

LAU REA

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University of Applied Sciences



QUALITY HANDBOOK

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Introduction

AT LAUREA, WE ARE committed to the continuous improvement of the quality of our operations. The foundation of quality management at Laurea lies in a quality system based on the PDCA cycle model. By quality management, we refer to the practices, processes, and systems through which we plan, implement, monitor, develop, and lead our operations in alignment with our strategic goals.

Laurea's quality policy forms the common foundation for our quality management. The quality policy outlines the objectives of the quality system, its core principles, and the division of responsibilities in quality management. Our core principles include student-centredness, a competent and motivated staff, adherence to common rules and operational guidelines, integration of quality management into all activities, and systematic monitoring and evaluation of operational quality. The objectives and responsibilities of the quality system, as defined in the quality policy, are presented in separate chapters of this Quality Handbook.

THE QUALITY POLICY provides the framework for the development of a quality culture. As part of Laurea's values-based organisational culture, the quality culture reflects the atmosphere of continuous improvement and the individual and collective commitment to enhancing our operations. This culture is built on our shared vision, commitment, and willingness to develop our activities in pursuit of strategic goals.

THE EFFECTIVENESS OF our quality work is regularly assessed by the Finnish Education Evaluation Centre (FINEEC). The audits evaluate whether the higher education institution's quality system produces relevant information for continuous development and whether it leads to effective improvement measures. Laurea has participated in FINEEC's audits three times: in 2010, 2016, and 2022. The next audit will take place in 2028. These audits have not only supported the development of our quality system but also provided valuable feedback from the audit teams, which has significantly contributed to our institutional leadership by identifying both areas for improvement and our strengths.

THIS QUALITY HANDBOOK provides a comprehensive overview of our quality management system. The first section introduces Laurea's organisational structure and governance system, which form the basis for our effective operations and quality management. The second section focuses on quality management, detailing the objectives of our quality system and the responsibilities involved. The third section examines documentation and communication related to quality management, which are essential for maintaining and developing quality. Finally, the fourth section addresses the development of quality culture, emphasising the importance of continuous improvement and our commitment to maintaining and enhancing quality in all our activities. You can also explore Laurea's quality management in a concise and visual format: [Quality Journey](#)



A handwritten signature in blue ink, reading "Jouni Koski". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Jouni Koski
President, CEO, Ph.D.



The organisational structure and governance system of Laurea University of Applied Sciences

Our competence- and degree-based organisation consists of three profit centres and the Unit of Administration, Steering, and Support Services:

- The Unit of Business Administration, Information Technology and Services consists of three performance areas:
 - Bachelor of Business Administration (incl. legal competence)
 - Bachelor of Business Administration, Business Information Technology, and Bachelor of Business Administration, Safety, Security and Risk Management
 - Bachelor of Beauty and Cosmetics, and Bachelor of Hospitality Management
- The Unit of Social Services and Health Care consists of three performance areas:
 - Bachelor of Health Care, Nursing, and Bachelor of Health Care, Public Health Nursing
 - Bachelor of Health Care, Physiotherapy, and Bachelor of Social Services and Health Care, Rehabilitation Counselling
 - Bachelor of Social Services (incl. correctional services)
- The Unit of Master's Degrees consists of the Master School performance area.
- The Unit of Administration, Steering, and Support Services (HOT) is divided into five performance areas:
 - Steering and support services for digital development, and communication services
 - Steering and support services for continuous learning and domestic education business activities
 - Steering and support services for education activities
 - Steering and support services for RDI and international business operations
 - Administration, HRD, financial services, facility services, ICT, security, quality and information production
- Laurea's organisational structure is presented in Figure 1.

