

# Well-being through competence

STRATEGY OF OULU UNIVERSITY OF APPLIED SCIENCES 2014–2020

Approved by the Board of Oulu University of Applied Sciences on 3 September 2013

## 1. Strategy of Oulu University of Applied Sciences 2014–2020

Oamk will draw up an updated strategy in connection with its licence application. The guidelines of the strategy reflect the strong structural changes taking place in the operating environment and the anticipated increasing economic importance of the north in the future. Other issues affecting the content of the strategy are the first stage of the reform of the Polytechnics Act, the increasingly scarce financing, the use of the region's natural resources, and investments in the energy sector.

Extending professional careers has been set as the national aim of the education. For its part, Oamk contributes to this aim by ensuring that students complete their degrees faster and by developing and adopting new pedagogical policies. The aim of the strategy is to target the education on the basis of the region's needs and to generate competence-based business. The competitiveness of the Oulu region is based on hi-tech competence and its innovative application.

This strategy document will be supplemented by the development plan for 2014–2015, which will be prepared in the autumn 2013. The development plan specifies and schedules the measures required by the targets outlined in the strategy.

### OPERATING ENVIRONMENT

The Oulu region is one of the five great growth centres in Finland and contributes in its part to the success of the whole of Northern Finland. The region differs from other areas in terms of the population's young age structure. Youth unemployment is high in the region. The number of unemployed persons with higher education is also high, due to the structural change. The economic structure of Oulu is undergoing a major change. New, large-scale companies offering employment must be established. Many new companies are set up in the Oulu region. Their growth and internationalisation must be supported through education.

In 2012 and 2013, Oulu was named among the top seven intelligent communities in the world. The region has excellent opportunities to address the upcoming requirements of the reform in business and professional life. Oulu has also been named one of the five leading cities in Tekes' Innovative Urban Communities (INKA) Programme, in which its responsibility area is "Future Health". The quest of the EU's structural funds towards a low-carbon energy economy, and the use of the natural resources and transportation routes of the north, will also bring about new challenges for education.

Oamk will tackle future challenges by actively engaging in the innovation clusters complying with the Oulu Innovation Alliance agreement. Education will provide preconditions for new business, health and well-being services, energy and extractive industry investments, and the exploitation of natural resources.

Incorporated maintenance, the weakening of the economy and the introduction of a more concise structure in higher education require Oamk to improve its operations.

## 2. Strategy sub-areas

### 2.1 VISION 2020 – WELL-BEING THROUGH COMPETENCE

OAMK, SUPERIOR POLYTECHNIC SKILLS TO THE BENEFIT OF THE NORTH

The operations of Oamk are guided by customer orientation, expertise, productivity and a sense of community.

**Customer orientation** means that the needs of economic and professional life, key stakeholders and students are taken into consideration in an interactive way.

**Expertise** calls for skills that address the changing needs of professional life and stem from the combination of theory and practice.

**Productivity** calls for quality, efficiency and prioritising of operations in order to achieve jointly agreed targets.

**A sense of community** means bold, genuine, multi-professional co-operation between all parties in the higher education community.

### 2.2 MISSION

Higher education is based on the requirements of internationalisation, the development of working life, research, artistic, and educational aspects. The applied research, development and innovation work carried out at Oamk and the development of business operations serve and support not only teaching, but also the development of the whole of Northern Finland, reforming its business and professional life. The operations of Oamk promote the capabilities of the higher education community, especially students, to take on international responsibilities.

Oamk

- serves the needs of the region's working and economic life and culture, and
- maintains the diversity of polytechnic education in Northern Finland.

The strategic co-operation pursued in the Oulu Innovation Alliance serves economic and professional life in all of Northern Finland. Oamk is actively engaged in network co-operation with other research and education organisations.

To ensure the vitality of the region, the operations must adapt to the changing conditions. The role of anticipation is emphasised in this work. The extent of the area of operations requires a broad education offering and teaching methods that allow access to education in an operating environment characterised by long distances. Oamk is in part responsible for security of supply in many fields of education.

