people to respond to the challenges of today's working life. The new curricula are based on term-specific themes and projects, and their respective implementation and contents vary by programme.

In development work, we also take strongly into account the alternative learning environment. Through Symbio activities, we undertook to systematically guide students towards entrepreneurship. We aim to create entrepreneur-like pursuit in students and staff – the courage to expose oneself to entrepreneurship.

Tight cooperation with the region's business life

Cooperation with business life was further strengthened, and the new curricula launched extensive project activities in each degree programme. The students carried out a regional survey on the operations of small and medium-sized enterprises in accordance with the life cycle model. The survey charted the operational processes and environment of 72 companies.

The objective of the Rowan Tree project was to create new products and markets for the carpenters in the area. Together with the Aurinkomatkat travel agency, the role of a brochure as a marketing tool and the significance of sustainable development in the customers' point of view were surveyed at the ITB fair. In Tenerife, we studied the customers' expectations for their holidays and produced an event for the customers of Aurinkomatkat.

Globalisation as part of everyone's work

From the point of view of sustainable development, the year 2010 was a record year. Both teachers and students participated in exchanges, study periods, expert visits and projects more than ever before. Our objective is to make globalisation an integral part of the work of as many people as possible.

International events continue to play an important role in our operations. ELPIPL (European Language Portfolio on Student's Journey through Studies into Professional Life) is a project for lifelong learning launched by the European Commission, aiming to develop and harness into use a European language portfolio in cooperation with language teachers in upper secondary and higher education institutions, students, companies and Europass centres. In November, ELPIPL project participants convened in a meeting in Porvoo.



BUSINESS COOPERATION PROVIDES QT PROGRAMMING EXPERTISE FOR STUDENTS

In cooperation with Symbio, HAAGA-HELIA organised an intensive course on Qt programming featuring Symbio experts as teachers.

"Qt expertise is in high demand for mobile software development", explains Timo Strömmer from HAAGA-HELIA.

Symbio is an international software development company with employees in Europe, Asia and the USA.

"Symbio runs an active Academy programme in Finland and China. We also use the programme to find new employees," says Juha-Matti Liukkonen from Symbio Software Ltd.

THE DEGREE PROGRAMME IN INFORMATION TECHNOLOGY TRAINS PROFESSIONALS FOR THE INFORMATION TECHNOLOGY SECTOR. SPECIALISATION OPTIONS INCLUDE SOFTWARE DEVELOPMENT, ONLINE MULTIMEDIA, COMMUNICATIONS NETWORKS AND ENTERPRISE APPLICATIONS.

INFORMATION TECHNOLOGY EDUCATION

New methods for supporting graduation

In the degree programme in Information Technology, we advanced to realising second-year studies and developed multiform implementations and optional studies. In addition, we studied student motivation and put effort into boosting the unit's image.

We also developed study counselling and study clinics in order to support graduation. In the programme in Business Information Technology, we renewed the courses for optional studies and improved the thesis process and support functions for graduation. In the degree programme in Information Systems, we implemented the mandatory studies defined in the new curriculum and started developing a degree programme in English.

In the specialisation studies in IT Process Management, we sought new ways of boosting study guidance in cooperation with working life experts. We participated in national cooperation for our educational domain, and we organised a theme day event in Helsinki.

Active RDI participation

We participated in a number of RDI projects, including the software product development process project for the India programme, the ProLab process laboratory project, the H2UbiOffice future working environment project and the VIRBUS virtual business simulation project. The projects involved representatives from various businesses, students and teachers.

During the year, we organised a number of events together with ICT organisations as well as events and courses for students and staff in cooperation with businesses. Our students also organised the international Frozen Rails conference with over 200 participants from all over the world. We also participated in Academy programmes for several ICT businesses, including Altova, Apple, Cisco, IBM, Microsoft, MS-Dynamics, Oracle and SAP.

The businesses offered our students thesis assignments, practical training positions, study projects and lecturers. Our students have set up new businesses and received guidance from business incubator services. In order to develop new business ideas, we participated in a few idea competitions.

New international study project cooperation launched

The shared DBTechExt project on database expertise by six international universities was concluded with a final conference in Helsinki. We also participated in the Finnish Minister of Communications' export promotion trip to India, and we negotiated the launching of educational cooperation with Malaysia.

Both students and teachers participated in the CeBit trade fair, conferences and international exchange programmes. We organised an international intensive week and launched a new international study project cooperation effort.



WELCOME TO THE NATURE CENTRE IN NUUKSIO

An experiential event centre is being built in Nuukio based on the special features of Finnish nature. The centre will become the leading product in Finnish nature tourism and part of the World Design Capital Helsinki 2012 project. Management assistant students specialising in communications and marketing created stakeholder and marketing communications for the centre, commissioned by Nuuksiokeskus Oy, on 26 August–14 October 2010.