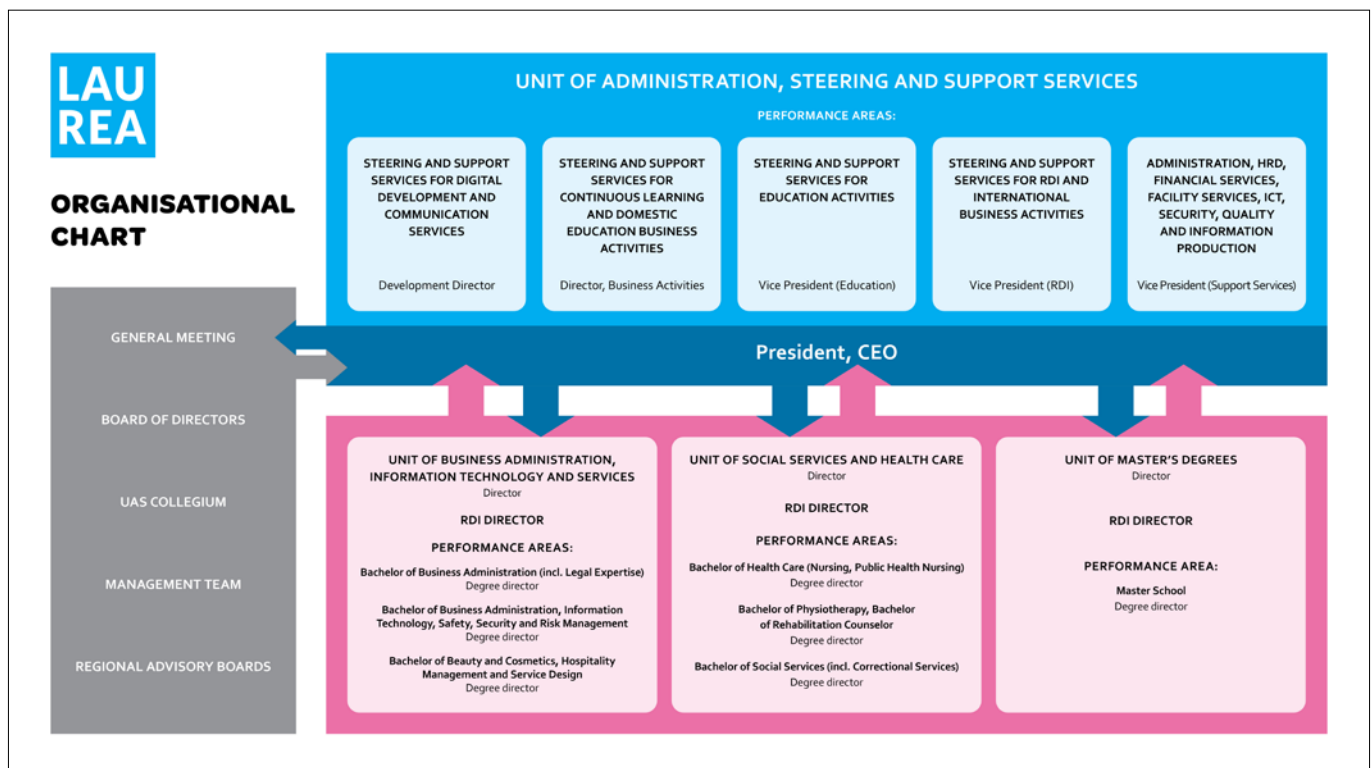


Figure 1. Laurea's organisational structure



EACH PROFIT CENTRE is led by a unit director. The HOT unit is led by the President, CEO. Each profit centre comprises performance areas, which are overseen by degree directors. Within these performance areas, there are teaching teams and RDI teams. Team leaders coordinate and facilitate internal collaboration within their teams and are responsible for the high-quality and effective implementation of the studies assigned to their teams. Development managers working within the profit centres focus on three strategic development areas: pedagogical development, international affairs, and continuous learning.

THE OPERATIONS OF the units are guided by the operational and financial plan (TTS) and Laurea's operating instructions, which describe in more detail the management system, responsibilities, and operational procedures. The HOT unit supports the profit centres by providing guidance and support services. The Vice Presidents, Development Director, and Director, Business Operations are responsible for steering and supporting the development of education, RDI activities, business operations, and digitalisation, as well as for the development of support services.



Quality management

QUALITY MANAGEMENT REFERS to the procedures, processes, and systems that we use to plan, implement, monitor, develop, and manage our operations in alignment with our strategic goals. The foundation of quality management at Laurea is a quality system that promotes continuous development of the operations.

2.1 Laurea's quality system and its objectives

THE QUALITY SYSTEM describes the overall framework of operations that comprises the division of responsibilities, procedures, and resources related to quality management. Our quality system aims to:

- support management and the quality of the operations by producing systematic information on the operations,
- harmonise and streamline quality management procedures and practices,
- strengthen Laurea's quality culture and participation of Laurea employees in quality work,
- promote the sharing of good practices.

OUR QUALITY SYSTEM is based on the circular model of continuous improvement: Plan – Do – Check – Act (PDCA). 'Plan' consists of the foundations for planning our operations and the objectives set for them. 'Do' contains our core operations

and related descriptions and instructions. 'Check' refers to monitoring and evaluating our operations by means of the defined indicators and other evaluation, assessment, and feedback methods. 'Act' involves utilising indicator results, evaluations, assessments, and feedback to improve our operations and implement critical change projects. Our quality system is depicted in Figure 2.



Figure 2. Laurea's quality system



KNOWLEDGE-BASED MANAGEMENT and risk management form the key supporting pillars of our quality system. Together, they promote proactive, strategy-driven leadership as well as operational effectiveness and development.

IN KNOWLEDGE-BASED MANAGEMENT, the systematic use of up-to-date and reliable information in decision-making and operational steering is essential. Its aim is to improve decision-making, enhance efficiency, and support the achievement of strategic goals. As part of our digital programme, we are building a culture of data utilisation, including the development of data- and AI-driven operational models to support our activities. The development group for knowledge-based management promotes this culture.

RISK MANAGEMENT IS a proactive activity carried out as part of the quality management of our various operations. Its goal is to identify and manage risks and to seize opportunities in a way that enables the achievement of our strategic objectives. Systematic risk management is the responsibility of the Vice Presidents and Directors as part of proactive leadership.

Operational planning and starting points (Plan)

THE PLANNING OF our operations is governed by the agreement between Laurea and the Ministry of Education and Culture. The agreement is drawn up every four years. It includes the objectives set on our operations, such as degree objectives and other development targets concerning our operations.

LAUREA'S VALUES – *openness, responsibility, and effectiveness* – guide our operations and promote the development of Laurea's quality culture. We have set as our mission to create a sustainable future together with working life. Our vision is to be an internationally competitive higher education institution with working life relevance in 2035.

The focus areas DESCRIBE THE strengths of our operations through which our strategy is realised. They also describe the areas we need to develop, the progress and development of which we monitor in the process of operational and financial planning. Our focus areas are:

- We build the future by enhancing wellbeing
- We strengthen inclusion and a safe society
- We anticipate and create paths to sustainable futures
- We promote the sustainable role of technology in building the future

WE HAVE IDENTIFIED challenges the solving of which is critical for our strategy to succeed. These are described by **four critical needs for change, Laurea's strategic goals and the strategic indicators linked to them**. The critical needs for change for the Ministry agreement period 2025–2028 are:



- The growing shortage of experts in society calls for the renewal and development of international working life competence for the future
- The declining public funding requires sustainable international growth
- The future requires closer systematic and business-funded cooperation with companies
- Sustainable renewal takes place through digitalisation and technology

OUR ANNUAL OPERATIONS are guided by the operational and financial plan (TTS). The plan is based on our strategy, and it is prepared as a part of the joint planning process resulting in the operational and financial plans for Laurea, the profit centres, and the HOT unit. The operational and financial plan links our management system with our quality system.

