



# HANKEN 2030

For an international Finland and a sustainable world



## HANKEN SCHOOL OF ECONOMICS

Founded in 1909, Hanken School of Economics (Hanken) is one of the oldest business schools in the Nordic countries. Established by the local business community, Hanken started as a private institution in Helsinki with instruction in the Swedish language. Hanken attained university-level status in 1927, and in 1975 the School became a public university governed by the Ministry of Education. In 1980, Hanken expanded its operations to Vaasa. Since 2010, Hanken operates as a corporation under public law and is the only stand-alone university-level business school in Finland.

The major funding body of universities in Finland is the Ministry of Education and Culture, with public funding amounting to approximately 70% of Hanken's yearly budget. External research funding, financial support from the Hanken Support Foundation and support from our financial assets constitute the other main sources of funding.

Hanken is a multilingual business school with a dual commitment to foster business graduates fluent in Swedish and offer degree programmes targeted to international students.

Hanken is a full-range business school, the programme portfolio including Bachelor's, Master's, Doctoral, and Executive MBA programmes. Additionally, Hanken offers Executive Education and a set of lifelong learning services.

Hanken is a research-driven business school with a commitment to actively promote open science and high-quality research with a significant impact in both academia and practice. The educational approach across all programmes is research-based, cultivating analytical and critical thinking skills.

Hanken is triple-accredited with the international accreditations EQUIS, AACSB, and AMBA and stands well in international rankings like the Financial Times Master's in Management ranking.

Since November 2023, Hanken is a member of the ENGAGE.EU university alliance, which comprises nine prestigious European universities and business schools.

Hanken is governed by several bodies. The University Collegium appoints the external members of the Board, the members of the Academic Council, and the auditors for the School, approves the financial statement, and grants the Board and the Rector a discharge from liability. The Board is the most important decision-making body, deciding on most issues of strategic nature. The Board appoints the Rector, who heads the School and serves as the chair of the Academic Council. Hanken has an International Advisory Board and an External Stakeholder Advisory Board.

Hanken's organisation is divided in academic departments and administration and support units. The departments consist of one or several subjects and host one or more competence centres. Hanken also has a Centre for Languages and Business Communication. Moreover, Hanken has a Support Foundation, whose purpose is to support the School financially and promote its purposes.

Hanken collaborates closely with the student union SHS and the student association SSHV on the Vaasa campus.

## STRATEGIC FRAMEWORK

Hanken 2030: For an International Finland and a Sustainable World outlines the strategy and sets the direction for decision-making. Our strategy has been built by engaging our community in a process that has involved a staff survey, a comprehensive analysis of our operating environment, and a series of workshops with employees, students, alumni, advisory boards, and the Board. The Strategy includes Hanken's mission and vision as well as the values of the Hanken community. It also comprises five integrated sub-strategies, each with their own goals. In addition, the Strategy identifies five initiatives to be carried out from 2024 forward, which support the overall implementation of the Strategy.

## VISION

An increasingly highly regarded international business school contributing to the future of business and society.

## SUB-STRATEGIES

### EDUCATION

- An attractive programme portfolio
- A talented international student body, which will increasingly stay in Finland
- A pedagogy that helps foster responsible professionals and well-balanced individuals
- Close involvement of the corporate world

### RESEARCH

- Excellent research with high academic and social impact
- A preferred research collaboration partner
- Significant funding basis for research
- A thriving research environment

### SOCIETAL ENGAGEMENT

- Research based impact on practice and policy
- Sought-after executive education and lifelong learning provider
- An entrepreneurship hub
- Highly engaged alumni

### SUSTAINABILITY AND RESPONSIBILITY

- Impactful research addressing local, regional and global sustainability challenges
- All graduates have competencies and skills to drive a sustainable future
- Diversity, Equity and Inclusion role model among Nordic business schools
- Achieving carbon neutrality and minimizing our ecological footprint

### ENABLERS

- Financial model: Significantly increase the amount of external funding
- People management practices: Employer of choice
- Campuses: Attractive and safe campuses where people interact
- Digital solutions: A high-quality environment
- Partnerships: Close collaboration for mutual benefits

## STRATEGIC INITIATIVES



- Increasing external research funding and collaborative research
- Integrating sustainability across Hanken
- Developing a Hanken pedagogy
- Building a Hanken lifelong learning strategy
- Integration in the Hanken community, and in the Finnish working life and society

## MISSION

Collaborating closely with business and society, Hanken is a research-driven business school that fosters responsible professionals to drive a sustainable future.

