



DIAK - INTERNATIONAL ACTION PLAN 2021-2024

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Diak strategy 2030 guiding international operations

Diak's education and RDI actions aim at promoting sustainable wellbeing in communities and service systems in the national, European and global contexts. Diak's overall strategy guides our international activities. Diak is an ethically responsible multidisciplinary university aiming to improve inclusion and welfare in society. Diak's raison d'être is Only when the world is good for all, Diak is no longer needed.

Along its core values, Diak is a bold developer that challenges itself and the society to change. Diak is committed to work for human dignity, social justice and diversity, and for our long-term vision of sustainable wellbeing economies through applying and developing eco-social approach.

Diak encourages to open encounters of people and circumstances. Diak endorses diversity by promoting cultural and religious literacy and dialogue. Diak promotes ethics by searching for solutions for wicked social problems and by solving ethical questions related to digitalisation and technological innovations.

At Diak, education is developed by strengthening international knowledge creating networks and targeting the increase of flexible learning opportunities. Our objective is, in collaboration with our strategic international partners, 3IN Alliance, to build new innovation ecosystems where education development and RDI are structurally interlinked and new innovations are co-created in collaboration of students, staff and working life partners from different sectors. Diak creates innovations in collaboration with its partners, based on ethically, socially, economically and environmentally sustainable principles.

Diak works with its partners to promote sustainable wellbeing of the most vulnerable groups in society within national, European, and global contexts by improving social and health care service systems, and by bringing focus to the service user's perspective. Community development and co-creation approach are applied both in our education and RDI activities. Diak's strengths include close contacts with nationwide and international professional networks, and this allows Diak to combine theory and practice in innovative ways, bringing research results from the grass roots level to the level of decision making.

INTERNATIONAL OPERATIONS AT DIAK

Diak's international operations implement Diak's strategy in international context. The institutional aim of Diak's international relations is to transform from locally and nationally contextualized university of applied sciences (UAS) to a globally contextualized UAS in order to support our student's international and global understanding and transferable skills (individual level), support the development of international and diverse Diak's community (institutional level), and ultimately, in collaboration with our strategic and other international partners, to generate international added value for promoting inclusion of the most vulnerable, sustainable global wellbeing and equity (societal level). According to reaffirmed Bologna Declaration, during the new decade, higher education will be a key actor in meeting the United Nations' Sustainable Development Goals (SDGs). At Diak, international operations are one of the key means to implement this role.

3IN Alliance is our key international network for developing international, flexible education offer, student and staff mobility, generating new knowledge and innovations and for benchmarking and developing university support services. In addition, Diak has a broad international network of university and working life partners and networks in Europe, Africa, Asia, the Middle East and Arctic regions with whom we collaborate to promote our strategic goals, by joint RDI initiatives, education development, student and staff mobility and commercial collaboration. International relations and cooperation at Diak emphasize an environmentally and socially responsible Eco-Social approach with a focus on inclusion, ethics and Human Rights, and pay special attention to the wellbeing of disadvantaged groups, such as minorities and women, children and youth in fragile environments.

In addition, Diak cherishes its culturally rich and diverse community as well as stakeholders with migrant background, in global reconstruction through diaspora.

Diak's international action plan is a roadmap for the years 2021-2024 to implement and enable the implementation of Diak's strategy in international context. In line with PDCA-cycle, the international action plan aims to mainstream internationalization as a crosscutting theme in all Diak's actions and functions, as part of each operations' annual objective and implementation plans (Plan), implementation (Do), monitoring (Check) and further development (Act): education, RDI, student and admission services, library, security, IT, finances, communication and HR. International affairs are coordinated by Diak's international team, operating at Innovations department, and the team is responsible of monitoring the overall actualization of the international action plan. International advisory board has been established to steer Diak's internationalisation.