IN ADDITION TO the agreement with the Ministry of Education and Culture, our values, mission, vision, strategy, and the operational and financial plan, our operations are guided by

- Quality Handbook
- Rules of Procedure (Laurea's intranet)
- ***Degree Regulations***
- ***Arene's programme for the sustainable development and responsibility of universities of applied sciences***
- ***Ethical Guidelines***
- ***Non-discrimination plan***
- ***Service promise***
- ***Pedagogical programme***
- ***Curricula***
- Sustainable fee-based international education activities (Laurea's intranet)
- Operating Instructions (Laurea's intranet)
- Annual plans of management teams (Laurea's intranet)

OUR VISION IS CLOSELY linked to the strong internationalisation of our university of applied sciences, which is currently being accelerated by our European University status and close collaboration within the European PIONEER university alliance. The aim of the network is to promote the strategic development of future cities through education, research, development and innovation activities, as well as ecosystem collaboration.



In the summer of 2024, Laurea took a significant step in internationalisation when we received the European University status as part of the PIONEER alliance.

Operations (Do)

OUR CORE OPERATIONS – strategic management, human resource management, education, RDI activities, continuous learning and business operations – are based on the continuous improvement of operations. In accordance with the PDCA model, all core operations have their own starting points and objectives that guide them, key operations, quantitative indicators and other evaluation, assessment and feedback procedures, and development practices.

THE KEY OBJECTIVE of strategic management is to meet the changing needs of society in an agile manner through Laurea’s education, RDI activities, and regional development. The PDCA for strategic management is presented in Figure 3.

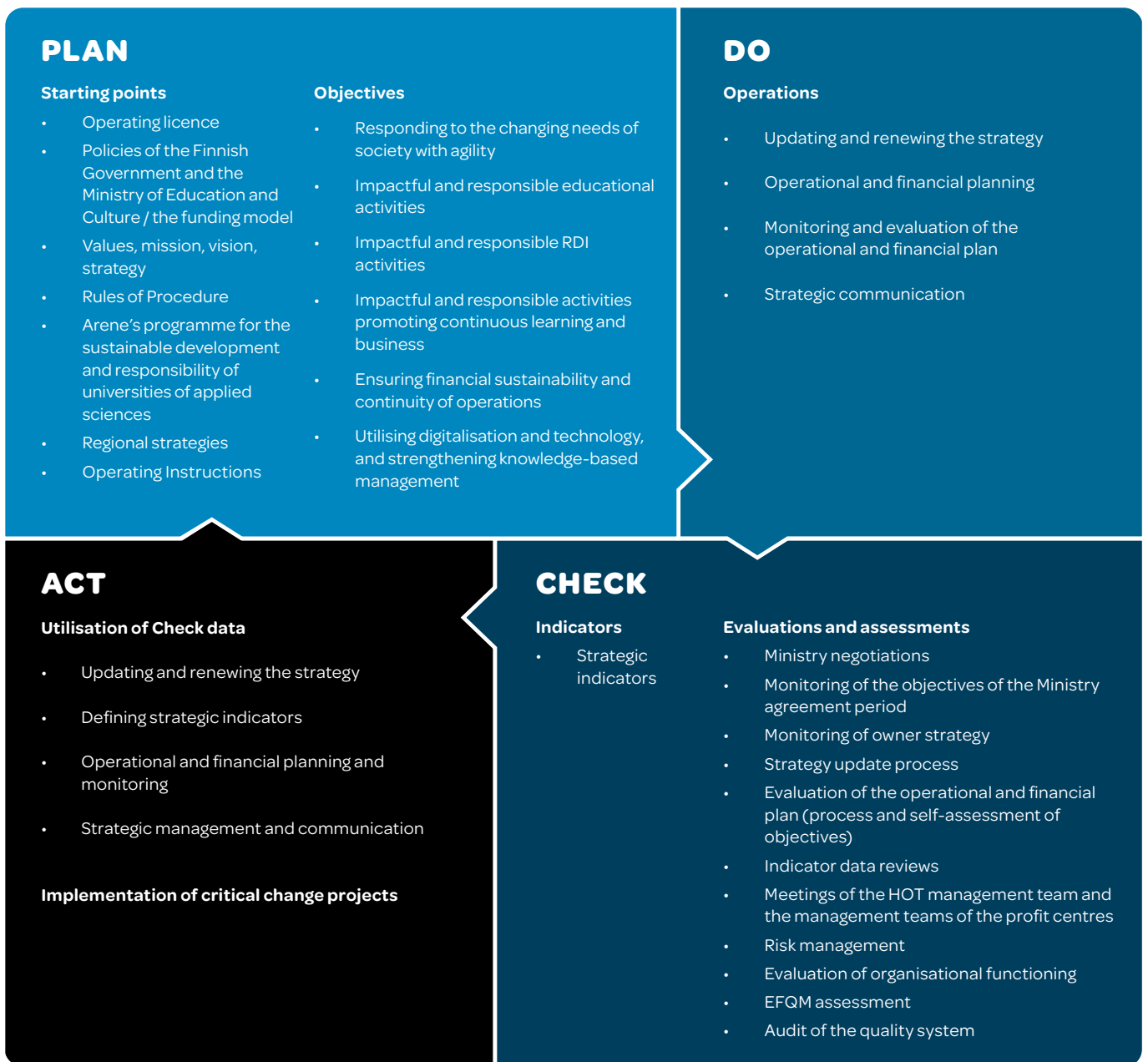


Figure 3. PDCA for strategic management



THE KEY OBJECTIVE of human resource management is to support employee wellbeing, continuous development of competence, and strategic personnel planning. The PDCA model for HR management is shown in Figure 4.