Being a stand-alone business school with strong Nordic roots, we offer high-quality degree programmes in Swedish and English.

## VALUES

Our community is characterised by equity, openness and integrity, and a focus on high quality, continuous improvement, and sustainability.

Hanken has a set of instructions, documented policies and plans, some of which will be updated after the establishment of the new Strategy. Central guiding documents include the following:

**Instructions:**

- Rules of procedures for the administration
- Personnel instructions

**Policies:**

- Language policy
- Code of conduct
- Quality policy – quality handbook
- Assurance of Learning policy
- Digital teaching and learning policy
- Risk policy

**Plans:**

- Diversity, Equity and Inclusion plan
- Sustainability plan

In addition, Hanken has signed a number of national and international agreements. For instance, Hanken is committed to the UN Principles for Responsible Management Education (PRME) since 2008 and to providing its learners with sustainability competencies in line with the European sustainability competence framework GreenComp.

## IMPORTANT SHIFTS IN THE OPERATING ENVIRONMENT

We have identified seven shifts that are deemed strategically relevant for Hanken.

**University funding.** University funding is foreseen to change significantly as funding from the Ministry of Education and Culture is likely to decrease and other funding streams, such as those coming from the European Union, are given more importance. The development calls for a significant increase in external research funding through multi-stakeholder consortia projects and a growth in other sources of funding. Tuition fees may at some point of time in the future be charged also from EU nationals.

**Demand and requirements for degrees.** Changes are likely to happen in terms of the demands and requirements for university degrees. For instance, it is conceivable that there will be a shift from Master's to Bachelor's degrees, while Master's degrees are becoming shorter. The value of degrees is also affected by the growing importance of lifelong learning, including micro credentials.

**Demands and requirements for delivering teaching.** While many universities continue to invest in campus-based teaching, technological developments will offer new opportunities and expectations regarding the use of virtual spaces and online elements in education. There is an underlying concern that this may affect the ability of students to develop critical thinking and a sense of ethics and can with time lead to a lack of social integration.

**Sustainability.** Environmental, social and governance-related sustainability will impact all university operations. This shift implies a need to develop policies on social sustainability and calls for a deep understanding of diversity, equity and inclusion in the university community and beyond.

**Artificial Intelligence.** AI will impact all core operations, increasing the attention on ethical considerations in teaching and research methods. AI will furthermore impact most processes and – if managed with care and a sense of opportunity – may lead to improved quality in teaching, research, and administration.

**Competition for talent.** The increasing international competition for talent has implications for how to manage all dimensions of how the students, faculty and staff experience the university. Talent acquisition and management is also connected with sustainable funding as talent attracts funding through excellence in research and education.

**Changing demographics.** The decline of the population in Finland has several consequences, one being that the number of Swedish-speaking applicants to universities in Finland will drop. Over time this shift may affect the number of students in programmes taught in Swedish and the supply of faculty able to teach in Swedish. Furthermore, Finnish universities will be expected to recruit a significantly higher number of international students in the future.

## MISSION – VISION - VALUES

### HANKEN'S MISSION

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### ELABORATION OF THE VALUES

The engagement of the Hanken community in all the central activities of Hanken is an essential ingredient of our way of working, and the aim is to further strengthen this engagement. Our community includes the students, faculty and staff, the Student Union, the Hanken Support Foundation, Hanken & SSE Executive Education Ltd and executive education participants, alumni, Hanken Business Lab members, external representatives participating in Hanken's governance and advisory bodies, and affiliated scholars.

