

In the following sections of the application form, you will need to explain how your institution will fulfil the ECHE principles if the Charter is awarded. You are encouraged to consult the [ECHE Guidelines](#) for support in completing this application.

Please note that your Erasmus+ National Agency will monitor your Erasmus Policy Statement and your answers to the questions given in the application. The Erasmus+ National Agency reserves the right to request more information on your activities and propose supplementary measures, for the purposes of monitoring and implementing the Charter principles by your institution.

## 1. ERASMUS POLICY STATEMENT (EPS)

### 1.1 Erasmus activities included in your EPS

In this section, you need to tick the Erasmus activities covered by your Erasmus Policy Statement. Please select those activities that your HEI intends to implement during the entire duration of the Programme.

#### Erasmus Key Action 1 (KA1) - Learning mobility:

The mobility of higher education students and staff

#### Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions:

Partnerships for Cooperation and exchanges of practices

Partnerships for Excellence – European Universities

Partnerships for Excellence - Erasmus Mundus Joint Master Degrees

Partnerships for Innovation

#### Erasmus Key Action 3 (KA3):

Erasmus Key Action 3 (KA3) - Support to policy development and cooperation:

### 1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the

goal of building a European Education Area<sup>1</sup> and explain the policy objectives you intend to pursue).

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Haaga-Helia University of Applied Sciences (Haaga-Helia) is a strongly business orientated university of applied sciences in Finland that focuses on co-operation, entrepreneurship, innovation and internationality. With its 11 000 students and 630 faculty and staff, it is among the largest business educators in Northern Europe. Through education, research and development, it prepares professionals for business and services. Haaga-Helia delivers education in Finnish and English in business, hospitality and tourism management, information technology, journalism and communication, business and languages, sports management and vocational teacher education. In research and development, Haaga-Helia focuses on six core competence areas corresponding to the needs of business life: Business Development, Entrepreneurship, Experiential Service Innovation, Value Through Sales, New Emerging Technology and Transformative Pedagogy.

In Haaga-Helia's recently renewed strategy for the years 2021-25, internationalization plays a central role. Haaga-Helia's vision is to be "Courageous and international reformer of business". We renew businesses by bringing new competences and experts to increasingly global operations. We break new ground in service business, sales, entrepreneurship and higher education pedagogy. Haaga-Helia's strategy comprises three main elements: 1) All our functions have foundation on innovative solutions for continuous learning and guidance. We renew learning to meet the changing needs of businesses and other organizations. 2) Our internationally networked applied research is creating new competences and integrates into learning in our core competence areas. 3) We make active use of the most relevant national and international networks for the success of our students, alumni and the society.

Participation in Erasmus+ programme is crucial as we encourage all our students to take part in mobility through traineeship or study semester to develop competencies required in future life and work. To enhance inclusion and offer truly equal opportunities for mobility for all students and staff, we aim to increase virtual mobility. Haaga-Helia cooperates with higher education institutions in Europe, Africa, Asia, South and North America. We will continue conducting the Erasmus+ activities both with programme and partner countries.

Digitalization of learning solutions and services has been one of Haaga-Helia's strategic goals. We look forward to implementing the virtual and blended exchanges, which will be possible in the new Erasmus programme. Haaga-Helia has already moved all learning agreements into online versions, and we are open to promote the Erasmus Mobile App and the Erasmus Student Card initiative.

Participating in the Erasmus programme helps Haaga-Helia to achieve its internationalisation goals. Our strategic objective is to integrate RDI activities into continuous learning. The Erasmus programme enables us to continue and deepen the cooperation within our well-established partner university network. Our strategic goal is to increase RDI activities with chosen partners and in chosen networks. An example of a chosen network is the Ulysses consortium, six European universities with whom we are going to establish a European University network.

Haaga-Helia is committed to building the European Education Area, and our participation in the Erasmus programme has strengthened the commitment over the years. Transparency tools according to the European Credit Transfer and Accumulation System guidelines, such as up to date course catalogue, diploma supplement and transparent criteria for credit transfer are in use. With the help of Erasmus programme, we have been able to build trust towards our partner institutions, to the measure that we offer joint-specializations and double degrees with some of them.