"We received a mass of bold and fresh ideas and well-thought-out alternatives that will help us allure visitors from around the world", Exhibition Producer Mikko Lamminpää says joyfully.

"The project gave the students an opportunity to get involved in authentic, useful and motivating customer work as early as during their studies. Cooperation projects of this kind are inspiring to the instructors as well," Mia-Maria Salmi and Heta-Liisa Malkavaara from HAAGA-HELIA say with enthusiasm.

STUDENTS IN THE DEGREE PROGRAMMES IN MANAGEMENT ASSISTANCE AND LANGUAGES TAUGHT IN FINNISH AND ENGLISH WILL GRADUATE AS MANAGEMENT ASSISTANTS. THE UNIT ALSO PROVIDES A DEGREE PROGRAMME IN JOURNALISM, FROM WHICH STUDENTS WILL GRADUATE WITH THE PROFESSIONAL COMPETENCE REQUIRED IN JOURNALIST WORK.

MANAGEMENT ASSISTANT AND JOURNALISM EDUCATION

Product catalogue of available degree programmes

The new curricula were taken into use in the degree programmes in Journalism, Management Assistance and Languages taught in Finnish as well as in the degree programme in Management Assistance taught in English. The contents and forms of the training are based on working life practices and cooperation.

An investigative and developmental learning approach was promoted through teaching development projects, coaching and cooperation with the HAAGA-HELIA PedaLab network. To support cooperation with working life, a product catalogue was prepared on the forms of cooperation offered by our degree programmes.

As a natural part of the new curriculum, the investigative and developmental learning approach of our unit also supports the professional identity of a journalist and the pursuit thereof. In the spring, an online journal was founded, which now operates as an important journalistic laboratory for the students.

The support measures promoting graduation have proven successful, and they were continued during the year. The procedure for recognising and validating prior learning (RPL) was introduced.

Corporate projects as part of training

During the year under review, two research and development projects were launched: New Organising Potential in Assistance Work and Tomorrow's Editors. Furthermore, we participated in the preparations for the Virtual Nature Experience project.

A thesis completed in the degree programme in Journalism won the cultural category in the national Thesis competition.

Corporate projects are a significant form of cooperation for education and working life partners alike: in 2010, 38 corporate events were arranged by 121 management assistant students, and a total of 159 journalist students completed a study-related journalistic project commissioned by working life.

Degree programme in Journalism joins EJTA

The degree programme in Journalism was accepted as a member of the European Journalism Training Association (EJTA) in May. In addition to diverse European cooperation, we made new openings towards Japan: we launched cooperation related to work placement in management assistant training with Finnish companies operating in Tokyo, and we negotiated new forms of cooperation with a Japanese university.

During the year, staff from our unit made more than 30 trips abroad for teacher exchange, conferences and expert visits. We had two exchange lecturers from abroad visit our unit. A total of 98 students participated in student exchange, and 33 students completed their work placement abroad.



HOW TO BECOME AN ICE HOCKEY COACH?

Finland is the promised land of ice hockey, and becoming an ice hockey player is the dream of many Finnish children. In ice hockey organisations, players are a minority among the employees. In addition to players, the most well known ice hockey-related job is that of coach, but there are also several other tasks on offer.

“In a league organisation, there are jobs available in marketing, sales and equipment management, for example”, says Degree Programme Director Kari Savolainen of HAAGA-HELIA.

One path to an ice hockey profession – besides grabbing the stick – is through education. The Finnish Ice Hockey Association and HAAGA-HELIA have established an international polytechnic qualification in ice hockey coaching, aiming to train ice hockey enthusiasts into professionals in the field.

STUDENTS FROM THE VIERUMÄKI UNIT GRADUATE AS SPORTS PROFESSIONALS. ALONG WITH VERSATILE SPORTS COMPETENCE, THE STUDIES FOCUS ON INTERACTION SKILLS, LEADERSHIP, ENTREPRENEURSHIP, GLOBALISATION AND LANGUAGE PROFICIENCY.

SPORTS EDUCATION, VIERUMÄKI UNIT

Excellent student graduation rate

We provided education leading up to a bachelor's degree through daytime programmes and a multi-disciplinary programme. A third group of students started their studies in our master's programme. Despite the massive changes in the past years, the graduation rate of students was excellent in all degree programmes.

Specialisation studies in Sports Journalism continued according to plan, and we produced specialisation studies in Sports Marketing in cooperation with Jyväskylä University of Applied Sciences.

Specialisation studies in Coach Training were produced in cooperation with HAAGA-HELIA School of Vocational Teacher Education. Cooperation with other HAAGA-HELIA units and the Faculty of Tourism and Hospitality of Lahti University of Applied Sciences continued in Sports Travel, Event Planning and Workplace Wellbeing training as well as in media education.