Our Nordic roots form a natural foundation for promoting equity among students and employees; that is, offering each individual and group of people equal opportunities regardless of their backgrounds. Hanken works actively to further enhance diversity, equity, and inclusion (DEI) among students, faculty, and staff.

Openness means that Hanken is characterized by a high level of transparency in decision making and operations. It also implies that Hanken carefully follows developments in the environment and builds mechanisms for interaction and mutual influence and benefits, both within the School and with business and society.

Integrity refers to the practice of being honest and showing a consistent and uncompromising adherence to strong moral, ethical principles, and responsible practices.

Driven by our values and by developing an increasingly agile organisation, we are committed to create innovative and effective ways to continuously raise the quality of our operations and improve our ability to fulfil Hanken's mission and vision. Remaining triple accredited and achieving high ranking positions are important indicators of Hanken being internationally highly regarded. Sustainability informs all our activities, including teaching, research, and support functions.

## EDUCATION

Preparing students for their future careers and lives are in the centre of Hanken's activities. We aim at developing responsible professionals to drive a sustainable future for Finland and the world. The responsibility for achieving this aim rests with both faculty members and staff, but also with students taking responsibility for their own learning journeys.

Hanken stands out by having a mandatory semester or internship abroad for all students in the Bachelor's programme, and we will continue to prepare our students for international careers. In the future, increased focus will also be placed on recruiting and supporting the integration of students with international background into the Finnish working life and society.

The Hanken community is characterized by non-hierarchical relations between students and faculty as well as close collaboration between the Student Union and the School.

While the graduates do well on the labour markets both in Finland and abroad, and Hanken performs well in global rankings of educational programmes, several areas of further development are identified.

### **Goal #1: An attractive programme portfolio**

There is a need to review the content and portfolio of the Bachelor's and Master's programmes. A new Bachelor's programme taught in English is launched in 2024. The Bachelor's programme in Swedish will be renewed in terms of content and with a view to develop a structure with more common elements.

The portfolio of Master's programmes will be continually developed with the aim of offering fewer, larger, and internationally more attractive programmes. Increasingly, programmes will be done in collaboration with international partner universities, including within the ENGAGE.EU alliance. Each programme will have a unique pedagogical approach in terms of – among others – whether it requires full campus presence by the students, the use of virtual teaching tools, the level of integration across the campuses, and whether it is suitable for part-time studies.

### **Goal #2: A talented international student body, which will increasingly stay in Finland**

The aim is to significantly increase the number of Bachelor's and Master's students with an international background, while simultaneously offering high-quality programmes that are attractive to diverse groups of domestic students. The renewal of the Master's programme portfolio will be done in an agile way, building on Hanken's comparative advantages and with the evolving competence demands on the part of graduates in mind.

Another aim is to support the integration of individuals with diverse backgrounds into the Hanken community and in the Finnish working life and society, with a significant number of the graduates building a life in Finland. Hanken will offer students with diverse backgrounds support in terms of gaining work experience during their studies, developing their skills in the domestic languages, and career support upon graduation.

### **Goal #3: A pedagogy that helps foster responsible professionals and well-balanced individuals**

The responsibility for achieving Hanken's aim to develop responsible professionals to drive a sustainable future rests with both faculty members and staff, but also with students taking responsibility for their own learning journeys.

Experiential learning and campus-based education are at the core of the Hanken pedagogical approach, supplemented with online instruction and the use of relevant technologies such as those offered by AI. Sustainability is an integrated theme in all programmes. Hanken will strive to provide students with relevant meta-skills needed for them to take responsibility of their studies, their work, their interaction with others, society and business life with their own happiness and positive contribution in mind. The evolving needs for different skills and competencies are monitored and addressed as is student well-being during their studies. The programme competency goals are closely followed up and programmes and processes are continuously developed to support students' learning.

#### **Goal #4: Close involvement of the corporate world**

Our pedagogical approach builds on involving the corporate world in the design and implementation of the degree programmes. Corporations are engaged to offer opportunities for experiential learning by allowing students to engage in solving relevant challenges that the organizations are facing. Experts and leaders from the corporate sector and other parts of society play important roles as guest lectures but also as Professors of Practice and Executives in Residence. Additionally, our partnership programme helps ensure that our students can embark on a successful career trajectory.