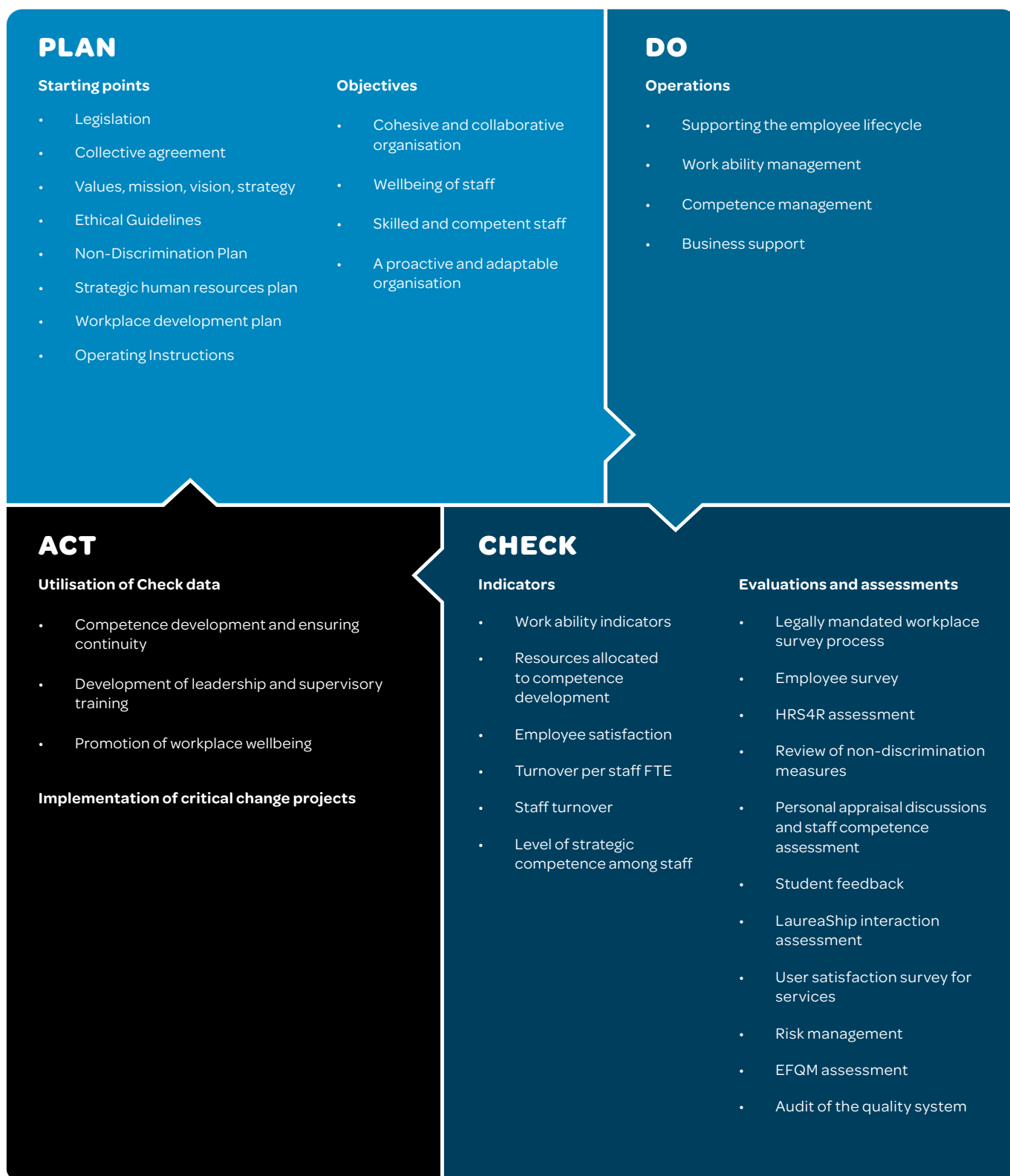


Figure 4. PDCA for HR management

THE KEY OBJECTIVE of degree education is its high-quality, effective, and impactful implementation, development, and renewal. The PDCA for degree education is presented in Figure 5.

