

OUR UNIVERSITY OF APPLIED SCIENCES –
Humanity, quality and performance

SeAMK Strategy 2025–2028

Adopted on 6 February 2024 by the
Board of Directors

Seinäjoen ammattikorkeakoulu | Seinäjoki University of Applied Sciences

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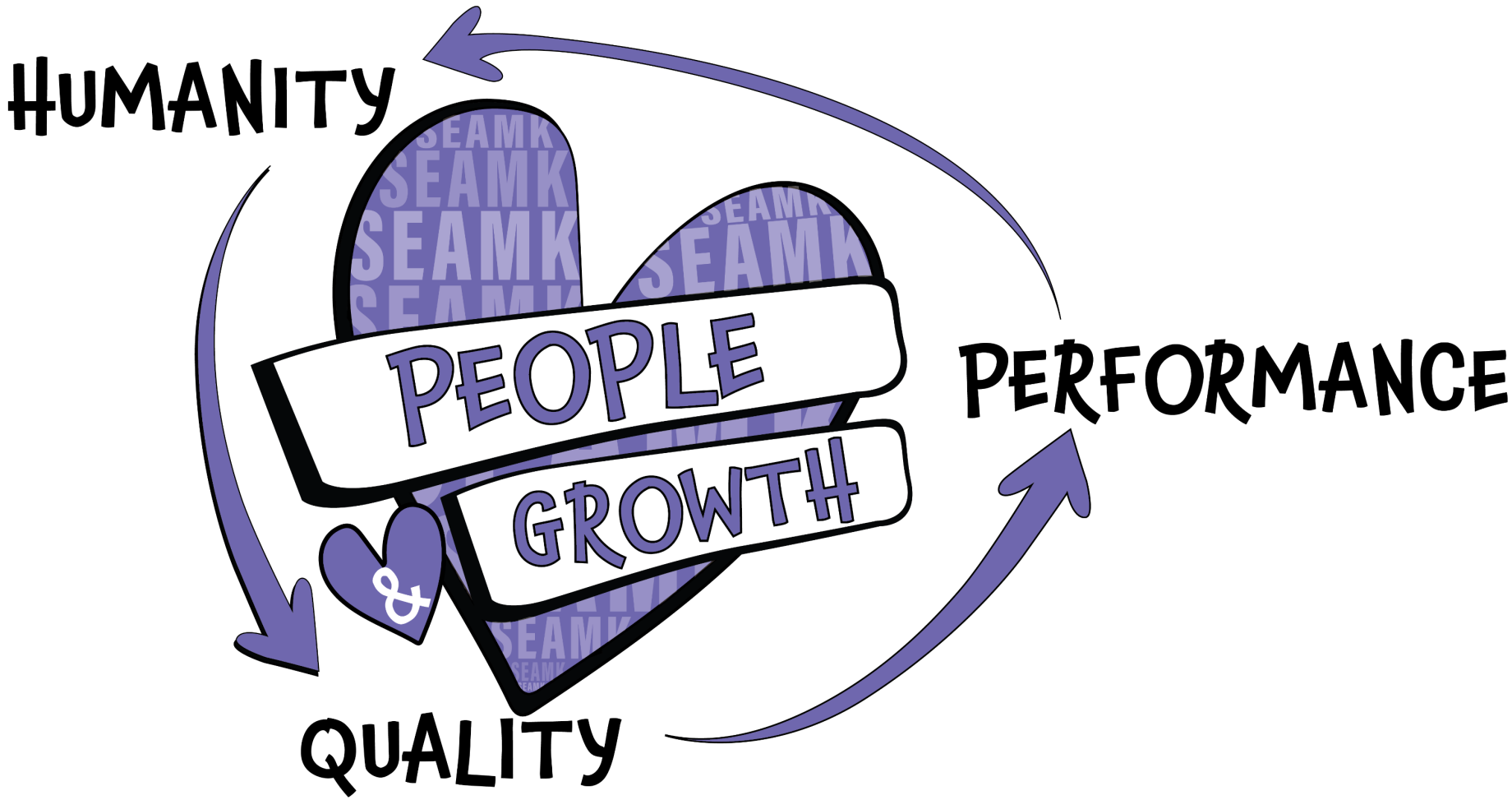
OUR UNIVERSITY OF APPLIED SCIENCES