## **RESEARCH**

In line with our mission, Hanken is a research-driven business school that creates new knowledge and contributes to driving a sustainable future. Our ambition is evident in that many of our faculty members in different areas excel in terms of carrying out research that produces original ideas and results beyond the state-of-the-art. Virtually all faculty members publish their research in peer-reviewed outlets.

Hanken has several faculty members that do very well in terms of obtaining external competitive research funding. The same can also be said for faculty that excel in terms of research-based societal impact.

Our research is defined through a commitment to strong research ethics and responsible academic partnerships. We commit ourselves to the Finnish National Board on Research Integrity (TENK) guidelines on good scientific practice and research integrity, and to both international and national declarations on research and researcher assessment, such as the San Francisco Declaration on Research Assessment (DORA), the Agreement on Reforming Research Assessment (CoARA) and the national recommendation on responsible researcher evaluation in Finland.

The current strengths of Hanken as a research-driven business school notwithstanding, we have established four goals that collectively signal a leap in the level of ambition for the period towards 2030.

#### **Goal #1: Excellent research with high academic and social impact**

We encourage our faculty to continue to raise the level of ambition in research with a relatively more focus on research quality than on quantity, leading to publications in renowned and recognised international journals.

Our aim is to conduct innovative research both in terms of rigour and societal relevance, implying a need to engage with our relevant target audiences, and to augment and better follow up the impact of our research for business and society.

#### **Goal #2: A preferred research collaboration partner**

The novelty and relevance of our research is built on collaboration with a wide range of stakeholders such

as companies, non-profit organisations, and policy makers, both nationally and internationally. Addressing relevant societal and business challenges may increasingly require a transdisciplinary approach. Moreover, access to competitive funding often requires collaboration. Consequently, we aim to increase the number of collaborative research projects with industry, multi-disciplinary universities and research institutes, and other external organizations.

Additionally, we aim to increase the research collaboration across Hanken's subjects.

### **Goal #3: Significant funding basis for research**

Our research funding strategy supports a diverse research project portfolio that includes international, national, as well as corporate funding. We advocate for research funding for excellent research with a societal impact.

We seek to increase our external funding with a focus on sources of funding included in the national university financing model. Obtaining competitive external funding serves to also improve Hanken's and individual researcher's reputation, visibility, relevance, as well as national, regional, and international societal impact.

### **Goal #4: A thriving research environment**

We consistently work to support our faculty in their research ambitions, by improving the conditions that enable research excellence. This entails professional support for faculty members seeking and obtaining competitive research funding, and a reasonable workload for all faculty members, where the leadership of large research projects is acknowledged in the work plan. Additionally, we provide incentives for faculty members to publish in high-quality outlets, to obtain competitive research funding, and to achieve significant societal impact through their research.

Furthermore, we aim to further develop the research climate at Hanken by ensuring active and well-attended research seminar series, creating a visiting professor programme, supporting visiting scholars and doctoral students, and improving the mentoring of junior researchers.

We will review and renew the aims, content, and processes of the PhD programme.

Finally, during the strategy period, the future role of the competence centres will be reviewed.

## **SOCIETAL ENGAGEMENT**

Hanken collaborates closely with business and society through external relations and communication activities, by providing arenas for executive education and life-long learning, and by supporting and engaging our alumni.

We aim to further strengthen our engagement with business and society – locally, nationally, and internationally. This will enable systematic use of insights from the corporate world and other parts of society regarding needed competences and relevant research topics, as well as directly impact organizational practices and policy making.

### **Goal #1: Research based impact on practice and policy**

We aim at improving how we disseminate research, knowledge and expertise through media, events, and own channels, and how we partake in public debates and policy decision making. To enhance the societal impact of our research we aim at organizing knowledge-sharing events, disseminating research findings across various media channels, and engaging directly with the corporate sector and public policy makers.

To support this, we aim to raise the awareness among corporate decision makers and policymakers of Hanken as a source of research-based expertise by increasing Hanken's visibility in Finnish-speaking and selected international media.