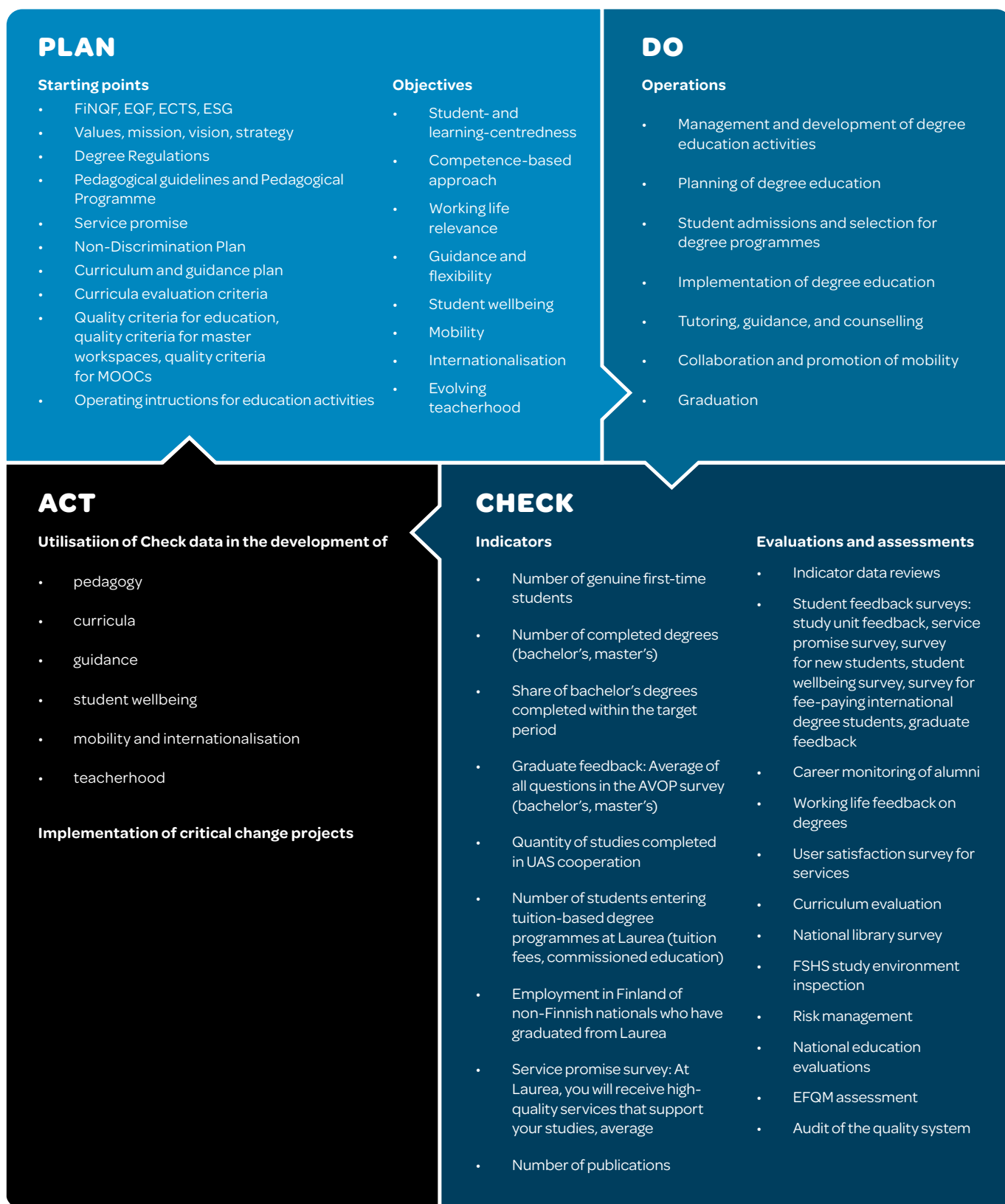


Figure 5. PDCA for degree education



THE KEY OBJECTIVE OF RDI activities is to increase the impact and scope of the operations and strengthen RDI activities conducted with companies. Figure 6 shows the PDCA for RDI activities.



Figure 6. PDCA for RDI activities

THE KEY OBJECTIVE of continuous learning and business operations is to meet the needs of Laurea's operating area and the profitable development of business operations. Figure 7 shows the PDCA for continuous learning and business operations.



Figure 7. PDCA for continuous learning and business operations



LAUREA'S OPERATIONS ARE steered and supported by the Administration, Steering, and Support Services Unit (HOT). The unit consists of

- Steering and support services for digital development, and communication services
- Steering and support services for continuous learning and domestic education business activities
- Steering and support services for education activities
- Steering and support services for RDI and international business operations
- Administration, HRD, financial services, facility services, ICT, security, quality and information production

Monitoring, evaluation, and assessment of operations (Check)

WE USE DEFINED indicators to monitor the achievement of our objectives. Our strategic indicators are based on the funding model of the Ministry of Education and Culture and Laurea's strategy.

- Amount of Horizon funding and other qualitatively competitive EU R&D funding received by Laurea
- Amount of R&D funding received by Laurea from Finnish companies
- Employee satisfaction: PeoplePower index above the average in the field of education in Finland
- Employment in Finland of non-Finnish nationals who have graduated from Laurea
- Feedback from graduates: Average of all questions in the AVOP survey
- Laurea's service promise survey: At Laurea, you will receive high-quality services that support your studies, average
- Number of completed bachelor's degrees
- Number of completed master's degrees
- Number of credits from studies completed in Open UAS and other separate studies
- Number of genuine first-time students
- Number of publications
- Number of students entering tuition-based degree programmes at Laurea (tuition fees, commissioned education)
- Permanence of key partners
- Quantity of studies completed in UAS cooperation
- Revenue from business operations
- Revenue from business operations received by Laurea from Finnish companies, excluding R&D
- Share of bachelor's degrees completed within the target period
- Turnover / personnel FTE



MONITORING OF STRATEGIC indicators and the implementation of the operational and financial plan (TTS) is carried out regularly by the Board of Directors, the Management Team, the UAS Collegium, as well as in operation-specific management teams and unit management teams. Self-assessments are conducted for the objectives recorded in the TTS, and the results are compiled and made available for the entire staff to review.

THE MANAGEMENT TEAM of the HOT unit evaluates and supports the implementation of the TTS twice a year in meetings with the profit centres, during which necessary development actions are jointly agreed upon. The progress of critical change projects is monitored regularly by the Management Team and operation-specific management teams. In addition to quantitative indicator data, we assess our operations using other defined evaluation, assessment, and feedback data. As students are at the heart of our activities, student feedback plays a central role in the development of our operations. Figure 8 illustrates our student feedback system, which covers the entire student journey.