Diak's international action plan builds on the following documents:

- Diaconia University of Applied Science – Strategy 2030
- 3IN Alliance Mission
- Agreement between Diaconia University of Applied Sciences and Ministry of Education 2021-2024
- Policies to promote internationalisation in Finnish higher education and research 2017–2025, Ministry of Education
- UN Sustainable Development Goals
- Policies of the European Union
- Development policy, Ministry for Foreign Affairs
- Vision 2030, Ministry of Education
- Digivision 2030, Ministry of Education
- Talent Boost programme, Ministry of Employment

Objectives of Diak's international operations

1. All Diak graduates are able to act in international and intercultural environments and understand sustainable global development.
2. Diak is international, attractive and diverse community, and encourages its students and staff for active encounters, co-creation and internationalization, including internationalisation at home.
3. Diak's education and RDI generate international added value for promoting inclusion of the most vulnerable and sustainable global wellbeing.

Actions

Objective 1: All Diak graduates are able to act in international and intercultural environments and understand sustainable global development.

Indicator for objective 1:

- Students' and teachers' perception on the development of global competencies of Diak graduates. (Source of verification: Annual student survey, Graduate survey, Updates on curricula implementation plans, surveys for employers, graduate employment survey)
- Employers' perception, international employment (Source of verification: teachers' feedback)

ACTION	RESPONSIBLE PERSON	INDICATOR
1.1. Developing internationalisation of education	Director of Education	
1.1.1 Defining comprehensive international learning outcomes (global responsibility, sustainable development goals, intercultural and inter-religious competence) on a general and study field specific levels.	Director of Education	<ul style="list-style-type: none"> • Learning outcomes defined on a general and study field specific levels.
1.1.2. Preparing internationalisation plan for each student, integrating it as part of each degree student's PSP (HOPS) and developing counselling/training that supports learning from international experiences.	Head of Student Affairs	<ul style="list-style-type: none"> • Internationalisation plan prepared for each student and integrated to PSP (HOPS) • Counselling developed to support learning from international experiences
1.1.3. Integrating more inclusive, accessible and sustainable international learning opportunities in degree programmes through internationalization/globalisation at home and through different forms of physical and virtual mobility. Exploring and developing new, climate smart forms of mobility in collaboration with 3IN Alliance partners.	Head of International Affairs	<ul style="list-style-type: none"> • New forms of climate smart mobility developed • Inclusive, accessible and sustainable international learning opportunities integrated in degree programmes • Agreement with Ministry of Education: by 2024, joint 3IN education offer: minimum of 5 courses/modules

ACTION	RESPONSIBLE PERSON	INDICATOR
<p>1.1.4. Increasing the provision of education in English in all campuses, and thus facilitating the growth of international student body, including degree and exchange students, also by exploiting the joint 3IN Alliance's education offer, and preparing a 3IN joint European Master programme.</p>	<p>Director of Education</p>	<ul style="list-style-type: none"> • Provision of education in English increased in all campuses • Increased number of international students (degree and exchange) • 3IN European Master Programme prepared
<p>1.1.5. Developing opportunities for Finnish language learning (in collaboration with other HEIs). Guaranteeing language courses that meet student's needs and build their advancing learning pathways systematically, by utilising language awareness methods.</p>	<p>Director of Education</p>	<ul style="list-style-type: none"> • Finnish language learning opportunities developed (meeting students' needs and applying language awareness methods)
<p>1.1.6. Increasing quality and quantity of the international student mobility by monitoring partner network and enhancing sustainable collaboration with partners. Fully and strategically exploiting the mobility actions of Erasmus+ and other funding programmes</p>	<p>Head of International Affairs</p>	<ul style="list-style-type: none"> • Quality of student mobility increased • Quantity of student mobility increased: • Agreement with Ministry of Education: incoming student exchanges from 3IN universities by 2024: physical: 40, virtual 100 • Erasmus ECHE by 2027: Students outgoing: 140 per year, of which 80 European and 60 Global student mobilities, both study exchanges and traineeships. • Erasmus ECHE by 2027: Students incoming: 80 per year. • Erasmus ECHE by 2027: Students blended: 60-90 per year, in collaboration with 3IN Alliance partners. • Erasmus ECHE by 2027: Students virtual: 60-90 per year, in collaboration with 3IN Alliance partners.
<p>1.1.7. Developing ways for students to participate in international RDI projects, 3IN Alliance co-creation teams and Diak Hub.</p>	<p>Head of RDI services</p>	<ul style="list-style-type: none"> • Diverse means for students to participate in international RDI projects developed
<p>1.1.8. Developing an interactive and collaborative introductory session on transversal skills, such as global responsibility and sustainable development, and related workinglife needs in the changing world, to be included in the first-year student orientation. Developing a reflective session to be included in the thesis guiding process during studies.</p>	<p>Principal lecturer, Multiculturalism and International Affairs</p>	<ul style="list-style-type: none"> • An interactive and collaborative introductory session on transversal skills developed and included in the first-year student orientation
<p>1.1.9. Developing a model for comprehensive and blended intensive course (combining physical and/or virtual mobility and potential work placements) for students and staff, to be executed in the global south.</p>	<p>Principal lecturer, Multiculturalism and International Affairs</p>	<ul style="list-style-type: none"> • A model for blended intensive course developed for students and staff, and ready to be executed in the global south