OUR UNIVERSITY OF APPLIED SCIENCES



HEROES

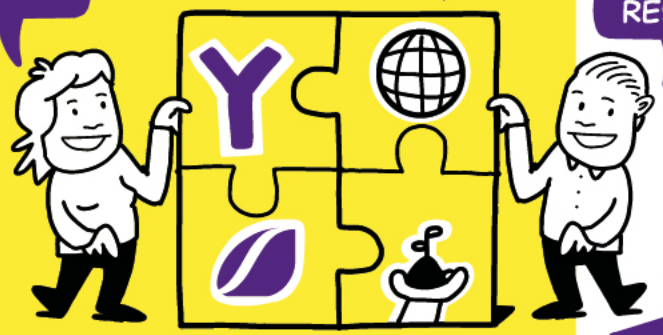
- ATTRACTION & WELL-BEING
- ARTIFICIAL INTELLIGENCE & DIGITALISATION
- INTERNATIONAL GROWTH & FUNDING
- PROVINCE & PARTNERS

OUR VISION

INTERNATIONAL, ENTREPRENEURIAL SEAMK – THE BEST UNIVERSITY FOR YOU

OUR VALUES:

- ENTREPRENEURIAL SPIRIT
- SEAMK SPIRIT
- INTERNATIONALISATION
- RESPONSIBILITY
- HUMANITY



OUR MISSION

TO INCREASE KNOW-HOW, COMPETITIVENESS AND WELFARE

PEOPLE & GROWTH

PERFORMANCE

QUALITY



- GROWTH ENTREPRENEURSHIP AND BUSINESS TRANSFERS
- CIRCULAR ECONOMY AND SUSTAINABILITY

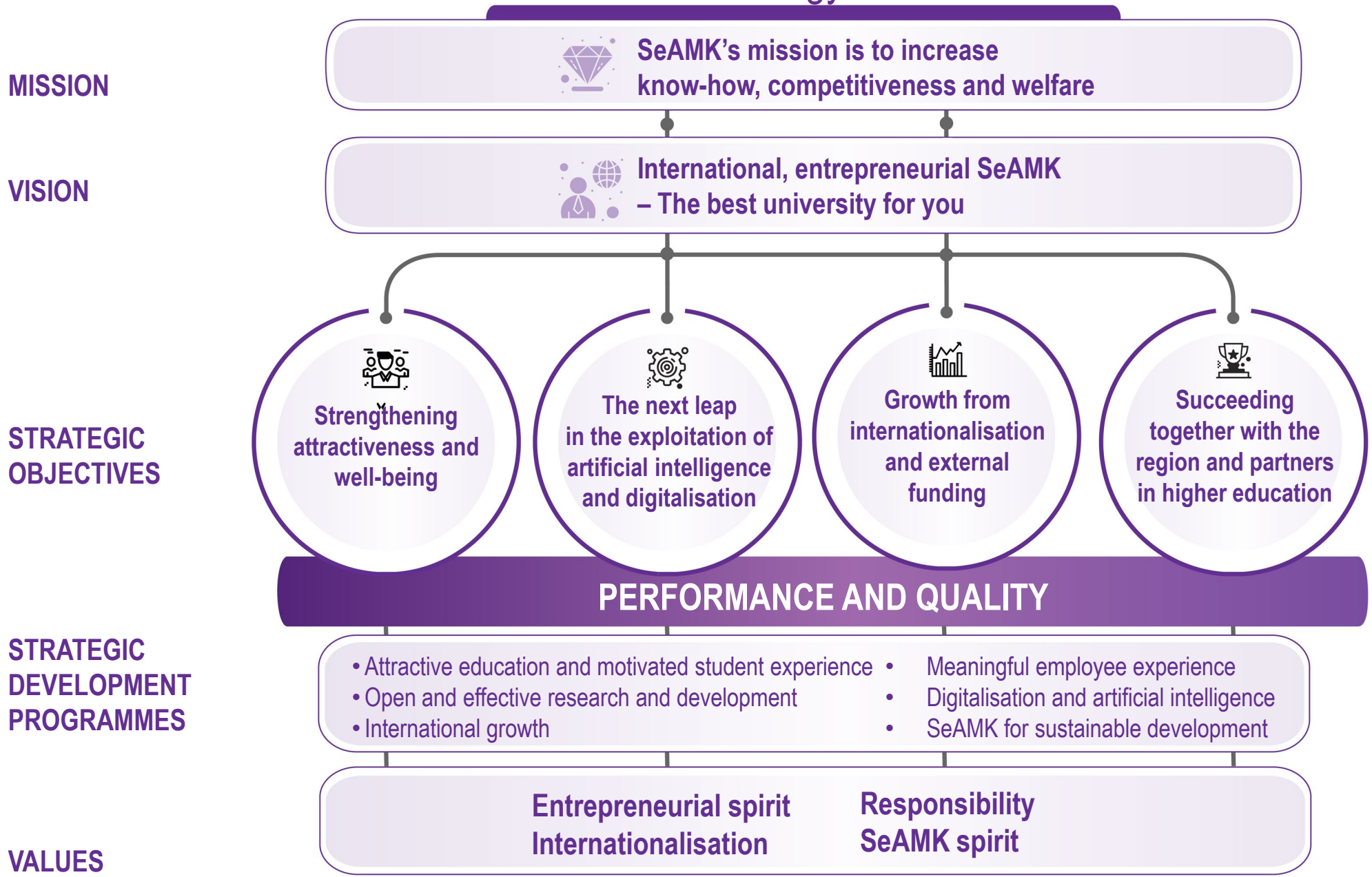
- FOOD SAFETY AND TECHNOLOGY
- INTELLIGENT INDUSTRY
- DIGITALISATION IN SOCIAL AND HEALTH CARE SECTOR