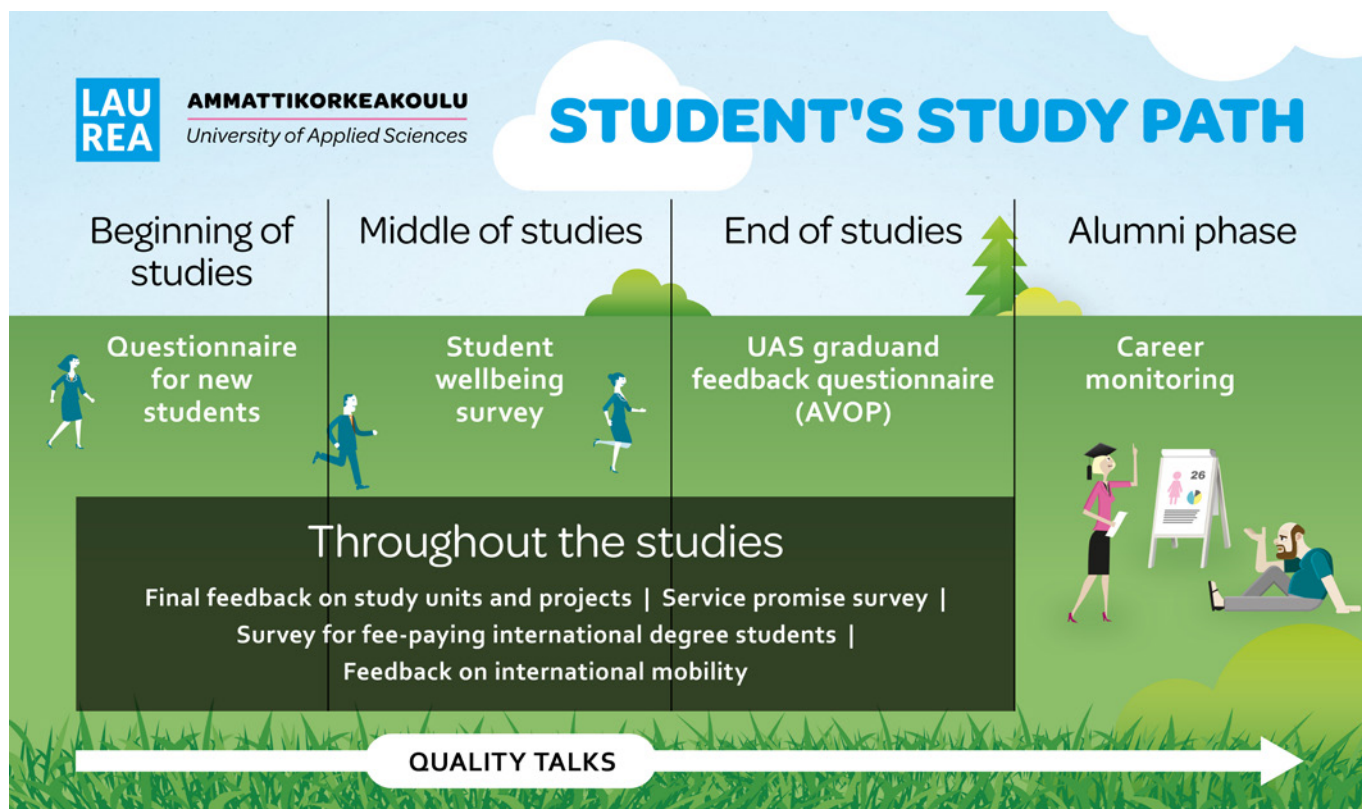


Figure 8. Laurea's student feedback system

APPENDIX 1 OUTLINES the evaluation and assessment practices for staff, students, and stakeholders, their objectives, implementation cycles, parties responsible for processing the results, and those responsible for initiating development measures.



Development of operations (Act)

THE EFFECTIVENESS OF our quality system is demonstrated through the utilisation of indicator data, as well as other forms of evaluation, assessment and feedback data, in the continuous development of our operations. The forums for processing and utilising this data include:

- Board of Directors of Laurea University of Applied Sciences Ltd
- Management Team and the UAS Collegium
- Management teams of education, RDI activities, and continuous learning and business operations
- Regional advisory boards
- Alumni Advisory Board
- Working life steering groups of degrees
- Development and working groups as defined in the operating instructions
- Supervisor meetings
- Meetings between management and Laureamko
- Meetings of the HOT management team and the management teams of the profit centres
- Development events of profit centres and performance areas
- Teams
- Personal appraisal discussions

THE DEVELOPMENT OF operations is guided by *the critical needs for change, goals, and indicators* outlined in the strategy. These needs for change are formulated into projects, and development actions to support them are defined and presented in the operational and financial plans. The progress of these projects is monitored and evaluated both in the management teams of the profit centres and in operation-specific management teams.

THE EFQM MODEL (European Foundation for Quality Management) is used as a comprehensive tool for assessment and development. The external audit of the quality system, organised every six years by FINEEC, is a key method for developing both our quality system and our overall operations.

2.2 Responsibilities in quality management

THE KEY RESPONSIBILITIES in quality management are presented below.



 ACTOR	 RESPONSIBILITY
President	Overall responsibility for quality management in accordance with the quality system
Vice Presidents; Development Director; Director, Business Operations	The quality and its development in the Unit of Administration, Steering and Support Services
Profit centre directors	The quality and its development of their profit centre's operations
Degree directors	The quality and its development of their performance area
Director, Quality and Information Production Services	Support, guidance, and development of quality management in accordance with the quality system
Staff	Responsibility for the quality of their own and their team's work, acting as members of development and working groups
Students	Giving feedback, acting as members of development groups
Working life and key partners and other stakeholders	Giving feedback, participating in development activities and key bodies

Table 1. Responsibilities in quality management



THE ENTIRE LAUREA community participates in our quality activities: students, staff, as well as working life and key partners and other stakeholders. By quality activities, we refer to goal-oriented and responsible actions in our core operations and in achieving strategic goals. Our students play a key role by providing feedback on our operations and by participating as members in various management and development groups. The composition, responsibilities, and monitoring practices of our goal-oriented development and working groups are described in our operating instructions. These groups utilise data produced by our quality system to support the development of operations. Working life and key partners, along with other stakeholders, contribute to our development work by providing feedback (e.g. stakeholder surveys), participating in development activities (e.g. working life steering groups of degrees), and engaging in key decision-making bodies (e.g. regional advisory boards, Alumni Advisory Board). Our stakeholder classification is presented in Figure 9.