New methods for increasing PE studies at school

Our research and development activities expanded during the past year. We developed new operational models for increasing the amount of physical exercise during the schoolday and presented project theses and research results on Lahti Science Day. We also launched three-year coaching projects for ice hockey and football.

With the PedaLab project funding, we created new methods of cooperation with sports clubs. Nearly all of our theses were commissioned by working life. The

student and expert cooperation with the Ice Hockey Centre of Excellence and the International Ice Hockey Federation continued extensively.

Sportpolis, the Sports Science and Business Park, aims to help Vierumäki and its partners succeed. During the year, our special focus with Sportpolis cooperation was on entrepreneurship training. We participated in the arrangements for Lahti Science Day, a joint regional event with higher education institutions and the University Consortium.

Active international operations

In the spring, we organised for the first time an international EUDAPA programme for applied sports, 30 credits in scope. A total of 12 foreign professors acted as teachers, along with several Finnish experts.

The international PE teachers' seminar gathered 230 participants from over 30 countries in Vierumäki. We also organised a sports marketing seminar that featured foreign top experts in the field. During the year, representatives from our unit gave several presentations in international events in the field, and we participated in the activities of various international organisations.

Student exchange and international work placement remained active throughout the year. Eleven exchange students from abroad studied in Vierumäki, and seven of our students left for exchange abroad. Furthermore, students participated in several international seminars and research assignments pertaining to the FIFA World Cup in South Africa.



TOWARDS A NEW PARTNERSHIP – SUOMEN MATKATOIMISTO TRAVEL AGENCY AND HAAGA-HELIA

Coordinated by the School of Vocational Teacher Education, the KOHO training programme for the working life partnership and cooperation skills of university staff promoted the partnership between Suomen Matkatoimisto and the degree programme in Tourism Management at HAAGA-HELIA.

“The KOHO training programme gave new ideas for a new kind of long-term business cooperation. The Suomen Matkatoimisto Travel Agency agreed to become a mentor company for first-year tourism students. A systematic cooperation will last for the entire duration of the tourism management training”, says Arja Juvonen from Suomen Matkatoimisto Oy.

KOHO is part of the STEPIT project, whose aim is communal working life partnership. The STEPIT project is funded by ESR and the Pirkanmaa ELY Centre.

THE SCHOOL OF VOCATIONAL TEACHER EDUCATION PROVIDES PEDAGOGICAL EDUCATION FOR TEACHERS OF DIFFERENT SUBJECTS IN VOCATIONAL INSTITUTIONS AND UNIVERSITIES. IN ADDITION, IT PROVIDES GOOD PREREQUISITES FOR VARIOUS EXPERT POSITIONS AS WELL AS RESEARCH AND DEVELOPMENT PROJECTS.

SCHOOL OF VOCATIONAL TEACHER EDUCATION

Anniversary year of teacher education

During the operational year, we celebrated the 60th anniversary of vocational teacher education. The anniversary was celebrated with a special anniversary seminar and a publication on the history of teacher education.

A record number of 318 teachers graduated from the degree programme. Teacher education launched a weekend implementation allowing students involved in business life to better participate in teaching.

Special teacher education as unit-funded training was launched during the spring. During the year, a decision was made to launch vocational student counsellor education at HAAGA-HELIA with project funding from the Ministry of Education and Culture.

Central functions for further education included demonstration-based degree programmes, specialisation studies in entrepreneur orientation, music and dance pedagogical studies, pedagogical theme days on current topics and trainings on special pedagogics. We coordinated and implemented a project on the recognition and validation of prior learning as a representative of universities of applied sciences. Altogether, 1,275 students participated in the further education training and development programmes.

Working life cooperation was developed especially through partner activities. We made new partner agreements with, for example, Keuda Vocational College, Helsinki Business College and the Järvenpää training centre for the Finnish Association of People with Physical Disabilities. In addition, we organised a partner seminar for our partners.

Pedagogical practices developed through research projects

The RDI activities for the School of Vocational Teacher Education comprised the development of HAAGA-HELIA pedagogical practices (PedaLab), study counselling (CDS) as well as teachers' working life cooperation and partner expertise (Stepit KOHO). In addition, we studied the student admission practices for vocational teacher education with the support of the Ministry of Education and Culture. The work was done together with other vocational teacher education institutions.

New projects launched during the year include development projects for entrepreneur pedagogics and social media in teaching. We published six reports through the HAAGA-HELIA publication series and organised national research theme days on vocational education and vocational higher education.

First educational exports to Sweden

We expanded our international partner network by signing a cooperation agreement with the Russian State Vocational Pedagogical University, for example. A significant new move was the launch of vocational teacher education as education export to Sweden in cooperation with MKFC Stockholm College.