Objective 2) Diak is international, attractive and diverse community, and encourages its students and staff for active encounters, co-creation and internationalization, including internationalisation at home.

Indicator for objective 2:

- Students' and staff perception on the development of global competencies of Diak graduates (Sources of verification: annual student survey, Graduate survey, Updates on curricula implementation plans, teachers' feedback,
- Staff global competencies (Sources of verification: staff professional development discussions, number of staff international competence trainings, number of participation in international actions, including physical and virtual actions, international RDI collaboration based in Finland,
- International students and staff at Diak (Source of verification: roadmap developed and first steps taken for international recruitment)

ACTION	RESPONSIBLE PERSON	INDICATOR
2.1. Developing international partner relations	Director of Innovations	
2.1.1. Developing international partner relations plan, including defining objectives, agreements, contact responsibilities and quality monitoring processes for European and global partnerships.	Head of International Affairs	<ul style="list-style-type: none"> • Interanational partner relations plan developed
2.1.2. Leading, developing, and activating 3IN Alliance to meet the 3IN Vision, and Mission statement agreed by all 3IN members. Ensuring the implementation and monitoring of jointly agreed action plan.	International Relations Manager	<ul style="list-style-type: none"> • 3IN Alliance strategic partnership lead and developed according to the implementation plan.
2.1.3. Actively developing 3IN Student Forum and participating in other international student networks.	Student Union O'Diako	<ul style="list-style-type: none"> • 3IN Student forum in operation and O'Diako actively participating.
2.2. Developing admission and integration support for international students	Director of Education	
2.2.1. As part of the joint Talent Boost – programme, developing the recruitment plan for attracting international students/students with migrant background. Developing forms of affirmative action to provide support in the application process.	Director of Education	<ul style="list-style-type: none"> • Recruitment plan developed for international students/students with migrant background. Affirmative actions to support application process in use.
2.2.2. Developing support services for international students and students with migrant background, also beyond graduation in transfer to working life, as per Talent Boost objectives, in collaboration with other HEIs. Exploring the opportunity to apply SIMHE status for Diak (Supporting Immigrants in Higher Education in Finland, SIMHE)	Director of Services	<ul style="list-style-type: none"> • Support services for international students and students with migrant background developed. • Participation in SIMHE actions.
2.3. Developing processes and co-creation of international RDI actions	Director of Innovations	