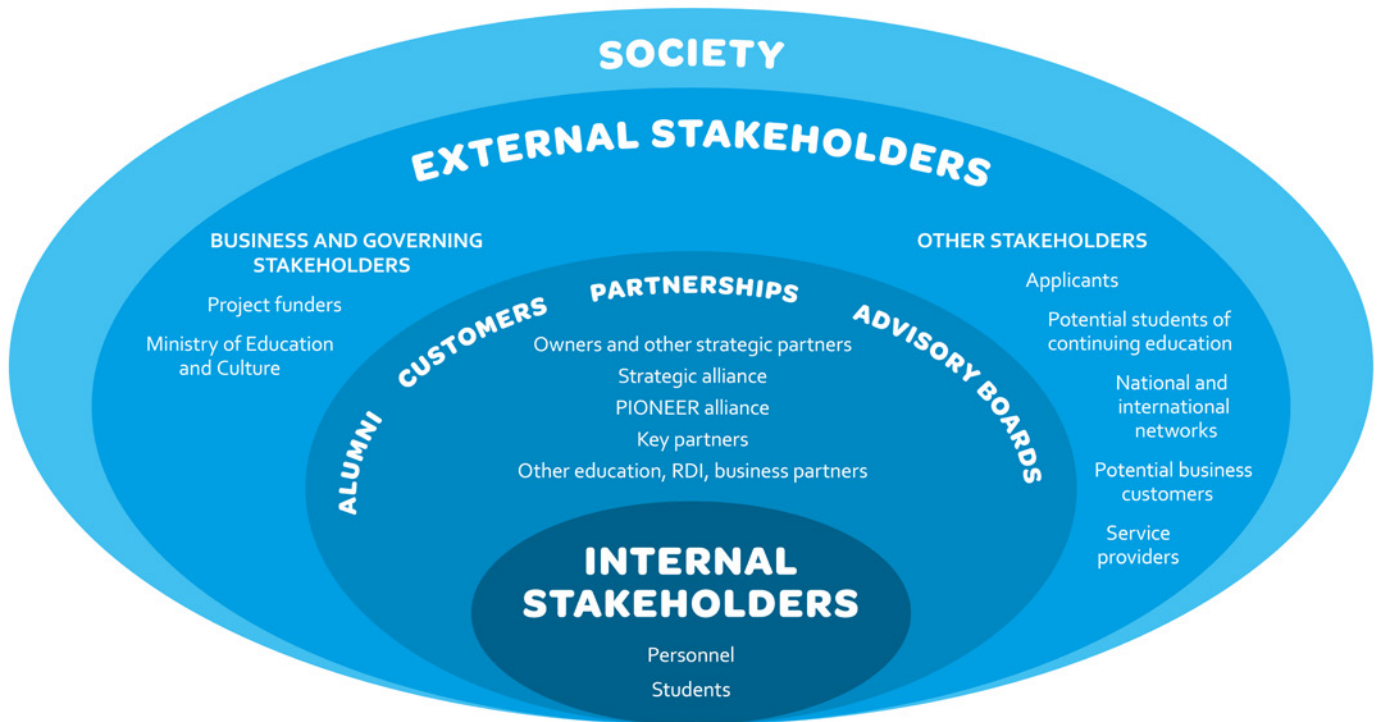


Figure 9. Laurea's stakeholder classification



Quality management documentation and communication

OUR QUALITY MANAGEMENT is documented in this Quality Handbook, the Quality Journey overview, as well as on our intranet and public website. Platforms that support documentation, operational management, and quality management include:

- **Teams:** Platform for internal development work
- **ARC:** Information management and operational descriptions
- **Power BI:** Performance data
- **Pepperi:** Student, study, and working time planning (TAS) data
- **ASHA:** Case management
- **Pro24:** Safety and security management

WE COMMUNICATE ABOUT our quality management through various channels to both our internal and external stakeholders.

Our key internal communication channels are:

- President's letters
- President's open discussion events
- Annual report and financial statement
- Intranet
- Semester Info newsletter

OUR KEY EXTERNAL communication channels are:

- Laurea Review
- Impact and Responsibility Report
- Annual Review
- Laurea Journal
- Laurea Publications
- Laurea's website
- Social media channels





Quality culture and its development

QUALITY CULTURE AS part of the organisational culture reflects the atmosphere of continuous development and the individual and collective commitment to quality management. It is built on a shared vision, commitment, and the desire to improve operations in pursuit of our vision.

SYSTEMATIC QUALITY WORK has been carried out at Laurea since our institution's founding in the early 2000s. Our quality culture is based on the continuous evaluation and development of operations using defined indicators, as well as internal and external evaluation, assessment and feedback mechanisms (Appendix 1). The development of our quality culture is supported by co-creation and knowledge-sharing forums. These include development and working groups defined in our operating instructions, as well as self-directed teams.

IN ADDITION TO long-term development, Laurea's quality culture is characterised by collaboration, openness, responsibility, and impactful operations. Our values support the development of this culture. Openness as a value means transparency in our operations. It builds mutual trust, which is essential for successful collaboration and co-development. An example of this culture of openness and sharing is the President's monthly letters. Our strategy process also reflects our open operational culture. All the members of the Laurea community as well as our key stakeholders can help produce and analyse information and make observations required for our strategy.

RESPONSIBILITY MEANS TAKING ownership of the outcomes of one's own and the team's work, and of collaborative efforts. At Laurea, we act ethically, with a student- and customer-centred approach, and support the success of students and partners responsibly. Our ethical guidelines and non-discrimination plan are key tools in supporting responsible operations. We also follow Arene's programme for the sustainable development and responsibility of universities of applied sciences ([Sustainable Laurea](#)).

EFFECTIVENESS AS A VALUE guides all our activities. To create impact, Laurea actively engages in societal interaction at regional, national, and international levels. Impact is generated through extensive RDI activities and the transfer of knowledge and skills acquired through education into working life. To ensure systematic and high-quality collaboration, we have a [key partnership model](#). Its aim is to establish long-term, stable, and mutually beneficial partnerships that enable broad, multidisciplinary cooperation in education, RDI, and business. Since 2016, Laurea has published an annual report on societal impact, which reviews our university's impact through strategic themes and presents key



actions related to impact and responsibility during the year.

AS PART OF LAUREA'S quality culture, we have developed, in collaboration with the student union and staff, principles for giving and receiving feedback, which are based on our values (Figure 10).



Figure 10. Ground rules for giving and receiving feedback

OUR STAFF, STUDENTS AND alumni, key partners, and other stakeholders form a strong and committed network. This network, as part of Laurea's quality culture, drives our university forward in an open, impactful, and responsible way.