We developed vocational education and teacher training with the Bobcat EU project (Building Competence-based Learning Environments for Personalized Vocational Education and Training) in cooperation with a German and an Austrian partner. We had expert exchange with our Austrian partner institution Pädagogische Hochschule OÖ in Linz, for example. In addition, our experts participated in international cooperation meetings and conferences.



INFORMATION IS MEANT TO BE SHARED

The Biblo.fi site is a new web tool for communication makers. The site offers a shared platform for professional creating and discussion.

"On Biblo, users can, for example, share their desktop documents with other users and comment and edit them together. The website also contains an extensive data bank, which includes a wide range of material regarding communications", says project manager Elisa Juholin.

Biblo is part of HAAGA-HELIA'S R&D project Communication in Work Communities 2010. A work group, consisting of HAAGA-HELIA'S communication specialists, is responsible for the planning and production of the project. Infor Oy is responsible for the marketing of Biblo.

Have a look at the website at www.biblo.fi.

THE RESEARCH AND DEVELOPMENT CENTRE COORDINATES AND PROMOTES THE R&D&I ACTIVITIES OF HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES AND PROVIDES TRAINING AND CONSULTATION SERVICES AS WELL AS EMBA PROGRAMMES AIMED AT BUSINESSES. THE CENTRE ALSO COORDINATES, MARKETS AND SELLS HAAGA-HELIA'S INTERNATIONAL EDUCATION EXPORT PRODUCTS AND SERVICES.

RESEARCH AND DEVELOPMENT CENTRE

R&D&I activities in three focus areas

During the year of activity, we continued to establish the new R&D&I operating model. The integration of R&D&I activities into teaching and orientation towards three focus areas is central in the operating model. These focus areas are service concepts and sales expertise, new business applications and new solutions in learning.

We started 22 new R&D&I projects that are oriented towards these main areas. We started the Quadruple Helix project of universities of applied sciences, which promotes user-driven innovation activities in the Living Lab environment. Meanwhile, in the EnSaCo project, a new kind of management model for oil spill response activities in the Baltic Sea Region was created.

We continued the development of several development environments during the year. For example, many projects that promote the business processes of companies have been carried out in the ProLab process laboratory. The implementation of two user-driven sub-projects was started in connection with Pasila Living Lab.

We continued to develop Ubiooffice, the work environment of the future, through many sub-projects. We carried out a predictive project on service expertise, ServiCe 2020, where we surveyed companies' views of the development of services and the development needs required for service expertise. We received Tekes funding for the ServBis project, which aims to develop the service expertise of small and medium-sized businesses.

In our international R&D&I operations, we continued the implementation of the India programme: We


surveyed the good practices of Finnish companies and challenges particularly in marketing and marketing communications on the Indian markets. In November, we organised the international closing seminars of two EU projects, for the coordination of which HAAGA-HELIA was responsible.

During the year, we also focused on the development of entrepreneurship and growth businesses. In a Tekes-funded programme, we carried out a business idea competition for students. We received over 50 ideas, of which the best ones were granted funding. With the funding, expert services were purchased for 27 business ideas during the year. We also developed HAAGA-HELIA'S business incubator activities and planned services for expanding businesses.

We actively participated in the joint R&D&I activities of universities of applied sciences by, among other things, surveying the future and the indicators of R&D&I activities.

In the Metropolitan Region, we participated in the steering group activities of the Urban Research programme and were responsible for the activities in the thematic field of economy and competitiveness. We coordinated 'Metropolitan brand', the first focal project in the thematic field. We were also involved in the activities of the Metropolitan Region's centres of expertise as part of the centres of expertise programme. With regard to strategic expertise clusters, we continued cooperation and planning for participating in the operations of ICT-SHOK.

[Continues >>](#)



During the year of activity, we continued to utilise and commercialise the results of the R&D&I activities. The web service for communication experts (Biblo.fi) was launched. The target number of visitors to the web service was exceeded two-fold during the autumn. We published 12 publications in HAAGA-HELIA's publication series.

Students have been encouraged to participate in the R&D&I activities through, among others, thematic thesis group activities. During the year, there were about 15 active thematic groups, in which 80 students worked on their final projects. Nearly 50 post-graduates took part in the Doctoral training programme aimed at HAAGA-HELIA's personnel. The Doctoral training programme ended in spring 2010, but as the results were encouraging, we decided to continue the programme.

New openings in education export projects

The year 2010 was successful in education export. We continued our education export activities particularly in the Middle East, Asia and Russia.

We implemented our first extensive education export project to Saudi Arabia, for the TVTC (Technical and Vocational Training Corporation) organisation. In addition, we organised a tailor-made leadership training course for the organisation's senior management in Finland together with Educluster Ltd.