ACTION	RESPONSIBLE PERSON	INDICATOR
<p>2.3.1. Strengthening the sustainability and effectiveness of Diak's RDI processes, procedures and capacities to support international RDI project development and implementation, student and staff participation as well as commercial activities, in all service and development teams at Innovations department, in order to increase quality and quantity of international RDI projects and cooperation.</p>	<p>Heads of Innovations</p>	<ul style="list-style-type: none"> • Sustainability and effectiveness of Diak's RDI processes, procedures and capacities to support international RDI project development and implementation strengthened. • Agreement with Ministry of Education: by 2024, joint 3IN RDI projects: 6 • Erasmus ECHE by 2027: <ul style="list-style-type: none"> • Partnerships for Collaboration: 3-5 projects • Partnerships for Excellence: Reapplication of EUI • Erasmus Mundus: two joint 3IN Master Programmes • Partnership for Innovation: 3 projects
<p>2.3.2. Establishing and piloting, in collaboration with strategic partners, 3IN thematic co-creation teams for staff and students. Establishing an international 3IN forum for co-creation, dialogue and encounters as a joint venture of 3IN partners' HUB's, as part of Diak Hub.</p>	<p>Senior Specialist</p>	<ul style="list-style-type: none"> • Thematic 3IN co-creation teams established and piloted. • An international 3IN forum for co-creation, dialogue and encounters established and in operation.
<p>2.3.3. Developing Diak's concept and operational model for "Globalization at home" where globally contextualized understanding, diaspora and global reconstruction play a key role, to be applied for both students and staff, and e.g. through exploiting national and ESF funding.</p>	<p>Principal lecturer, Multiculturalism and International Affairs</p>	<ul style="list-style-type: none"> • Diak's concept and operational model for "Globalization at home" developed
<p>2.4. Developing staff international competence</p>	<p>Director of Human Resources</p>	
<p>2.4.1. Mapping, better exploitation and development of Diak staffs' international and global competencies (including i.a. language skills, international, intercultural and global expertise, skills and competencies) that support the actualisation of Diak's strategic objectives</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> • Diak staff international, intercultural, 'global' expertise and skills mapped and developed
<p>2.4.2. Developing opportunities for internationalisation and globalisation at home for staff members</p>	<p>Head of International Affairs</p>	<ul style="list-style-type: none"> • Opportunities for internationalisation at home for staff members developed
<p>2.4.3. Planning the staff mobilities strategically to meet Diak's strategic objectives, ensuring that each staff member has the opportunity to take part in mobilities, and increasing the number of staff mobilities.</p>	<p>Head of International Affairs</p>	<ul style="list-style-type: none"> • Staff mobilities developed to support Diak's strategic objectives, including increase in number of staff mobilities. • Agreement with Ministry of Education: by 2024, between Diak and 3IN Universities: physical staff exchanges: 100, virtual 50. • Erasmus ECHE by 2027: Staff outgoing 60 per year • Erasmus ECHE by 2027: Staff incoming 60 per year
<p>2.4.4. In line with Talent Boost -programme and MoEC objectives set for Diak, preparing a roadmap for leadership policy, recruitment, communication and procedures to attract non-Finnish speaking and international staff members, and taking the first steps of implementing the roadmap. Developing a Diak language policy to ensure language awareness and linguistic wellbeing, in collaboration with other HEIs.</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> • A roadmap for leadership policy, recruitment, communication and procedures to attract non-Finnish speaking and international staff members developed, and first steps of implementing this roadmap taken.

ACTION	RESPONSIBLE PERSON	INDICATOR
2.5. Developing internationalisation of support services	Director of Services	
2.5.1. Strengthening digital pedagogy skills, operational models and student wellbeing for international online cooperation with 3IN partners. Participating in the development of international virtual campus and ensuring functional IT support and expertise for international online collaboration. Principal lecturer, Blended Learning and Digital Pedagogy	Principal lecturer, Blended Learning and Digital Pedagogy	<ul style="list-style-type: none"> • Digital pedagogy skills, operational models and student wellbeing for international online cooperation with 3IN partners strengthened. • Functional IT support and expertise for international online collaboration ensured.
2.5.2. Enhancing the co-operation, co-creation and knowledge sharing of library services with international partners.	Head of Library and Information Services	<ul style="list-style-type: none"> • Co-operation, co-creation and knowledge sharing of library services with international partners enhanced.
2.5.3. Strengthening international financial and administrative procedures and expertise, in particular relating to planning and implementation of international RDI projects	Director of Finance	<ul style="list-style-type: none"> • International financial and administrative procedures and expertise strengthened.
2.5.4. Developing international security procedures and skills	Facilities and Security Specialist	<ul style="list-style-type: none"> • International security procedures and skills developed.

Objective 3: Diak's education and RDI generate international added value on sustainable global wellbeing and for promoting inclusion of the most vulnerable.