### **Goal #2: Sought-after executive education and lifelong learning provider**

Hanken aims to further develop our executive education and lifelong learning. Our ambition is to support sustainable and profitable growth of our joint venture with Stockholm School of Economics, Hanken & SSE Executive Education Ltd., by integrating the firm better into the Hanken community. This implies a need to engage more faculty members in Hanken & SSE Executive Education programmes and improve how Hanken & SSE Executive Education is associated with corporate collaboration, alumni activities, lifelong learning.

As part of the overall development of lifelong learning, Hanken will make a special effort to further develop a lifelong learning strategy, taking an all-Hanken view, i.e., including Hanken & SSE Executive Education, micro credentials, MOOCs, open university, and the national DigiVisio platform. A central ingredient in this will be to support learners and employers to identify learning needs and match them with learning opportunities.

### **Goal #3: An entrepreneurship hub**

Hanken's Business Lab in Helsinki and Vaasa connects academia and students with business to create new enterprises. To this end, the Business Lab hosts both a pre-incubation programme and incubation services operating in close co-operation with the regional entrepreneurial ecosystems. By offering programmes to support the emergence and growth of startups, and organizing practical events, hackathons, and workshops, the Lab contributes to the regional and Nordic entrepreneurial ecosystem.

We aim to grow the Lab's impact to a European level by collaborating with Finnish organizations such as the City of Helsinki and international organizations such as the European university alliance ENGAGE.EU's network of incubators. Opportunities for internationalisation of the operation are actively explored and developed on both campuses.

### **Goal #4: Highly engaged alumni**

The alumni community plays an essential role of Hanken's societal engagement. The goal of the alumni activities is to maintain an active relationship with the alumni after graduation.

We see it as an important responsibility to enhance the human capital of our alumni by sharing the results of our research through our information channels and events in Finland and abroad, and by offering lifelong learning opportunities.

In addition, a strong sense of community enables our alumni to continue to be highly engaged through various activities, such as guest lecturing, participating in the mentorship programme, volunteering time for participation in Hanken's governance, and taking part in our fundraising.

We aim to support the integration of students, personnel, and alumni with an international background into the Hanken community, as well as into Finnish business life and society. In this respect, our extant alumni can play an important role in promoting and creating an inclusive and supportive alumni community.

## SUSTAINABILITY AND RESPONSIBILITY

We work in an open, responsible, and collaborative way with our stakeholders to enable collective action for achieving the UN's Sustainable Development Goals (SDGs). Our activities are informed by the UN Principles for Responsible Management Education (PRME). In the European context, the EU Green Deal, and the European sustainability competence framework (GreenComp), and the Council of Rectors of Finnish Universities' (UNIFI's) Sustainability Theses, serve as norm-based frameworks for our Sustainability strategy.

Hanken offers an extensive range of courses with a sustainability and responsibility focus. Research that advances the SDGs and their implementation on local and global levels is carried out by many faculty members and research groups.

Sustainability and responsibility is a cross-cutting theme that shapes and informs all our activities – including teaching, research, and support functions. Our own organizational practices are characterised by good governance, i.e., science-based decision-making, and clear responsibilities and accountability.

We take a long-term view of sustainability and responsibility while recognizing the need for immediate action, and as a result we have established four aspirational, strategic goals.

### **Goal # 1: Impactful research addressing local, regional and global sustainability challenges**

Our research is geared towards societal impact, contributing to solving current and future societal challenges. This includes carrying out research that critically examines and impacts current operating models, as well as addressing emerging sustainability challenges. We consider it important that our researchers understand how their research contribute to sustainability goals.

We support transdisciplinary research and the principles of open science. As a stand-alone business school, we must operate in close cooperation with other scientific disciplines and stakeholders to address sustainability challenges. Hence, we aim to develop our structures and ways of working to increase cross-subject collaboration within Hanken as well as collaboration with a variety of actors outside of Hanken.