Haaga-Helia is part of the Finnish public educational system. It is privately run but steered and co-funded by the Finnish Ministry of Education and Culture. The Ministry of Education and Culture's "Better together for a better world – Policies to promote internalisation in Finnish higher education and research

<sup>1</sup> For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website:  
[https://ec.europa.eu/education/education-in-the-eu/european-education-area\\_en](https://ec.europa.eu/education/education-in-the-eu/european-education-area_en)

(2017–2025)” aim for genuinely international higher education communities. The policies are in the process of being implemented. Haaga-Helia was leading the working group called the International Forum, which was established to follow up and promote the implementation of the Ministry’s internationalization policies. International Forum identified 17 recommendations for promoting internationalization efforts in Finland. Erasmus programme is very helpful in reaching for the national internationalization goals of the ministry, as well as the recommendations given by the International Forum.

Haaga-Helia is strategically and operationally extremely committed to internationalization on all levels. That has earned us a pole position in Finland. In that work the Erasmus programme has played a key role.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution’s participation in these actions will contribute to achieving the objectives of your institutional strategy.

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Erasmus programme enables Haaga-Helia’s European and Global mobility. In Haaga-Helia Erasmus programme enables equal mobility of both students and staff with various backgrounds. With the programme Haaga-Helia is able to ensure, that the students and staff members are all given an equal opportunity to internationalize, and also have professional and personal development and networking. All students in Bachelor and Master level, in full-time and part-time programs are offered the opportunity to participate in mobility. Students are encouraged to complete both study and training periods abroad as part of their studies. Short-term mobility opportunities are considered important and especially available for the students who are not able to stay abroad for a longer period time.

The studies completed at Haaga-Helia during the exchange are accepted as part of the degree, as the internship is part of degree studies. Our credit transfer policies are flexible. Cooperation with our university partners works well and the study offer and services in them support the realization of a personally and professionally rewarding mobility period. Incoming students contribute to the international learning environment at Haaga-Helia and Haaga-Helia aims at increasing the number of incoming students from Europe and outside Europe. Cooperation is always conducted with institutions that share similar goal setting and basic values and approach in education.

Haaga-Helia considers its teacher and staff mobility important and valuable way to develop professional and personal competence. Teacher and staff mobility also enhances curriculum cooperation and professional networking which can result in new cooperation initiatives in education, research and development.

In its renewed strategy, Haaga-Helia is committed to increasing its international research and development activities. To succeed in this, Haaga-Helia is going to strengthen its networks with European higher education institutions and actively take part in KA2 activities. We aim at conducting strategic partnership, knowledge alliance and capacity building projects focusing in particular on themes that are in line with European priorities and our core competence areas: entrepreneurship, digitalization, and transformative pedagogy, sales and service innovation. Active Erasmus+ teacher and staff mobility with our partner universities brings our teaching and research staff together and we see that these encounters also nurture the innovation of joint projects. The research and development activity will be closely integrated into learning. Haaga-Helia is going to establish a European University “Ulysses” together with five European Universities, one of the goals within this consortium is to create innovative learning paths and conduct intensive research and development activities within EU funded programmes.

Close interaction with the international partners is necessary for advancing and ensuring high quality of education and fostering innovation that is essential for the institution’s development and welfare. Haaga-Helia International Service Office and Research and Development Services Team encourage participation in cooperation projects under the program. They inform Haaga-Helias staff and partners about project opportunities and offer support in project planning, management and dissemination and exploitation of the results.

Haaga-Helia president and two vice presidents as well as the Erasmus coordinators filled in the ECHE Self-assessment tool in order to find out how Haaga-Helia is implementing the principles of ECHE and which areas should be strengthened. Self-assessment tool enlightened us about the importance of international policy. We are going to take it in to account when implementing our new strategy.

Participation in the Erasmus programme contributes to the realization of the strategy's goals by enabling Haaga-Helias European and Global development and supporting its international growth.

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Haaga-Helia is committed to continuing the successful European and global mobilities in order to support our students and staff to benefit from the international experiences. The benefits are indisputable e.g. according to the Erasmus+ Higher Education Impact Study. The majority of our exchanges are European exchanges, which makes participating in the Erasmus programme crucial to our goals.