- Indicator for objective 3: to be defined (action 3.1.8)

ACTION	RESPONSIBLE PERSON	INDICATOR
3.1. Developing impact of international RDI actions	Director of Innovations	
3.1.1. Scaling up national RDI projects for international implementation to avoid pilotism, to create maximum impact especially in developing and fragile contexts and to improve opportunities for funding	Heads of Innovations	<ul style="list-style-type: none"> • National RDI projects scaled up for international implementation
3.1.2. Preparing for the forthcoming EU programs and political priorities by exploring the opportunities of EU's external and neighboring relations and instruments, including the preparedness to partially expand cooperation e.g. to Eastern Europe, Turkey and/or in the Arctic Regions.	Heads of Innovations	<ul style="list-style-type: none"> • Preparations carried out for the forthcoming EU programs and political priorities

ACTION	RESPONSIBLE PERSON	INDICATOR
<p>3.1.3. Transforming RDI results into sustainable products through Diak HUB and developing models and capacities for the delivery the product, e.g. tailor-made professional trainings, to be implemented internationally, also potentially through Diak Mobile Campus.</p>	<p>Heads of Innovations</p>	<ul style="list-style-type: none"> • RDI results transformed into sustainable products
<p>3.1.4. Building Diak's capacity to take part in international grant funded projects and capacity building tenders through purposeful partnerships and networking nationally and internationally and by strengthening internal infrastructures, knowhow and agility</p>	<p>Heads of Innovations</p>	<ul style="list-style-type: none"> • Diak's capacity to take part in international grant funded projects and capacity building tenders built • International networking and participation in pre-existing networks and wider consortia intensified
<p>3.1.5. Developing institutional and staff capacities to Implement Ecosocial approach, sustainable development, climate smart solutions, global ethics and responsibility in all international RDI work in order to contribute to the smooth, inclusive and human-rights-based digital and green transitions of societies.</p>	<p>Director of Innovations</p>	<ul style="list-style-type: none"> • Institutional and staff capacities to Implement Ecosocial approach developed
<p>3.1.6. Mapping the international dimensions and opportunities of Diak's knowledge hubs and developing co-creative operational models for the international work of the knowledge hubs, taking into account Diak HUB and 3IN cooperation.</p>	<p>Director of Innovations</p>	<ul style="list-style-type: none"> • International dimensions and opportunities of Diak's knowledge hubs mapped
<p>3.1.7. Clarifying Diak's strategic global portfolios in Africa, Asia and Middle East by selecting priority countries for operations according to the ministerial guidelines, TFK-representation, 3IN global network and existing contacts.</p>	<p>Head of International Affairs</p>	<ul style="list-style-type: none"> • Diak's strategic global portfolios in Africa, Asia and Middle East clarified.
<p>3.1.8. Developing Diak's internal impact evaluation criteria and indicators for international operations.</p>	<p>Head of International Affairs</p>	<ul style="list-style-type: none"> • Diak's internal impact evaluation criteria and indicators for international operations developed.
<p>3.2. Developing Diak's international promotion and visibility</p>	<p>Director of Innovations</p>	
<p>3.2.1. Defining Diak's international brand and presence, pr highlights, marketing materials and target audiences as well as operational plans and responsibilities for promotions of the international work.</p>	<p>Head of Communications</p>	<ul style="list-style-type: none"> • Diak's international brand and presence defined
<p>3.2.2. Strengthening Diak's international visibility by increasing the production of international publications and their promotion, especially through Diak HUB and with 3IN partners</p>	<p>Director of Innovations</p>	<ul style="list-style-type: none"> • Diak's international visibility strengthened. • Agreement with Ministry of Education: by 2024: 3IN joint publications/learningmaterial: 100
<p>3.2.3. Increasing participation and active influencing in focal, international cooperation themed, national and international working groups to direct the development of the sector and to strengthen Diak's presence, voice and agency.</p>	<p>Management Group</p>	<ul style="list-style-type: none"> • Participation and active influencing in focal, international cooperation themed, working groups increased.
<p>3.2.4. Developing a forum for exploiting Diak Alumni network for international networking, influencing and cooperation for students, staff and partners.</p>	<p>Head of Communications</p>	<ul style="list-style-type: none"> • A forum for exploiting Diak Alumni network for international networking, influencing and cooperation for students, staff and partners developed.