### **Goal #2: All graduates have competencies and skills to drive a sustainable future**

In line with Principles for Responsible Management Education (PRME), we see responsible education as ways to develop professionals who drive inclusive prosperity while promoting just transitions within regenerative and resilient natural ecosystems.

Recognizing that there is a growing need for professionals with sustainability competence, knowledge, skills and attitudes, central parts of the new master's programmes that Hanken plans to develop will be aligned with the European sustainability competence framework (GreenComp).

### **Goal #3: Diversity, Equity and Inclusion role model among Nordic business schools**

We work systematically towards Hanken becoming a role model of diversity, equity, and inclusion (DEI) among employees and students. This includes working towards ensuring diversity among employees in general but also in terms of their distribution in senior positions, key roles, and organizational bodies. Respecting the UN's principle of leaving no one behind, we aim to have a diverse student body, with special attention being paid to under-represented groups.

At Hanken, we strive for equity among employees and students, including equitable access to senior positions

and leadership roles. We work systematically to assess and address possible pay gaps. Hanken is an accessible university where the needs of community members are considered in the development of curriculum and learning methods.

We work for a high level of inclusion across all employees and students, as well as inclusive involvement of the Hanken community at large.

#### **Goal #4: Achieving carbon neutrality and minimizing our ecological footprint**

Hanken is committed to achieving carbon neutrality by 2030, with an emphasis on identifying, pursuing, and following up measures for reducing emissions – direct emissions from Hanken’s operations (scope 1), indirect emissions from the operations, such as electricity and heating (scope 2), and other indirect activities, such as travel, procurement, and investment portfolio (scope 3).

We will improve our processes for assessing and minimizing the ecological footprint of our daily operations and activities.

## **ENABLERS**

Hanken has a solid financial basis across the business school and its Support Foundation. We benefit from strong support from alumni and has an excellent track record in fundraising. Other strengths include relatively modest teaching loads for faculty, a flat organization, and low voluntary faculty turnover.

Reaching our ambitious vision, mission and strategic goals in research, education, societal engagement, and sustainability and responsibility requires sufficient financial resources, good working conditions for faculty and staff, an attractive campus, effective technological solutions, and close collaboration with partner organizations.

#### **Goal # 1: Financial model: Significant increase in the amount of external funding**

We aim to increase funding from diverse sources. In fundraising, we aim to raise a significant yearly amount to both the endowment and for specific projects from a broad set of donors. We further seek to increase the level of competitive international and national research funding, with a focus on funding recognized within the Finnish university funding model. Hanken advocates research funding for excellent research with a societal impact.

#### **Goal #2: People management practices: Employer of choice**

Hanken aims to be an employer of choice. Of high priority is to handle the recruitment and onboarding of new employees professionally. Faculty and staff are supported in their efforts to develop their competences, including their Swedish language skills. Hanken strives to offer competitive salaries and employee benefits. We aim to further improve the student-faculty ratio. People management practices are professional and transparent, contributing to Hanken being a role model in terms of diversity, equity, and inclusion. We strive towards openness in how we operate, with a high level of transparency and extensive engagement of employees and other stakeholders in decision making, and broad participation in taking responsibility for our operations. The aim is to enhance the employee experience leading to a high level of employee satisfaction.

#### **Goal #3: Campuses: Attractive and safe campuses where people interact**

The campuses in Helsinki and Vaasa are of central importance. The aim is to offer faculty, staff, students as well as other stakeholders an attractive environment where different members of our community have ample

opportunities to engage with each other. Among others, this requires a well-functioning digital environment, suitable places for student learning, work and social activities, good settings for start-up activities, attractive food and beverages services, and interesting activities on our campuses for students, employees, alumni, and other stakeholders.

#### **Goal #4: Digital solutions: A high-quality environment**

We aim at providing an effective, high-quality technological environment for education, research, support functions and societal interactions.

We aim at providing versatile, user-oriented, and digitally supported learning environments – including the library and the Quantum Lab – built to seamlessly support the pedagogical approaches of the educational programmes and life-long learning activities.

We strive to further develop data management, including how to use data to support decision making. Hanken also aims at digitalization and automation of relevant support function activities. The opportunities and risks provided by AI and new technologies are carefully followed and addressed when deciding on new digital solutions.