SeAMK

SeAMK Strategy 2025–2028



MISSION, VISION ÁND VALUES



PURPOSE/ MISSION OF OPERATIONS

SeAMK's mission is to increase know-how, competitiveness and welfare.

VISION

International, entrepreneurial SeAMK

– The best university for you

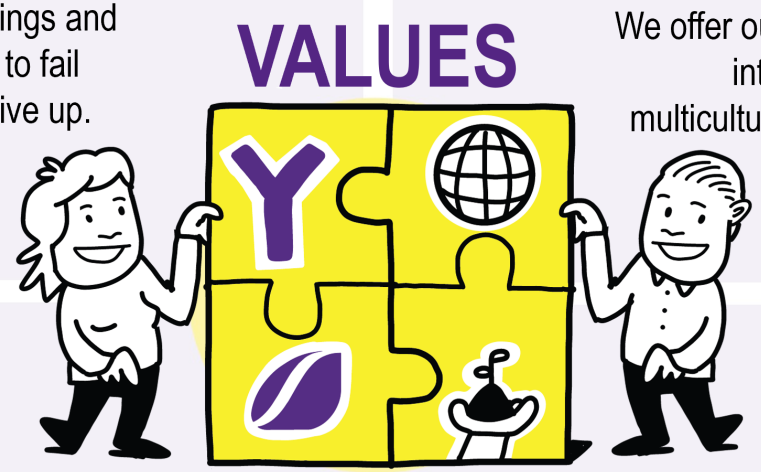
Values

ENTREPRENEURIAL SPIRIT

We are pioneers, we look for new things and we do things boldly. We are allowed to fail while experimenting, but we never give up. We have an active attitude. We are productive and service-minded.

INTERNATIONALISATION

We offer our students and staff opportunities for internationalisation and for working in a multicultural environment. We contribute to the internationalisation of our region.