In Vietnam, we started to draft a leadership training business plan with funding from the Ministry of Foreign Affairs. In Malaysia, we signed an agreement aimed at commercial cooperation with Lincoln College. In Russia, we continued the product development of commercial activities together with a private school of economics.

Internationality plays an important role in the eMBA programme

The year 2010 was the second full year for the eMBA in Service Excellence programme. The programme

focuses on the development of the success factors of services and on leadership in an international business environment. During the year of activity, the programme structure was specified and the content areas were customised to suit education export as well.

The programme's first Asia study module was implemented successfully during the year. The student group programme was carried out together with Hong Kong Polytechnic University and the programme sections were held in Hong Kong and Shanghai.

New operating model in training and education services

A new training and consultation service operating model was introduced, in which product and service planning, implementation and commercialisation were diversified into HAAGA-HELIA's education units. The aim is to further increase the commercialisation, visibility and business profitability of HAAGA-HELIA's expertise.

In the previous year, the first group of students completed an apprenticeship-type further education programme on growth business leadership. We also started another similar training programme. We participated in many development projects on degree level apprenticeship training and trained the experts of other universities on the new form of education. We carried out long and short term business training programmes in collaboration with 14 companies.

During the year, we developed HAAGA-HELIA's partner and classroom sponsor activities further. By the end of the year, the number of HAAGA-HELIA's partner and classroom sponsor partners amounted to 43. In November, we carried out the second networking and partnership development event aimed at HAAGA-HELIA's partners.

EDUCATION SUPPORT SERVICES

STUDENT AND ADMISSION SERVICES

Study-social services made more effective

In 2010, a total of 10,490 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 nearly 500 students. We processed a total of 27,730 student applications and issued 1,573 diplomas. The Student Financial Aid Board convened eight times and issued a statement on the financial aid of 1,101 students.

Students' wellbeing was supported with access to a psychiatric nurse and a part-time student psychologist. Nearly every campus has its own designated priest. The Student Wellbeing Committee convened regularly, made proposals and kept management and other stakeholders up to date on issues regarding student wellbeing.

LIBRARY AND INFORMATION SERVICES

Customer survey shows good results

Library customer satisfaction and service impact were evaluated through a national customer survey. Our services were considered to have boosted studies and working and to have significantly improved the quality of studies and assignments. The library quality assurance system was audited as part of the university's quality assurance system audit.

The library facility and service concept was developed based on customer feedback. We changed the opening hours of different campuses and improved customer facilities. We also increased the number of customer workstations. We enhanced our service offering with a Facebook page and regularly organised open info sessions on information retrieval. A new shared library for HAAGA-HELIA and Laurea University of Applied Sciences was founded on the Porvoo Campus.

INTERNATIONAL SERVICES

Student and staff exchange on the rise

Student, teacher and staff exchange increased from the previous year. A total of 365 students departed for long-term student exchange, and 159 students completed their practical work training abroad. We received 329 exchange students.

Asia appears to interest our students, and exchanges with South Korean universities are on the rise. We developed the internationalisation possibilities for adult students and organised an intensive course in Spain. In addition, students had the possibility to apply for grants for short study periods abroad.

A total of 70 teachers participated in teacher exchange, and 20 staff exchanges were made. In return, we received teachers and staff from our partner universities.

We made new exchange agreements with one Russian and two Canadian universities and launched negotiations for cooperation with a Japanese university.

IT SERVICES

Development projects reach record numbers

There were several development projects during the year. The development of mobility was seen in the fact that we acquired and distributed a record number of laptops for both staff and students of Information Technology. We built a new communications network and a wireless network to the Porvoo Campus facilities.

We improved the IT infrastructure by continuing server virtualisation efforts. The public website was renewed and the underlying Plone platform was updated for both software and hardware. As regards workstations, in addition to normal equipment renewals,

we moved to the Windows 7 and Office 2010 environments.

The most extensive new procurement project for teaching support was the renewal of the audiovisual equipment. IT Services also participated in the design and implementation of AV and IT solutions for classes on the Porvoo Campus.

COMMUNICATIONS AND ALUMNI

Website renewed and updated

The public HAAGA-HELIA website was renewed during the operational year. The use of social media in communications and marketing has become more important and its role was clearly increased. We participated in a common public image comparison for all universities and placed well in the results.

Late in the year, HAAGA-HELIA's social media guidelines were approved. We created common practices and guidelines for student communications. In addition, we organised a theme afternoon on student communications where we sought new development ideas for communications together with students and staff.