Students, faculty, and staff will be provided with effective IT support, building on a high performing, stable and secure infrastructure, and easily accessible and flexible end-user support.

#### **Goal #5: Cooperation: Close collaborations for mutual benefits**

As a relatively small stand-alone business school with finite resources and operations on two campuses, partnering with other educational institutions and other organizations is particularly important.

Being a member of the ENGAGE.EU alliance, it will be important to carefully consider how to effectively leverage the opportunities that the alliance offers. We strive to successfully develop our executive education offering in ways agreed upon with our partner, Stockholm School of Economics. We strive to further develop our network of high-quality international partners both in terms of double degree programmes and student exchange opportunities. We also believe that there is scope for increased collaboration with national higher educational institutions and research institutes in education, research, and support activities. Finally, we foresee opportunities to continue to collaborate even more closely with the cities of Helsinki and Vaasa as well as other public organisations.

## **STRATEGIC INITIATIVES**

One of the ways in which the Strategy will be implemented is through selected development projects, labelled Strategic Initiatives.

### **Increasing external research funding and collaborative research**

The first aim of this initiative is to significantly increase the number of research projects that receive substantial external competitive funding. A second aim is to further increase the number of research projects carried out in collaboration with business and societal actors. The third aim is to increase the number of joint research projects carried out by scholars from different subjects within Hanken as well as the number of transdisciplinary projects with researchers from other disciplines.

Following up on the research assessment exercise carried out in spring 2023, work to achieve these aims has

already been initiated during the autumn of 2023. Discussions have been held with all subjects to map out research interests and corporate connections, increase the understanding of different avenues of external funding, and establish links with relevant support functions. The next step will be to meet with potential external partners.

Going forward, there is a need to establish effective mechanisms for how to achieve the three aims outlined above. While proposals for how to achieve these aims are to be developed, presented, and agreed upon during 2024, the project encompasses following up the activities and their outcomes in terms of research applications and their success as well as the number of collaborative research projects.

### **Integrating sustainability across Hanken**

This initiative is divided into two parts that support each other.

The first part consists of developing a comprehensive sustainability plan for Hanken. This work needs to be done in close collaboration with Hanken's Sustainability group. The plan needs, among others, to explicate how to fulfil our sustainability commitments, including the 2030 Climate Neutrality target. To achieve this, Hanken needs to carry out an externally verified climate footprint assessment and develop a more detailed climate action plan (done by September 2024) which cover scope 1-3 emissions, and which is then carried through and followed up, and if needed revised every year. The sustainability plan is to be approved within 2024.

The second part links to the goal of providing our students with sustainability competences as outlined by the European sustainability competence framework (GreenComp). The first stage of the project would be to develop a MSc Programme with a focus on sustainability. The timeline of this first stage would need to follow the design and roll-out of the planned MSc programme, i.e., design in 2024 with an earliest possible roll-out in 2025. The second stage of the project would focus on striving to align the curriculums of the full portfolio of Bachelor's and Master's programmes with GreenComp. In addition, the project will strive to develop a valid way of measuring the learning outcomes related to GreenComp, to be completed by the end of 2025.

### **Developing a Hanken pedagogy**

The project aims at developing a policy document on pedagogy that will help us fulfil our mission: "Collaborating closely with business and society, Hanken is a research-driven business school that prepares responsible professionals to drive a sustainable future". Experiential learning is at the core of the Hanken pedagogical approach but based on the realization that 'one shoe doesn't fit all', the project will develop pedagogical ideal types that can be used in different programmes, including whether it requires full campus presence by the students, the use of virtual teaching tools, the level of integration across the campuses, and whether it is suitable for part-time studies.

The project will be carried out in parallel with, and will also inform, the renewal of the Bachelor's and Master's programme portfolio.

The project will include an analysis of the limitations and benefits of existing pedagogical approaches and support structures currently in use. This part will be carried out during the spring of 2024. The output of the next part of the project will be guidelines regarding different pedagogical solutions, including ideal types to help inform decision making regarding the pedagogical approach used in different contexts, considering, among others, the two languages of instruction and the two campuses.