Participation of staff, students and stakeholders in the development of operations

STAFF

Survey or evaluation	Objective	Timing	Processing	Initiation of development measures
Indicator data reviews	Performance development	Four times a year	Management teams	Management teams
Employee survey	Assessment and development of mutual trust capital and interaction within the work community	Every other year	UAS Collegium, supervisors, teams, Cooperation Advisory Board	Supervisor and teams, management team, HR Services
Occupational health survey	Assessment and development of staff work ability and wellbeing as part of the workplace survey in collaboration with occupational health services	Once a year	Management teams, supervisors, teams, occupational health and safety organisation	HR Services in collaboration with occupational health services
Legally mandated workplace survey process	Evaluation of the health and safety of working conditions in relation to employees' health and work ability	At least every five years	Laurea's campuses	HR Services in collaboration with occupational health services
HRS4R assessment	Evaluation of the development of working conditions and career paths of staff (including researchers)	Every three years	Management team, management team of RDI activities	HR Services, RDI Services
LaureaShip interaction assessment	Development of goal-oriented interaction behaviour	Continuous	Supervisor, team	Feedback recipient
FSHS study environment inspection	Promotion and monitoring of the health and safety of the educational environment and the wellbeing of the student community	Every three years, with annual follow-up evaluations	HR Services, Facility and Lobby Services	HR Services, Facility and Lobby Services
Personal appraisal discussions and competence development Group appraisal discussions	Assessment and development of work, wellbeing at work, and competence	Spring Continuous	Supervisor and employee Teams	Supervisor and employee Teams
Review of non-discrimination measures	Evaluation of the implementation of measures and proposal of actions promoting non-discrimination (operational and financial plan)	July–September	UAS Collegium	Parties responsible for the measures
Strategy update process	Strategy renewal	Every two years	Board of Directors, management team	Board of Directors, management team
Evaluation of organisational functioning	Monitoring and evaluation of organisational functioning	Continuous, with a check point in the autumn	Management team	Management team
Risk management	Foresight	Continuous	Board of Directors, management teams	Vice presidents and directors responsible for operations
Feedback on the draft of the operational and financial plan	Operational and financial plan	January–March	Finance Director	Finance Director
Self-assessment of the operational and financial plan	Evaluation of progress towards objectives	Spring and autumn	HOT unit, profit centres	HOT unit, profit centres
User satisfaction survey for services	Service development	Spring	HOT unit	Those responsible for guidance and support services in the HOT unit
Curriculum evaluation	Identifying the need to update curricula	Every three years	Development group for pedagogy and curriculum reform, degree directors	Development group for pedagogy and curriculum reform, degree directors
Project evaluation and SDG assessment	Verification of project impacts. Evaluation of the achievement of sustainable development goals	Continuous	Project manager	Research programme directors
Meetings of the HOT management team and the management teams of the profit centres	Assessment of meeting the objectives set in the operational and financial plan	Spring and autumn	HOT management team, management teams of the profit centres	Management teams of the profit centres
National education evaluations	Development of degree programmes	According to FINEEC's schedule	Management team of education	Degree director of the degree programme under evaluation
EFQM assessment	Comprehensive development of Laurea's operations	Every six years	Management teams	Management teams
Audit of the quality system	Evaluation of the effectiveness of the quality system	Every six years	Management teams	Management teams

Participation of staff, students and stakeholders in the development of operations

STUDENTS				
Survey or evaluation	Objective	Timing	Processing	Initiation of development measures
Study unit feedback	Evaluation and development of a study unit / project, promotion of students' learning	Continuous	Lecturer/lecturer team Lecturer and their supervisor	Lecturer
Open UAS feedback	Evaluation of customer satisfaction, visibility of studies, and functionality of services	As needed	Continuous Learning Services	Continuous Learning Services
Feedback on international mobility	Evaluation and development of practices related to the different phases of student exchange	After student exchange / job placement	International Services	International Services
Feedback from fee-paying international degree students	Promotion of international students' integration into Finnish working life	February	Development group for promoting employment of international students, management team of education	Development group for promoting employment of international students
National library survey	Evaluation and development of library services	Every three years	Information and Publication Services, management team of education	Information and Publication Services
Survey for new bachelor's and master's degree students	Evaluation and development of guidance and communications	October–November	Management team of education, meetings between management and Laureamko	Degree directors
Student wellbeing survey for second-year bachelor's degree students	Evaluation of the learning process and student wellbeing	November	Management team of education, development group for student wellbeing, UAS Collegium, meetings between management and Laureamko	Development group for student wellbeing, degree directors
Service promise survey	Evaluation of the fulfilment of Laurea's service promise "We at Laurea are here just for you"	February	Board of Directors, management team of education, UAS Collegium, meetings between management and Laureamko	Degree directors
Graduate feedback	Evaluation and development of teaching, learning, and student satisfaction	Continuous. The results are processed in March–April	Management team of education, management team of RDI activities, meetings between management and Laureamko	Degree directors
Quality Talks	Development of degree programmes based on student feedback	May	Degree directors	Degree directors + team leaders, Laureamko's advocacy network + representatives of Quality and Information Production Services

Participation of staff, students and stakeholders in the development of operations

STAKEHOLDERS

Survey or evaluation	Objective	Timing	Processing	Initiation of development measures
Working life feedback on degrees	Working life oriented development of degree programmes	Continuous	Degree director	Degree director
Career monitoring of alumni five years after graduation	Monitoring of career paths, labour market situation, and degree satisfaction. Development of education, career guidance, and alumni activities	October	Management team of education, Continuous Learning Services	Degree directors
RDI partner feedback	Evaluation and development of project activities	Continuous	Management team of RDI activities	RDI Services
Stakeholder survey	Evaluation of stakeholders' and key partners' perceptions, impressions, and satisfaction regarding collaboration with Laurea	October–November	Management team, UAS Collegium, Board of Directors	Management team
Customer feedback for continuing education	Evaluation and development or educational programmes	Continuous	Profit centre; Director, Business Operations	Profit centre
Negotiations with the Ministry of Education and Culture, and monitoring of the objectives of the Ministry agreement period	Agreement on objectives and monitoring of their fulfilment	According to the agreement period	President	Management team
Monitoring of owner strategy	Monitoring of the objectives set out in the owner strategy	April–June	President	Management team