### 2.3 PROFILE AND PRIORITIES

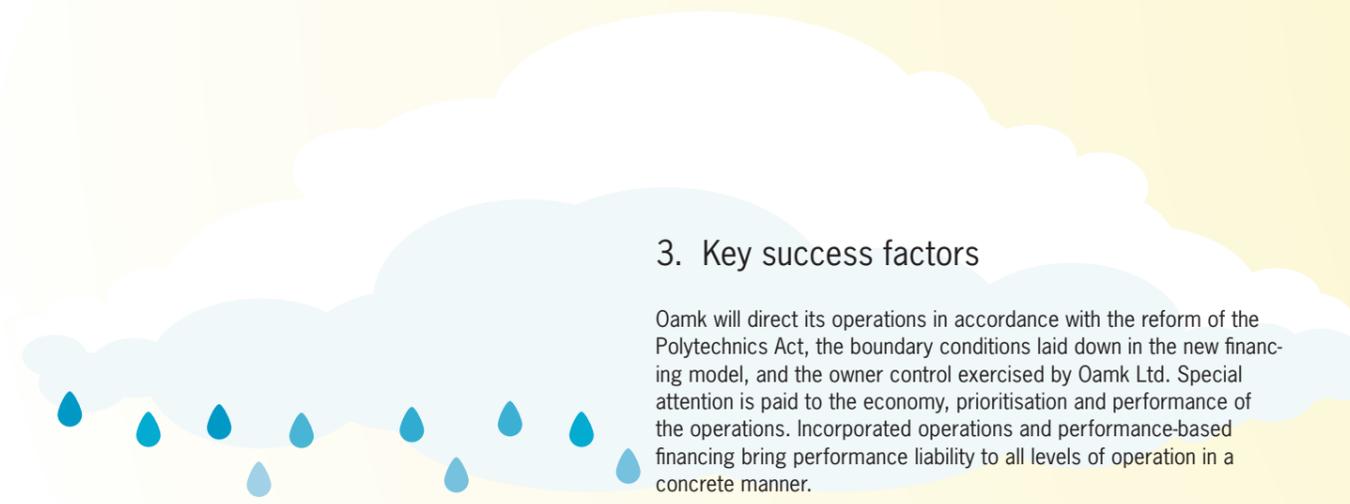
Oamk profiles itself as an expert using diversity and strong regional information and communications technology knowhow, as the active developer of regional innovation activities and as the venue for vocational teacher training in Northern Finland.

Oamk pursues jointly outlined development targets in the area of operations as part of an internationally renowned regional innovation cluster, with particular emphasis on the following focus areas:

- Future health and well-being
- Energy, natural resources and the environment

The focus area of Future health and well-being develops user-oriented, innovative services and operating models. New services are applied and created to promote health and well-being and to develop service processes, especially with the help of skills related to well-being, information and communications technology, and the culture sector. A special aim is to furnish the region with the skills and capacity to develop and use customer-oriented, cost-effective services and to adopt new health-promoting policies.

The focus area of Energy, natural resources and the environment focuses on construction and living in the north, intelligent energy solutions enabled by information and communications technology, and a sustainable, low-carbon natural resource economy. The inclusion of local natural resources in the combined production of electricity and heat makes it possible to use local energy and increases energy



## 3. Key success factors

Oamk will direct its operations in accordance with the reform of the Polytechnics Act, the boundary conditions laid down in the new financing model, and the owner control exercised by Oamk Ltd. Special attention is paid to the economy, prioritisation and performance of the operations. Incorporated operations and performance-based financing bring performance liability to all levels of operation in a concrete manner.

To reach the targets set in the strategy, Oamk must succeed in the following key areas:

- Education targeted to the needs of the region's economic and professional life
- Creation of strategic partnerships and networks
- Addressing the needs of students
- Recognising and developing the competencies of personnel
- Developing management and supervisory work
- Performance, efficiency and quality of operation
- Adjusting operations to the increasingly weakened economy
- Ensuring the well-being of the higher education community.

self-sufficiency and reliability. For the extractive industry, the anticipation and management of environmental impacts require access to diversified competence. The use of the natural resources and transportation routes in the northern areas is expected to generate important projects in the area of operations of Oamk in the next few years.

In addition to focus areas, shared themes in the higher education community are:

- Intelligent learning
- Innovative products and services, and
- Entrepreneurship and new business operations.

Intelligent learning develops methods that allow the teaching, learners and professional life to meet in a new way. Intelligent learning develops new pedagogical and didactical solutions and learning environments with the help of information and communications technology. They provide appropriate ways of assuming responsibility for education over the broad area of operations, exporting education and introducing flexible forms of education.

The innovative products and services theme develops competitive products and services in collaboration with companies, based on high-quality development environments, innovation services and the diverse competence of Oamk. The commercialisation of ideas and research results in different fields is promoted by actively participating in product development and by creating networks that support development work. Examples of the aims of the theme are the innovations made possible by printable electronics, the game industry, 3D visualisation and the FolkJam dance concept.

The entrepreneurship and new business operations theme develops new business operations and supports their reform. Actions to promote the development of growth companies provide a partial solution to addressing the structural change in the Oulu region.

## 4. Implementation of strategy

Reaching the strategic targets requires the whole higher education community and major stakeholders to take ownership of the strategy and commit to its implementation. The implementation, control effect, performance and effectiveness of the strategy will be assessed on an annual basis during the strategy period.

The cornerstones of the strategic operations of Oamk are its competent personnel, talented students, the innovation cluster in Oulu, and the network of higher education institutions and research institutes in Northern Finland. Together with the region's economic and professional life and cultural actors, Oamk makes a major contribution to the success and well-being of Northern Finland.

Oamk will improve the effectiveness of its educational facility network and administrative structure in order to ensure the performance and effectiveness of its operations. Special challenges are posed by the need to ensure efficient management and to adapt economy and operation. Strategic and operative co-operation and the division of tasks with Lapland, Kajaani and Centria Universities of Applied Sciences will be examined as part of the implementation of this strategy.

This strategy will be specified in the development plan, which sets out concrete, scheduled measures, liabilities and resources for reaching the targets set.

