

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*. Diak's vision is to be *The most valued higher education institution in human encounters*.

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 international partners, 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 citizen'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.

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 approach 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 and services (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.

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

- Diaconia University of Applied Science – Strategy 2030
- 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 on sustainable global wellbeing and promote the inclusion of the most vulnerable. Diak also promotes the availability of international skilled professionals in Finland as well as diversity in society.**

ACTIONS

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

| ACTION | RESPONSIBLE PERSON | Output indicators |
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| 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 personal study plan 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 personal study plan – 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, including Erasmus Blended Intensive Programmes. | Heads of Education and Senior Lecturers responsible of Diak's degree programmes | <ul style="list-style-type: none"> – Inclusive, accessible and sustainable international learning opportunities integrated in degree programmes – New forms of climate smart mobility developed – Agreement with Ministry of Education: by 2024, minimum of 5 courses/modules |
| 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, as well as students in tailor-made educational packages and qualification modules. | Director of Education | <ul style="list-style-type: none"> – Provision of education in English increased in all campuses – Increased number of international students (students in degree- and exchange programmes, tailor-made educational packages and in qualification modules) – Erasmus Mundus Master's Programme developed |
| 1.1.5. Developing opportunities for Finnish language learning (in collaboration with other HEIs). Offering language courses that meet student's needs and build their advancing learning pathways systematically, by utilising language awareness methods. | Director of Education | <ul style="list-style-type: none"> – Finnish language learning opportunities developed (meeting students' needs and applying language awareness methods) |
| 1.1.6. Increasing quality and quantity of the international student mobility by monitoring partner network and enhancing sustainable collaboration with partners. Exploring and developing new, climate smart forms of mobility, including Erasmus Blended Intensive Programmes, in collaboration with Diak's international partners. Fully and strategically exploiting the mobility actions of Erasmus+ and other funding programmes. | Head of International Affairs | <ul style="list-style-type: none"> – Quality of student mobility increased – Quantity of student mobility increased: – Agreement with Ministry of Education: incoming student exchanges by 2024: physical: 40, virtual 100 |

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| | | <ul style="list-style-type: none"> – 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 – Erasmus ECHE by 2027: Students virtual: 60-90 per year |
| 1.1.7. Developing ways for students to participate in international RDI projects | Head of RDI Services | <ul style="list-style-type: none"> – Diverse means for students to participate in international RDI projects developed |
| 1.1.8. Developing an interactive and collaborative module on global responsibility and sustainable development in social and health care sectors, and related working life needs in the changing world, to be included in the new curricula (bachelor and master). | Director of Education | <ul style="list-style-type: none"> – An interactive and collaborative introductory module on transversal skills developed and included in new curricula |

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.

| ACTION | RESPONSIBLE PERSON | Output indicators |
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| 2.1. Developing international partner relations | Director of Innovations | |
| 2.1.1. Developing international partner relations, including defining objectives, agreements, contact responsibilities and quality monitoring processes for European and global partnerships, in line with Diak's partnership management model. | Head of International Affairs | <ul style="list-style-type: none"> – International partner relations developed according to Diak's partnership management model. |
| 2.1.2. Building international strategic higher education partnerships. | Head of International Affairs | <ul style="list-style-type: none"> – Strategic international partnerships established. |
| 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 plans for attracting and recruiting international students. 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 tailor-made educational packages and qualification modules for international students, starting from nursing, and extending to social work. | Director of Education | <ul style="list-style-type: none"> – Tailor-made educational packages and qualification modules developed and piloted |