HAAGA-HELIA participated in a number of fairs and conventions and organised a city event at Narinkkatori in Helsinki city centre together with students. HAAGA-HELIA was strongly involved in organising a shared career and recruitment event at the Helsinki Exhibition & Convention Centre for all metropolitan universities of applied sciences.

HAAGA-HELIA had altogether approximately 18,000 alumni members. Several events, meetings and business visits for alumni members were organised during the year.



ETHICAL PRINCIPLES FOR HAAGA-HELIA

HAAGA-HELIA's ethical principles were drawn up at the initiative of the personnel. The process was realised through a web interview performed by Fountain Park Oy allowing all personnel and students to participate in the creation of the principles. The material yielded by the interviews was discussed in the public event, Learning Cafe, as well as in unit meetings. HAAGA-HELIA's ethic principles can be found on page 4.

SOCIAL RESPONSIBILITY Ethical principles to guide operations

HAAGA-HELIA's social responsibility is developed through leadership, resource planning and a quality assurance system. Our objectives are based on the basic values and vision defined in our strategy. The implementation of the strategy is guided through annual operational planning, where also the indicators for the attainment of the objectives are defined.

Cooperation with our central stakeholders was tight, including employers in business life and public administration, the companies and organisations

serving them, various administrative authorities, other institutions of higher education and alumni.

In order to develop our operations, an Advisory Board has been founded for each unit. The purpose of the Boards is to follow up on development and change in their respective fields as well as to make proposals for developing the training provided. Lists of the members of the Advisory Boards can be found at the HAAGA-HELIA website.

SOCIAL RESPONSIBILITY, QUALITY AND STAFF

Environmental issues are a central part of our operations. HAAGA-HELIA is committed to gradually introducing the Green Office environmental system on all its campuses. During the year under review, the Green Office environmental system was used on three campuses. With the Green Office initiation and annual fees, we support the natural conservation work carried out by WWF.

The ethical principles of HAAGA-HELIA were approved during the year under review. The entire staff had the opportunity to participate in the processing of the ethical principles. The ethical principles define the operational practices with which we promote, i.e., the truthfulness, communality and impartiality of our operations.

HAAGA-HELIA was the first Finnish polytechnic to sign the Principles for Responsible Management Education (PRME) initiative, launched by the UN and aimed at management educators. In accordance with the initiative, we commit ourselves to addressing the issue of responsible business operations in the curricula, interacting with companies and the surrounding community and promoting the approach of responsible business operations in our RDI activities.

QUALITY

The audit of HAAGA-HELIA's quality system was approved

Three years of systematic work on a quality system culminated in the audit carried out by the Finnish Higher Education Evaluation Council in April. The arrangements of the auditing visit were a great success, for which we received instant commendations from the auditing group. In August, the Evaluation Council approved the audit with good grades.

In September, the organisational structure of HAAGA-HELIA's support services changed. A Quality System Services function was introduced in the Resource Planning Support and IT Services unit.

In the autumn, two extensive projects were launched. The working group for the renewal of the course feedback system undertook to make the system less complex and to introduce electronic forms. Encouraged by the audit result, a decision was made to apply for an international quality accreditation from

the American AACSB (The Association to Advance Collegiate Schools of Business).

STAFF

Investment in staff training and wellbeing

The number of staff at HAAGA-HELIA totalled 674 at the end of 2010. This included 404 full-time teachers and 235 staff members engaged in other duties. There were 35 part-time teachers.

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

Doctorate degree	55
Licentiate degree	33
Master's degree	381
Other degrees	162

Staff members were active in developing their competence, and they took part in training pertaining to, i.e., performance, communications and voice control skills, along with courses in facilitating change and workplace tools. We continued a two-year programme for the training of staff in supervisory positions, and we launched a one-year coaching programme directed to management assistants. Furthermore, we provided our staff with job orientation and coaching. With support from the Helia Foundation, teachers had the opportunity to work temporarily in businesses and other organisations and to leave for paid absence in order to complete their thesis for a licentiate or doctorate degree.

Staff members also studied in degree programmes. One staff member earned their doctorate degree, and three earned their master's degrees. A total of 22 people completed their pedagogical studies. We organised actions in support of workplace wellbeing and participated in their implementation. We organised lectures on workplace wellbeing as well as longer-term coaching. Some staff members participated in ASLAK courses. We completed a 360° assessment of supervisor performance in the autumn, which produced excellent results in all subareas.

During the year under review, we also organised various kinds of leisure time events and happenings for the staff. This included tickets to different kinds of events, and we also supported activities organised by the choir and our staff club.

STUDENT UNION HELGA

Photo: Juha-Matti Laaksonen / Lennu.net



HELGA in 2010

For Student Union HELGA, 2010 was a year of setting up traditions, renewal and development. One example of this is HELGA's Annual Ball, organised now for the second time. In addition, HELGA's Wappu celebrations in Ullanlinnamäki were expanded to an eight-day event series that develops community spirit for all HAAGA-HELIA students. All student and local organisations were actively involved in the arrangements.