SEAMK SPIRIT

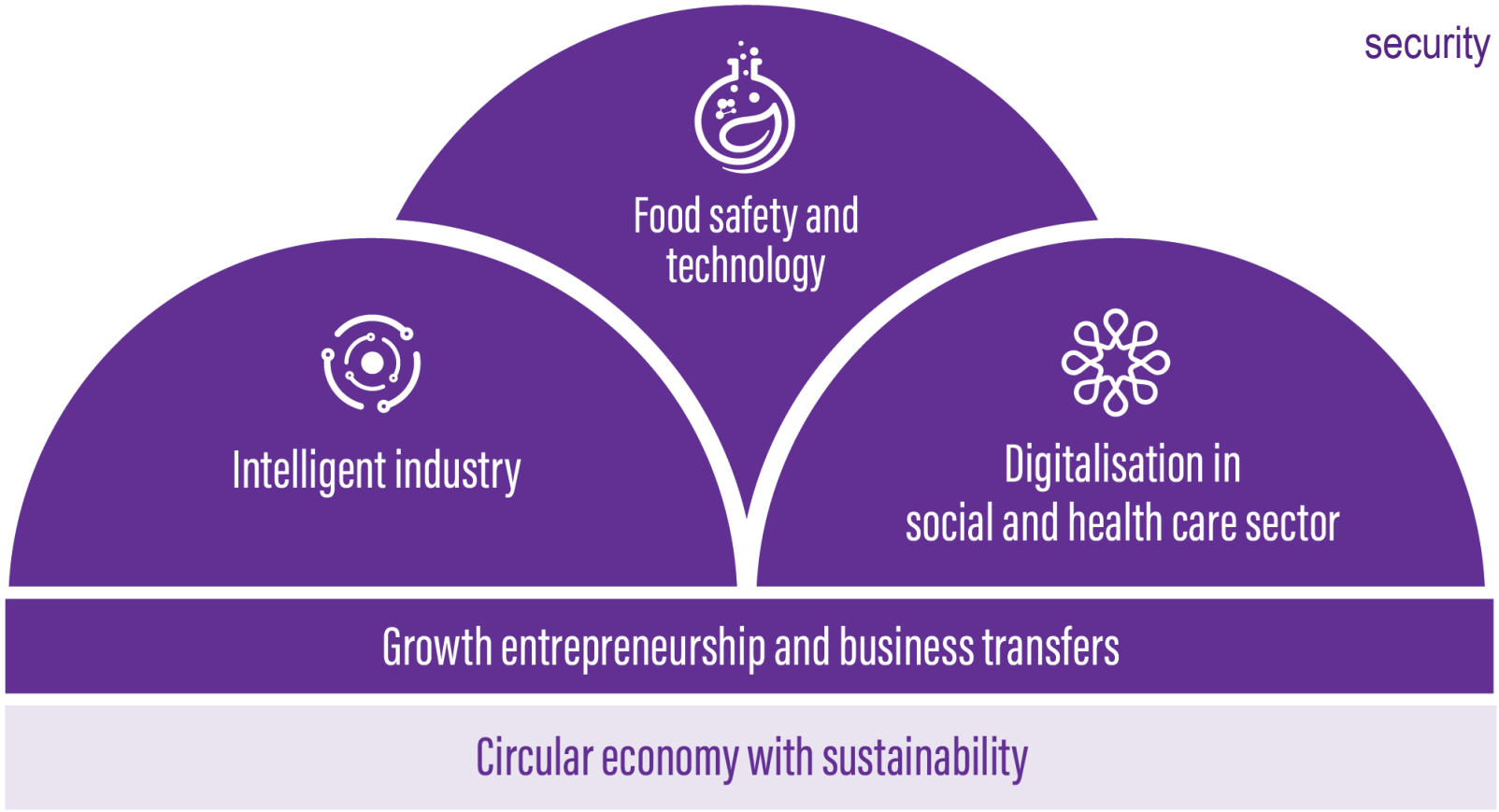
We do things together, we appreciate each other and everyone's work. We act equally and openly. We succeed together and we care about each other. We are proud of our expertise, and we are happy to be part of our university of applied sciences community.

RESPONSIBILITY

We take responsibility for our students' professional skills and employment, as well as the success of our region. We care about common welfare and the environment. We take responsibility for our actions and encourage students to assume responsibility. We develop our competence and share knowledge with others.

Profile areas

All of these play a significant role in ensuring Finland's security of supply



STRATEGIC OBJECTIVES

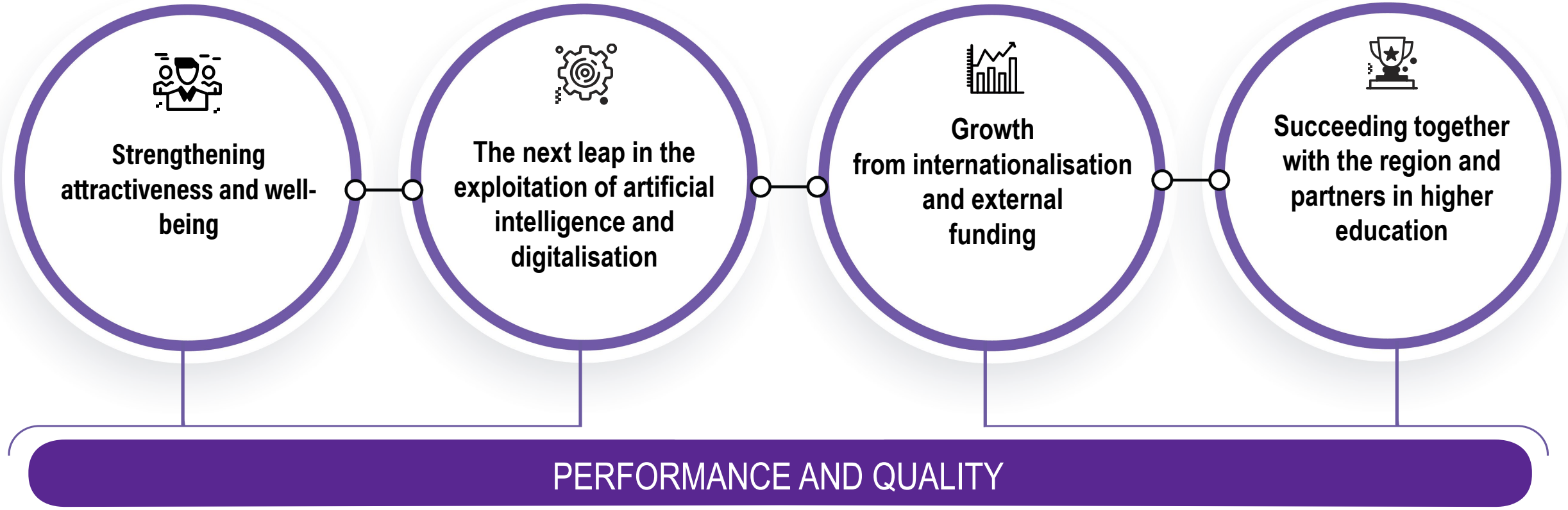
(Must win battles)