Other current matters affecting our mobility goals are a) the covid-19 pandemic and whether it will allow the mobilities to take place in the future, and b) Brexit negotiations and whether the results will allow our students to benefit from Erasmus+ grants when travelling to UK, which has been very important mobility destination for the Finnish students. These matters create some uncertainty in the planning.

Haaga-Helia has been active in student mobilities, and numbers have been rather steady over the years, with a slight decrease in the outgoing mobilities. The decrease in mobility numbers appears to be a current trend in Europe. In 2019, Haaga-Helia sent out 350 outgoing students, and received 376 incoming students, so our exchange numbers are almost balanced. We look into the trend in decreasing number of outgoing students and are taking action in promoting the exchanges and identifying and mitigating the possible obstacles. A special attention is given to increasing the number of those students with fewer opportunities to also take part in mobility. Another need for increase is within the students completing traineeships. In 2019 Haaga-Helia sent out 146 students for internships. We are constantly developing our services and we are investigating the reasons for the low numbers of international internships. Furthermore, Haaga-Helia aims for a moderate increase for the incoming mobility. The incoming numbers have been slightly increasing over the recent years, and we wish to continue that development.

We aim to increase the number of both incoming and outgoing teacher and staff exchanges. However, our main goals lie within the quality of the teacher and staff exchanges. We see that Erasmus+ exchange is a great opportunity for professional growth and networking and gives possibilities to start new kind of cooperation with our partner universities. One example of new cooperation which has started from teacher exchange, is cooperation in a business game played together with German partner university. Another example is a new form of staff exchanges where colleagues can travel together in small groups, which we have piloted with a Danish partner. In addition, we have hosted a very successful Haaga-Helia International Staff Week for eight years now. Every year around 50 participants visit Haaga-Helia from our partner universities for the staff week. Unfortunately, the 2020 staff week had to be cancelled because of the covid-19 pandemic.

Quality assurance mechanisms for international student and staff exchanges are in place at Haaga-Helia. According to our quality policy we constantly develop our services based on regularly collected feedback, both for outgoing and incoming exchanges. In the Haaga-Helia internal service development survey, our staff evaluates the International Services expertise at 4,29 on a scale from 1 to 5.

With the EU Survey results we are also able to monitor the quality. In 2018, according to the EU Survey, 79 % of Haaga-Helia's outgoing teachers and 85 % of non-teaching staff were very satisfied with their Erasmus+ mobility experience. Similarly, 86 % of the incoming teachers and 86% of non-teaching staff evaluated their visit to Haaga-Helia as very satisfied. 97 % of Haaga-Helia incoming students evaluated their satisfaction with Erasmus+ mobility experience in general as very satisfied or rather satisfied. Similarly, 92 % of our outgoing students and 86 % of our outgoing students in traineeships are very satisfied or rather satisfied with their Erasmus+ mobility experience in general. Some areas in 2018 EU Survey results we have identified and taken under development, are e.g. improving the course catalogue for incoming students to be more up-to-date and attending more to the personal needs and

problems of our outgoing students.

Through its participation in cooperation projects under the KA2 action, Haaga-Helia UAS contributes to the European Union's priority areas and agenda particularly in Haaga-Helia's core competence areas (entrepreneurship, business development, sales and services, transformative pedagogy, and emerging technologies). We foresee our core competences in these projects focusing particularly on developing sustainable and future-oriented practices in university-enterprise cooperation and modern pedagogical tools and best practices and addressing the digital transformation of higher education, work life, and lifelong learning.

Haaga-Helia's strategy emphasises EU and international cooperation. We aim at increasing our participation in Erasmus+ cooperation and innovation projects significantly during the period 2021-27. By 2027, Haaga-Helia's EU project portfolio will be larger as currently.

Foreseen impact:

- We have strengthened our competence in implementing high-quality EU project cooperation, and the number of Haaga-Helia staff involved in European project cooperation has increased. We have built the capacity of our staff to meet the needs of future higher education.
- We have a strong partnership network in project cooperation and actively implement project cooperation within our European University Alliance "Ulysseus".
- Haaga-Helia's voice in the EU and international education and research arena will be stronger as a result of dissemination in EU projects.
- We offer innovative lifelong learning opportunities for students (both in degree and non-degree education) as they have the opportunity to be involved in projects.
- We have active cooperation with regional actors and businesses and bring added value to our public and private partners.