

Part D

D.1. Please describe your institution's international (EU and non-EU) strategy. In your description please explain a) how you choose your partners, b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training, and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.

Helsinki Metropolia UAS, Finland's largest university of applied sciences, has four fields of study: culture, business, health care and social services and technology.

In our strategy we promise our students that internationalisation is an integral part of their studies.

Our aim is to create a high-quality, creative and international learning environment that allows the students' multi-disciplinary competence development, both among degree students and international exchange students as well as the entire staff. A special emphasis is put on the immigrant-background students: pre-degree HE studies, targeted marketing and guidance services, special work placement arrangements and support on employment.

We have 15 international programmes taught in English. Moreover we offer tailor-made semesters in English to allow incoming student exchange. The student mobility (outgoing and incoming) application is totally electrified. Numerous Erasmus IPs and summer courses are carried out in Helsinki, which enables the international experience for a great number of students and staff.

A new module, 5 cr course supporting all students' international competence development is being designed. This course will be compulsory for all outgoing students by 2016, and is currently a strategic objective.

a) International cooperation typically starts at meetings, during visits and through individual academics' and IO's contacts. A joint project, research topic etc. can act as a start for a partnership. Our aim is to expand existing partnerships to cover as many DPs as possible.

Certain aspects and criteria, such as background information, Erasmus Charter, language of instruction, curriculum and content, reciprocity as well as supporting services and safety matters are taken into account when selecting the suitable partners. Moreover, research and development opportunities and funding the cooperation are important.

b) In Metropolia, most mobility is under the Erasmus programme, both students and staff. The main focus is on European partners but there is a certain regional cooperation focus within the fields of study, such as the interest of DPs in rehabilitation in Nordic, Baltic, North-Western Russia. Asian cooperation has been systematically intensified over the past 5 years. African cooperation has traditionally been within the field of Health Care and Social Services, Media and Performing Arts. However, there have been new openings in the fields of Environmental and Electronics Engineering. We have cooperation with North American institutions but Metropolia would further increase the cooperation.

c) Bachelor's level: We promote internationalisation opportunities systematically among all first year students. IO produces material, launches application campaigns, organises information sessions to first and second year students. A special Internationalisation Guide for Students is published on-line and as a printed version. A special target group has been the promotion of training abroad within the field of Business.

The most important objective is to support the path of an individual student's international competences development by finding the most suitable mobility destination, be it study abroad or international placement or both.

Master's level: Owing to the structures of the degree programmes in Finnish UAS, special measures need to be created: implementing Grundtvig, study tours, short mobility periods utilising Finnish UAS joint offering. Metropolia offers special funding for these purposes.

Mobility promotion and activities for Staff:

Academic staff: the initiative for mobility comes from individual lecturer. Schools independently decide whether the content of the proposal is relevant. Some schools have an application period for the following year's mobility. Moreover, Metropolia has paid special interest on staff language skills.

Supporting staff: The staff annually supports over 1000 international students. Metropolia promotes the internationalisation of the staff in the following ways: in the recruitment of staff the knowledge of English is a requirement. Special support and training of language and multicultural communication skills is financed. The initiative is made in development discussions, where the staff member raises the need for competence development. This leads to an agreement on further training which may result in mobility.

Metropolia Business School started double degree curriculum design in 1992, and the first intake was 1993. Currently there are two genuine double degree programmes with 9 European partners.

In 2004, ConREM (Construction and Real Estate Management) Programme started. ConREM is a joint curriculum Master's programme produced together with HTW Berlin. Cooperation is close including cross-evaluation of Master's theses.

Metropolia participates in the Erasmus Mundus Master's DP in Emergency and Critical Care Nursing (EMECC), which is the first international joint degree in advanced nursing in Europe.

D.2. If applicable, please describe your institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme.

Metropolia is currently involved in 15 Erasmus Intensive Programmes coordinating four of them. These are seen as opportunities for short student and staff mobility and for internationalisation at home. This enhances staff expertise and expands students' choice of course content. In addition to Erasmus Intensive Programmes, Metropolia is involved in regional cooperation, ie Nordic, Baltic and St. Petersburg area. Moreover, there are four projects including intensive programmes with around ten African countries.

There are numerous larger EU projects where students complete studies and training thus gaining credits. Also, Bachelor's and Master's theses are completed in the projects.

The International Office actively seeks and distributes information on project possibilities. Project proposals undergo a certain procedure as per school/faculty priorities.

The Institution supports projects, such as Grundtvig and Tempus by allocating institutional and departmental resources for project planning and providing practical and administrative assistance. Results are disseminated on the intranet, on the website and in articles, newsletters, staff events and national and international conferences.

Metropolia has coordinated 25 and participated in 18 EU-funded RDI projects (ESF, ERDF, FP6, FP7, CIP, COST, Interreg, Life+ etc.). As RDI activities are integrated with teaching, the students get an opportunity to apply their knowledge and to develop the skills they need at work. They create a network to empower their future career and a link between enterprises and graduates. The students are vital for renewing business life with fresh ideas as well as to provide a way to get feedback about Metropolia's activities. RDI projects offer a natural and reliable path for Metropolia, its students, regional and national collaboration partners into the international field. With the support of RDI in the preparation and application procedures there will be more opportunities to get involved in EU-funded cooperation.

D.3. Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda*) in terms of the policy objectives you intend to achieve.

Metropolia adopted learning outcome based curricula in 2012. To guarantee relevant, accurate and adequate information on studies, the Course Catalogue both in Finnish and English has been improved. Metropolia aims at increasing the number of immigrant-background students. There is tailored support for this group of students. Metropolia is enhancing structures and looking for ways to combine study with work, both with young and more mature students. A process of Recognition of Prior Learning values all prior learning and is supported by electronic application system. In the fields where the drop-out rate is fairly high, Metropolia has started a special project to promote the progress of studies and graduation. An internal training programme aims at strengthening the teacher's role in supporting students' overall study progress, renewing methodology and assessment. Our policy is to find long, mutually beneficial, genuine partnerships. By 2015, Metropolia will build a network with five strategically significant European and two non-European HEIs. With our first strategic partner, HTW Berlin, we have agreed on joint projects and studies. The joint preparation targets at Horizon 2020 funding. Metropolia submitted ECTS Label Application in 2012 and based on the feedback, further improvement has been made to course information, certain joint procedures and documentation. In addition to entrepreneurial skills, Metropolia also focuses on innovation skills. Essential competences that increase ability to innovate, such as creative methodology, interpersonal skills and ability to work in versatile groups are emphasised. Project work skills, marketing and product development are needed as well.

Every student participates in an Innovation Project, 10 cr, that focuses on practical subjects from working life. The projects aim to find new solutions to meet the needs of today's labour market. Students from different schools/faculties brainstorm and carry out each project together with representatives for working life. The projects create new processes, products, services and events. International students have equal opportunities to take part in the projects and work side by side with working life representatives. So far, the ideas for Innovation Projects have come up mainly from domestic SM companies and organisations but larger international companies will be connected to Innovation Projects through a new partnerships model.

Metropolia has an innovation advisor who offers commercialisation services for both staff and students. They get help to develop their inventions or business ideas further with the advisor. The advisor has active connections to the wide network of higher educational institutions, pre-incubators, incubators and financial organisations. There are expert services to make sure that promising ideas and inventions with potential for growth and international business and to refine them into an international business together with the inventor.