- Goals
- Critical success factors
- Indicators

SEAMK

Vision: International, entrepreneurial SeAMK - The best university for you

Strategic objectives / Must win battles



Our approach / values	Entrepreneurial spirit	Internationalisation	SeAMK spirit	Responsibility

Strengthening attractiveness and well-being



GOALS

- SeAMK is an attractive place of study, employer and partner in working life development.
- Satisfaction among students is the highest in Finland, they find employment well and have a high rate of completion of degrees.
- Employees are satisfied and willing to develop their skills.
- We stand out from other higher education institutions especially thanks to our expertise in the food sector and entrepreneurship. Each field of education has a strength factor that stands out from other higher education institutions, which we make use of in our range of studies and RDI activities that we offer for both working life and other higher education institutions.

CRITICAL SUCCESS FACTORS

- We strengthen our message as the Best University for You (for students, working life and employees) and utilise it as an attraction and retention factor for students, staff and working life. We invest in communication with students, employers and development partners from their respective starting points.
- We invest in student welfare, proactive guidance and, above all, measures to promote the completion of studies, also in cooperation with employers.
- We invest in excellent employer experience and well-being at work. We are a flexible, inspiring and humane community of experts focusing on competence development.
- We develop career opportunities within SeAMK (including responsible researcher evaluation). We consider it important to ensure reasonable workloads, prioritise tasks and invest in essential matters. We recognise developments related to change in work and build a motivating and diverse work community.
- We are developing the profile of Seinäjoki as a higher education city together with the City of Seinäjoki.

Strengthening attractiveness and well-being

INDICATOR

- Attraction of students, 2028: attraction of primary applicants 1.8 (currently 1.41)
- Student completion rate (students graduating within five years), 2028: over 70% (currently 63.9)
- Satisfaction of graduates (AVOP survey), 2028: 1st in Finland
- Quantitative employment of students and career tracking survey (average of financing model questions), 2028: among the top 3 in Finland (currently 5th / 5)
- Employee satisfaction 2028: AA+ (currently AA)
- Employer attraction (average of applicants / vacancies), 2028: 10 (currently 8.37)
- Employee turnover (termination of employee relationship at the employee's initiative for reasons other than retirement), 2028: 3% (currently 4.4%)
- Size of entrepreneurship and food sector project portfolios, 2028: over EUR 3 million and over EUR 3.5 million (currently EUR 2.9 and EUR 3.8 million)



SEAMK

The next leap in the exploitation of artificial intelligence and digitalisation



GOALS

- AI and digitalisation competence is a natural part of every degree programme, RDI activities and support services.
- Graduates have strong expertise in artificial intelligence and digitalisation.
- Our operations are based on strong knowledge-based management and the utilisation of automation and robotisation.
- Our learning and research environments are competitive and modern.
- On our joint Digivision platform, we offer high-quality online studies that are suitable for supplementing competence and meet learners' needs and we also similarly make use of materials produced by others.

CRITICAL SUCCESS FACTORS

- We provide our personnel with an opportunity to develop their expertise in AI and digitalisation and also require this from the entire personnel while acknowledging the risks associated with AI.
- We make strong use of knowledge-based management, automation and robotisation in our own activities.
- We invest in further strengthening our digitalisation competence when recruiting new employees in all operations.
- We actively seek partnerships for our support services to advance automation and robotisation.
- We produce and actively utilise the joint Digivision platform. We are developing the SeAMK Space online campus to complement our learning environments. We will continue to develop diverse education to achieve high-quality competence that takes into account the needs of learners and working life.
- We develop learning and research environments, especially through projects and business cooperation.