Tutoring was developed by adopting callidus tutoring as a regular part of the activities. A HAAGA-HELIA student worked as a trainee for HELGA's international affairs sector from spring to autumn, enabling versatile development activities. The Cafe Lingua events, for example, were established as a regular practice and

were very popular within the student community. The sports sector invested in organising tryouts for a variety of sports: for example, pole dancing, paddling, paintball and the Winter Sports Day all attracted a good number of participants.

HELGA successfully invested in the induction of student union officials and actors. New representatives were elected already in October, making it possible to train both the representatives and the new Board to meet future challenges in good time.

All in all, 2010 proved to be a successful year for HELGA; the member base grew, allowing the Student Union to organise more events and activities and provide more services.

FINANCES

Photo: Shutterstock



HAAGA-HELIA's proceeds were 62.5 million euros in 2010 (60.5 in 2009 and 58.2 in 2008), of which 55.5 million euros (54.2, 52.8), or 89 per cent of total proceeds, consisted of unit price proceeds. HAAGA-HELIA's unit price was 6,997.54 (6,952.01, 6,821.26) euros and its calculatory number of students stood at 7,913 (7,845.5, 7,729.0).

Total costs were 60.7 (57.7, 53.2) million euros. The immediate personnel costs were 37.4 (35.8, 33.4) million euros, or 62 per cent of the total costs. All HAAGA-HELIA schools are situated in rental locations. The rental costs were 9.8 (9.5, 8.8) million euros, or 16 per cent of the total costs.

Total proceeds from investment and funding activities were 0.7 (0.6, 0.7) million euros. The proceeds consisted of corporate bonds, interest yields from pre-paid employee pension insurance payments and interest yields from bank accounts and subsidiary corporate bonds.

The profit/loss for the financial year was 2.4 (3.4, 5.7) million euros, which significantly exceeds the budget (0.5 million euros). The profit/loss for the financial year comprises 3.8 per cent of the proceeds.

The balance sheet total was 29.1 (25.8, 22.2) million euros. Received advances include 1.4 (1.7, 1.5) million euros of OKM project funds. These funds consist of funding allocated to various projects, which has to be allocated no later than at the end of 2011. Accrued expenses include, for example, the calculatory holiday pay debt of 1.7 (1.6, 1.4) million euros.

HAAGA-HELIA's return on capital was 12.0 (19.6, 44.6) per cent with the equity ratio of 81.3 per cent (83.2, 80.3).

Group's finances

The group consists of HAAGA-HELIA Oy Ab and Kiinteistö Oy Porvoo Campus. The group's proceeds were 62.4 (60.5) million euros. Total costs were 60.7 (57.7) million euros. The immediate personnel costs were 37.4 (35.8) million euros while the rental costs were 9.8 (9.5) million euros. Total proceeds from investment and funding activities were 620,000 (560,000) euros, which does not include the interest yields of 57,000 (44,000) euros from subsidiaries. The profit/loss for the financial year was 2.4 (3.4) million euros.

The balance sheet total is 44.2 (29.4) million euros.

INCOME STATEMENT, HAAGA-HELIA Ltd

	Group		Parent Company	
	1.1.-31.12.2010	1.1.-31.12.2009	1.1.-31.12.2010	1.1.-31.12.2009
NET SALES	58 939 209,07	57 100 050,66	59 009 541,74	57 100 050,66
Other income from business operations	3 483 456,65	3 398 677,56	3 483 521,65	3 398 677,56
Staff expenses	-37 425 290,19	-35 788 113,67	-37 401 108,78	-35 788 113,67
Salaries and compensations	-30 914 698,91	-29 719 654,45	-30 894 173,91	-29 719 654,45
Statutory staff expenses				
Pension allotments	-4 835 238,46	-4 585 738,27	-4 832 048,00	-4 585 738,27
Other statutory staff expenses	-1 675 352,82	-1 482 720,95	-1 674 886,87	-1 482 720,95
Depreciation				
Planned depreciation	-1 255 560,81	-947 259,84	-1 255 560,81	-947 259,84
Other expenses from business operations	-21 986 213,63	-20 968 812,40	-22 080 792,71	-20 968 812,40
PROFIT / LOSS	1 755 601,09	2 794 542,31	1 755 601,09	2 794 542,31
Financial income and expenses				
Other interest and financial income	748 493,75	559 876,82	677 559,63	603 826,78
Interest expenses and other financial expenses	-72 161,21	-1 346,60	-1 227,09	-1 346,60
Financial income and expenses total	676 332,54	558 530,22	676 332,54	602 480,18
PROFIT / LOSS BEFORE EXTRAORDINARY ITEMS	2 431 933,63	3 353 072,53	2 431 933,63	3 397 022,49
PROFIT / LOSS FOR YEAR	2 431 933,63	3 353 072,53	2 431 933,63	3 397 022,49