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| 2.2.3. 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, and where relevant, collaborating with SIMHE HEIs. | Head of Student 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 | |
| 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. | Head of Service Development, Head of RDI Services, Head of International Affairs | <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, international 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 Master Programmes - Partnership for Innovation: 3 projects |
| 2.3.2. As part of Diak's focus areas in Diak Hub, developing international collaboration, e.g. by establishing and piloting, in collaboration with international partners, thematic co-creation forums for students, staff and working life partners. | Diak's focus area teams | <ul style="list-style-type: none"> – International forums for co-creation, dialogue and encounters established and in operation. |
| 2.4. Developing international competences of Diak staff | Director of Human Resources | |
| 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. | Director of Human Resources | <ul style="list-style-type: none"> – Diak staff global competencies, expertise and skills mapped and developed |
| 2.4.2. Developing opportunities for internationalisation and globalisation at home for staff members | Head of International Affairs | <ul style="list-style-type: none"> – Opportunities for internationalisation at home for staff members developed |
| 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. | Head of International Affairs | <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, physical staff exchanges: 100, virtual 50. – Erasmus ECHE by 2027: Staff outgoing 60 per year – Erasmus ECHE by 2027: Staff incoming 60 per year |
| 2.4.4. In line with Talent Boost –programme and MoEC objectives set for Diak, strengthening diversity at Diak by developing Diak's working culture, psychological security, accessibility as well as language awareness and language policy. | Director of Human Resources | <ul style="list-style-type: none"> – Diversity at Diak strengthened by developing Diak's working culture, psychological security, accessibility as well as language policy. |

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| 2.5. Developing internationalisation of support services | Director of Education, Director of Finance and Administration | |
| 2.5.1. Enhancing the co-operation, co-creation and knowledge sharing of library services with international partners. | Head of Library and Information Services | – Co-operation, co-creation and knowledge sharing of library services with international partners enhanced. |
| 2.5.2. Strengthening international financial and administrative procedures and expertise, in particular relating to planning and implementation of international RDI projects | Director of Finance and Administration | – International financial and administrative procedures and expertise strengthened. |
| 2.5.3. Developing Diak's internal international security procedures and skills | Facilities and Security Specialist | – International security procedures and skills developed. |
| 2.5.4. In line with the Finnish Digivisio, ensuring international dimension in Diak's roadmap for digital transformation | Specialist, Digivisio | – International dimension included in Diak's roadmap for digital transformation |

3) Diak's education and RDI generate international added value on sustainable global wellbeing and promote the inclusion of the most vulnerable. Diak also promotes the availability of international skilled professionals in Finland as well as diversity in society.

| ACTION | RESPONSIBLE PERSON | Output indicators |
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| 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 | – 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 | – Preparations carried out for the forthcoming EU programs and political priorities |
| 3.1.3. Transforming RDI results into sustainable products through Diak HUB and developing models and capacities for the delivery the products, e.g. tailor-made professional trainings, to be implemented internationally. | Heads of Innovations | – RDI results transformed into sustainable products |
| 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 | Heads of Innovations | – 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 |

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| 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. | Director of Innovations | – Institutional and staff capacities to Implement Ecosocial approach developed |
| 3.1.6. 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 and existing contacts. | Head of International Affairs | – Diak's strategic global portfolios in Africa, Asia and Middle East clarified. |
| 3.1.7. Developing Diak's internal impact evaluation criteria and indicators for international operations. | Head of International Affairs | – Diak's internal impact evaluation criteria and indicators for international operations developed. |
| 3.1.8. As part of Diak's focus area for diversity, supporting international professionals' and migrants' integration, study paths and employment through RDI activities. | Diak's focus area team for diversity | – Number of RDI-projects, publications |
| 3.2. Developing Diak's international promotion and visibility | Director of Innovations | |
| 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. | Head of Communications | – Diak's international brand and presence defined. |
| 3.2.2. Strengthening Diak's international visibility by increasing the production of international publications and their promotion. | Director of Innovations | – Diak's international visibility strengthened. – Agreement with Ministry of Education: by 2024: international publications/learning material: 100 |
| 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. | Management Group | – Participation and active influencing in focal, international cooperation themed, working groups increased. |
| 3.2.4. Developing ways for Diak's Alumni to participate and support Diak's international networking, influencing and cooperation. | Head of Education | – Diak's alumni participated and supported international cooperation. |