The next leap in the exploitation of artificial intelligence and digitalisation

INDICATORS

- Students' satisfaction with online studies, 2028: 5 (currently 17)
- Students' satisfaction with IT and software services, 2028: 1 (currently 1)
- Capacity to utilise AI: students (a question will be added to the student barometer or the AVOP survey), continuous improvement set as goal (baseline not available)
- Credits completed online, 2028: 100,000 credits (currently 56,000 credits)
- Extent of the digitalisation and AI RDI project portfolio, 2028: EUR 4.0 million (currently EUR 3.7 million)
- Share of personnel working in support services, 2028: 28% (currently 31%)
- Support service teams' assessment of the digitalisation rate and development



Growth through internationalisation and external funding



GOALS

- We are seeking growth through internationalisation, making the region more international and also becoming more international ourselves.
- We increase the number of degrees completed and grow into a larger higher education institution to respond to the region's labour needs and insufficient higher education.
- We will increase external and also competitive RDI funding.

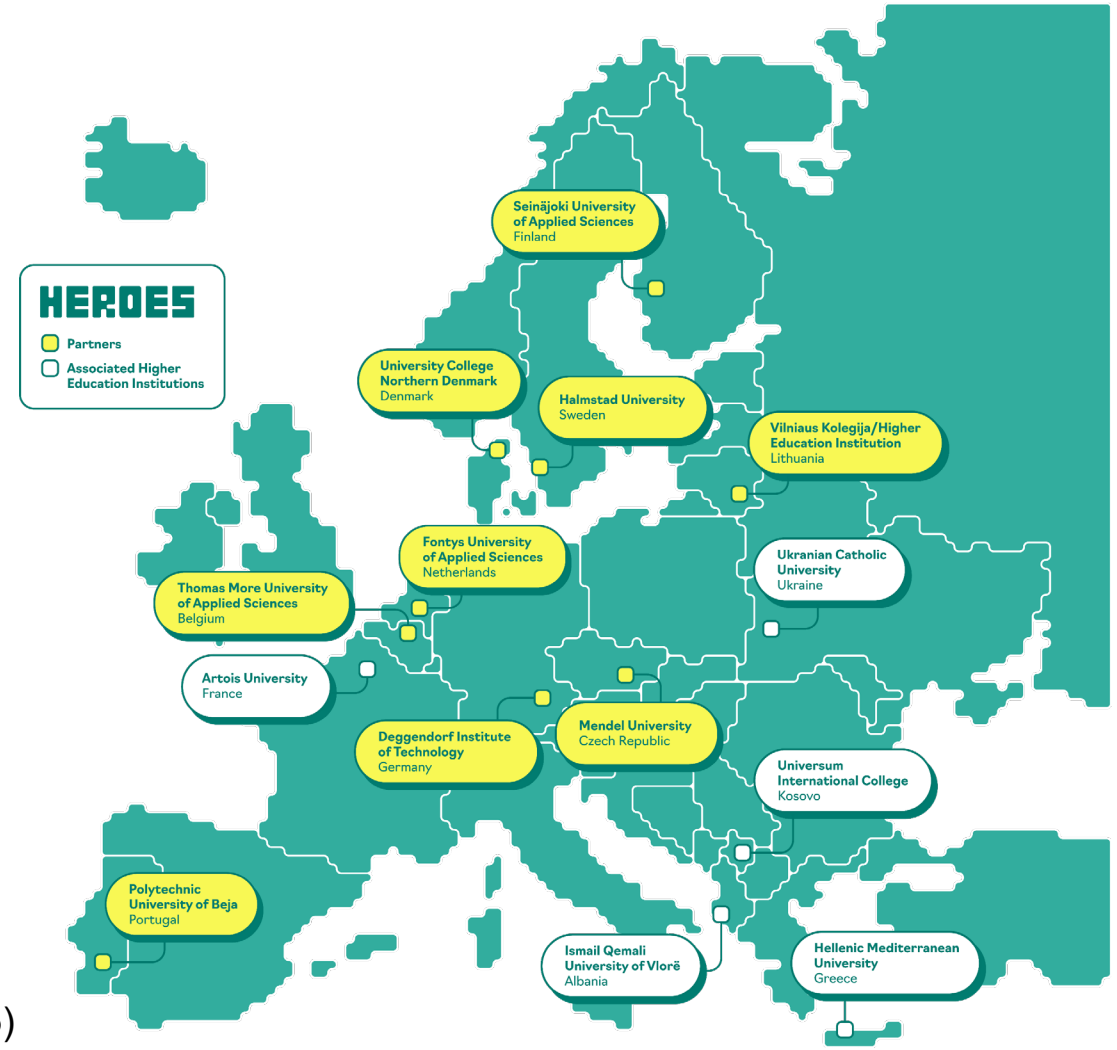
CRITICAL SUCCESS FACTORS

- We aim to attract motivated degree students to our English and functionally bilingual degree programmes. We aim to integrate them better and promote their employment in the region after their graduation. This requires close dialogue with the working life in the region and also their willingness to enter the international market. We will build a strong agent network and well-functioning global application channels from around the world to SeAMK.
- We will increase the number of international students, international experts, international RDI funding and international degree programmes. We invest in the European Universities network and other winning international networks. We also ensure responsibility and safety in connection with internationalisation.
- We diversify our sources of funding in RDI activities, increase our competence in applying for competitive funding and business funding, and increase scientific publications.
- We will respond to the need for experts in the region by increasing the number of study places for new students in education available in Finnish, especially in the social and healthcare sector and the fields of technology.
- We will invest in the growth of continuous learning in cooperation between education and RDI.

Growth through internationalisation and external funding

INDICATORS

- Number of international students and completed degrees, finding employment in Finland (after 3 years), 2028: 800 (currently 602), 100 (currently 26), 70% (currently 51.2)