HAAGA-HELIA COSTS BY UNIT

Business	31,2 %
Hotel, restaurant and tourism, Helsinki	12,0 %
Business and tourism, Porvoo	12,6 %
Information technology	15,0 %
Management assistants and journalism	10,2 %
Sports and leisure	5,6 %
Vocational teacher education	6,6 %
R&D	6,8 %

HAAGA-HELIA COST DISTRIBUTION

Staff expenses	61,4 %
Rents	16,3 %
Expert services	4,0 %
Acquired IT services	1,8 %
Other expenses	16,5 %

BALANCE SHEET, HAAGA-HELIA Ltd

	Group		Parent Company	
	31.12.2010	31.12.2009	31.12.2010	31.12.2009
Assets				
NON-CURRENT ASSETS				
Physical commodities	22 194 432,79	7 975 705,15	4 681 255,06	2 543 441,49
Estates	58 975,00	0,00	0,00	0,00
Buildings and structures	17 266 706,15	0,00	0,00	0,00
Machinery and equipment	3 273 305,25	2 543 441,49	3 095 808,67	2 543 441,49
Advance payments and incomplete acquisitions	1 595 446,39	5 432 263,66	1 585 446,39	0,00
Securities	397 961,20	259 523,20	4 490 688,20	265 688,20
Shares in subsidiaries	0,00	0,00	4 231 165,00	6 165,00
Other securities and shares	259 523,20	259 523,20	259 523,20	259 523,20
Other receivables	138 438,00	0,00	0,00	0,00
NON-CURRENT ASSETS TOTAL	22 592 393,99	8 235 228,35	9 171 943,26	2 809 129,69
CURRENT ASSETS				
Receivables				
Short-term receivables	2 268 426,16	1 112 369,52	2 007 270,04	5 331 852,08
Sales receivables	545 327,33	380 791,99	545 327,33	375 656,40
Other receivables	250 268,78	0,00	0,00	0,00
Receivables from subsidiaries	0,00	0,00	0,00	4 225 000,00
Transferred receivables	1 472 830,05	731 577,53	1 461 942,71	731 195,68
Financial securities	9 391 852,35	8 088 836,17	9 391 852,35	8 088 836,17
Cash and bank deposits	9 925 655,94	11 939 575,98	8 517 866,84	9 596 971,19
CURRENT ASSETS TOTAL	21 585 934,45	21 140 781,67	19 916 989,23	23 017 659,44
ASSETS TOTAL	44 178 328,44	29 376 010,02	29 088 932,49	25 826 789,13
Liabilities				
SHAREHOLDERS' EQUITY AND FUNDS				
Share capital	6 000 000,00	6 000 000,00	6 000 000,00	6 000 000,00
Other funds				
Scholarship fund	32 373,00	45 673,00	32 373,00	45 673,00
HH chargeable education, scholarship fund	100 000,00	0,00	100 000,00	0,00
Profit (loss) from previous year	12 882 857,21	9 585 834,72	12 882 857,21	9 585 834,72
Profit (loss) for year	2 431 933,63	3 397 022,49	2 431 933,63	3 397 022,49
Minority shares	1 835,00	1 835,00	0,00	0,00
SHAREHOLDERS' EQUITY AND FUNDS TOTAL	21 448 998,84	19 030 365,21	21 447 163,84	19 028 530,21
MINORITY SHARES				
Loans from financial institutions	14 500 000,00	3 000 000,00	0,00	0,00
LONG-TERM LIABILITIES TOTAL	14 500 000,00	3 000 000,00	0,00	0,00
CURRENT LIABILITIES				
Loans from financial institutions	500 000,00	0,00	0,00	0,00
Advances received	2 726 466,16	2 953 213,76	2 726 466,16	2 953 213,76
Accounts payable	1 397 164,35	1 199 617,49	1 314 439,39	657 827,11
Other payables	1 164 500,30	855 757,50	1 159 735,16	850 187,20
Accrued expenses	2 441 198,79	2 337 056,06	2 251 423,48	2 337 030,85
Debts to subsidiaries	0,00	0,00	189 704,49	0,00
CURRENT LIABILITIES TOTAL	8 229 329,60	7 345 644,81	7 641 768,68	6 798 258,92
LIABILITIES TOTAL	22 729 329,60	10 345 644,81	7 641 768,68	6 798 258,92
EQUITY AND LIABILITIES TOTAL	44 178 328,44	29 376 010,02	29 088 932,52	25 826 789,13

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