The pedagogical approach will consider how to collaborate effectively with business and society to offer students relevant experiential learning opportunities. It will also consider the supporting roles of faculty and staff, as well as those of the learners themselves in their journeys towards graduation.

The aim is that the policy is completed by October 30, 2024, thus serving as input for the teaching planning cycle for 2025-27. The project will also encompass following up and evaluating the implementation of the recommendations in the policy, leading to further refinement of the policy document by the end of spring 2026.

### **Building a Hanken lifelong learning strategy**

The project aims to clarify an all-Hanken view on lifelong learning (LLL), including Hanken&SSE Executive Education Ltd., micro credentials, massive open online courses, the open university, and the national DigiVisio-platform. The project caters to the changing dynamics of business and society and is to be carried out in close collaboration with Hanken&SSE.

The aim of LLL is to help lifelong learners to take responsibility for their educational and vocational choices. Hence, the starting point will be to place the learner's life cycle at the centre of the learning process and engage them in settings conducive to learning. The learners are both alumni and other potential participants in Finland in particular, that Hanken sets out to satisfy. One aspect of this work is how to steer learners with a previous degree towards LLL-activities instead of conducting an entire degree at the same level that they already possess.

A first draft of the overall LLL strategy needs to be completed during the spring 2024. The final plan should contain measures to enhance the offering of certain LLL activities at Hanken (policy for open university, cooperation studies) and needs to be in place by late 2024 for the curriculum planning 2025-27. The strategy also needs to address the plans for Hanken's intended offer for the national Digivisio-platform.

### **Integration in the Hanken community, and in the Finnish working life and society**

The aim of this initiative is to attract a significant number of students, faculty members and staff with diverse backgrounds to Hanken. Further, the aim is to support the inclusion of these individuals into the Hanken community and integration into the Finnish working life and society.

The project aims at develops a plan for how – in collaboration with relevant stakeholders and partners – to achieve a high level of perceived equity and inclusion in Hanken. The plan shall also contain concrete actions for how – together with selected stakeholders and partners – to achieve a high level of integration of persons with international backgrounds in the Finnish society, a high level of study-, work- and non-work satisfaction and, ultimately, a significant number of individuals building a life in Finland.

The plan will be integrated with Hanken's DEI policy and shall contain a medium-term financial plan.

While the overall plan is to be completed by May 2024, selected measures to enhance integration into the Hanken community and in the Finnish working life and society are to start immediately. The project will also encompass following up and evaluating the implementation of the plan, leading to further refinement of the action plan before the end of 2025.

## **KEY PERFORMANCE INDICATORS**

We utilise a large set of indicators to monitor the performance of our operations across many levels: Hanken, unit and programme. Among these, we have selected a set of Key Performance Indicators (KPIs) that we use to follow our progress on a Hanken level. Many of these KPIs apply across the sub-strategies as illustrated in the below table.

Key Performance Indicator	Education	Research	Societal Engagement	Sustainability and Responsibility	Enablers
Bachelor's student feedback, mean of survey	●				
FT MIM ranking, #	●				
Female degree students, % Bachelor's and Master's	●			●	
International degree students, % Bachelor's and Master's	●			●	
International graduates remaining in Finland, %	●		●		●
Bachelor's student feedback, mean of survey	●				
AJG 4 & 4*, #		●			
Academic impact, # Top10 index		●			
External competitive research funding, € (decisions)		●			●
Research projects with non-academic co-funding partners, #		●	●		
External participants at Hanken events, #			●		
Turnover Hanken & SSE Executive Education Ltd., €			●		
Hanken Partnership programme, # of Partners and Branding Partners			●		
CO2 emissions				●	
Number of students per faculty, #	●	●			●
Female associate and full professors, %				●	●
International associate and full professors, %				●	●
Personnel wellbeing, mean of employee survey				●	●
Fundraising €/y (decisions)			●		●

# HANKEN 2030

For an international Finland and a sustainable world