- Total number of students (FTE) 2028: 5,300 (currently 4,728)
- Number of international experts, 2028: 25 (currently 16)
- External funding (incl. RDI, tuition fees, service sales), 2028: EUR 11 million (currently EUR 9.1 million)
- Competitive and international research funding and number of scientific articles, 2028: EUR 1.5 million / 70 (currently EUR 0.65 million / 35)

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Success with the region and higher education partners

GOALS

- In the future, we will achieve our goals in closer cooperation with the companies and other communities in the region as well as Finnish and international partner institutions.
- We will strengthen the development, internationalisation, expertise and well-being of South Ostrobothnia by being the best learning and development partner for companies and other organisations in the region. The future and success of South Ostrobothnia and SeAMK go hand in hand.
- Our strengths and our profile will be even stronger. Our RDI activities will be increasingly effective.
- Our students will find employment well and their proficiency will be respected in working life.

CRITICAL SUCCESS FACTORS

- Our distinctive and effective cooperation with working life is an attraction factor and we carry out bold experiments with companies.
- We are developing support models, including key and development partnerships with the companies and other communities in the region.
- The expertise, networks and results of the areas of strength will be enhanced.
- We will develop our own and our partners' competences to respond to the green transition, digitalisation, internationalisation and different societal challenges. In our learning and research environments, we will utilise the expertise of our partners and build operating models that benefit both of us.
- To increase the quality and efficiency of operations and their impacts, we will advance our cooperation with our key higher education partners. We will increase the division of labour and resources through partnerships.





Success with the region and higher education partners

INDICATORS

- Reputation and stakeholder support (T-media), 2028: 3.85/4.0 (currently 3.79/3.96)
- Number of key and development partnership agreements, 2028: 20 + 35 (currently 18 + 2)
- Employment of students in the region, 2028: 63.9% (currently 62.4)
- NPS (client satisfaction with working life cooperation projects), 2028: 62 (currently 61)
- Number of credits based on cross-institutional study agreements and digital vision (completed by SeAMK students), 2028: (baseline not available)

Cross-cutting strategic objective: Performance and quality



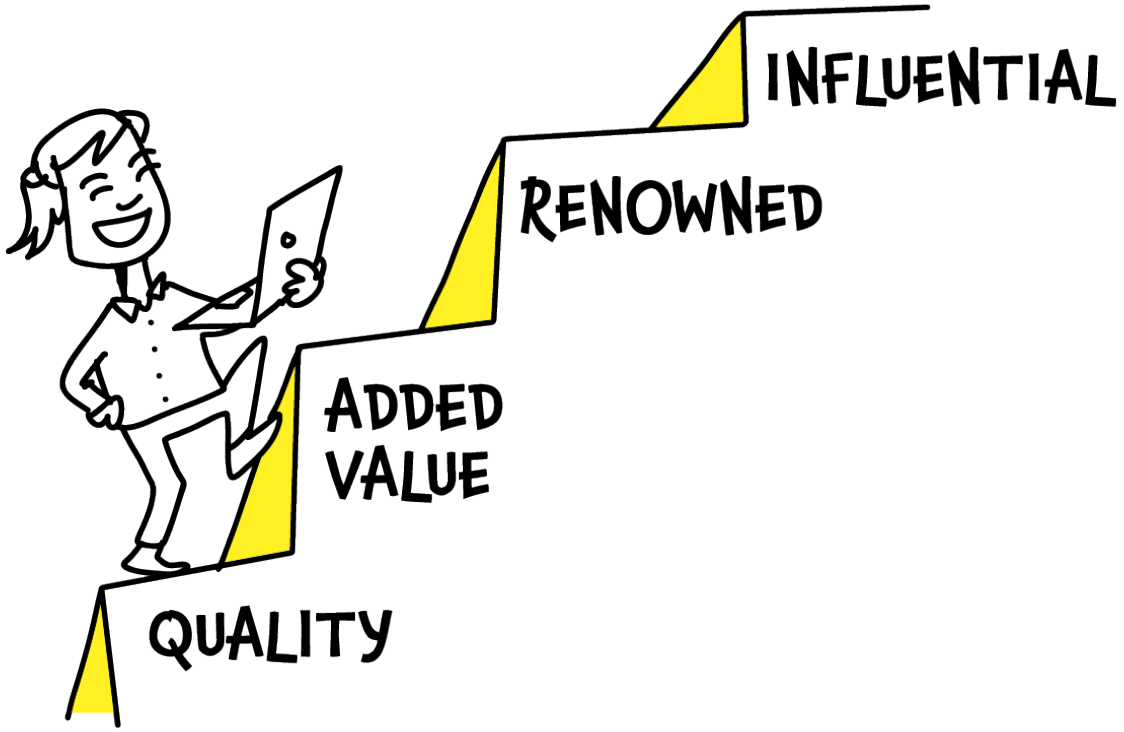
GOALS

- Our operations are profitable (operational results and finances) and we are able to ensure our development and investment capabilities.
- We are proactively renewing our operations and actively developing our competence.
- Our operations will continue to be of high quality in the future.
- Our operations are humane, open and effective.

CRITICAL SUCCESS FACTORS

- In our operations, we prioritise matters that promote our success based on financial indicators and operate based on the principle of continuous development.
- We will be even bolder in making difficult choices, streamline our processes and focus on the essentials.
- We will utilise the expertise of the entire SeAMK community in developing our own operations.
- We will increase external funding and strengthen the sales of our services. These will enable us to maintain our broad-based operations and remain competitive.
- We will use feedback to monitor student and staff satisfaction, conduct internal audits, and develop activities based on these (continuous improvement model).
- We will strengthen the impact of our activities by implementing the recommendations of open RDI and learning as well as the evaluation of responsible researchers and research.

Performance and quality



INDICATORS

- Financing indicator targets, separate table
- Financial result, annually on the + side
- Strategic development investments, annually EUR 0.7–1 million
- Success in FINEEC's audit, 2027: Excellent in all areas (now 2 x excellent, 1 x good)
- Study units receiving feedback "In my opinion, the study unit was good" on average at least 4.2 (currently 4.2)
- Satisfaction with support services, 2028: average for teams 4.2 (currently 4.03)
- Follow-up of the assessment of open science and responsible researcher and research, 2028: maturity level 5 for open science and action plans for responsible researcher and research assessment completed



VISION AND STRATEGIC OBJECTIVE PLEDGES

TO STUDENTS, EMPLOYEES

The best university for students

SeAMK's operations are centred around the students and their capabilities to succeed in working life. We are the best in Finland in student satisfaction and student employment.

OUR EDUCATION and guidance are of high quality and we offer alternative ways to complete studies. SeAMK's multidisciplinary approach and our extensive network of higher education institutions produce individual study paths for students.

OUR OPERATIONS involve listening to students and following equal principles. We ensure the well-being of students in a broad-based manner. Students participate in the planning of our operations and their feedback is taken into account when developing the operations.

OUR CAMPUS is the most comfortable in Finland and has high-quality learning environments. We engage in distinctive and active cooperation with working life.



The best university for employees

WE INVEST in excellent employer experience and well-being at work.

WE ARE a flexible, inspiring and humane community of experts focusing on competence development.

WE DEVELOP career opportunities within SeAMK.

WE CONSIDER it important to ensure reasonable workloads, prioritise tasks and invest in essential matters.



WE RECOGNISE developments related to change in work and build a motivating and diverse work community.

The best university for working life

WE PRODUCE multidisciplinary experts and high-quality competence, particularly to meet the demands of working life in the region. We engage in distinctive cooperation with working life and engage in bold experiments with working life. We utilise the competence of working life closely in the development of teaching.

WE ARE the best partner in learning and development for the companies and other organisations in the region. We walk alongside our partners, listen to their needs, help them succeed and are approachable.

WE DEVELOP our own and our partners' competencies to respond to the green transition, digitalisation, internationalisation and different societal challenges.

WE INVEST in learning and research environments in close collaboration with working life partners. We offer modern simulation, laboratory and testing environments and an online campus that is independent of time and place for working life.

SeAMK

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