

# QUALITY MANUAL 6.11

## Overview on LUT Quality Management System

Entry into force 1. January 2021

LUT University

Lappeenranta - Lahti University of Technology LUT

## Versions

Version number	Amendments	Approved by
1.0	Original	<i>University board (31 October 2007)</i>
2.0	Quality targets for societal interaction added Role of rectors in updating the quality management system Description of quality audits Section on quality management documents added Description of updating and revising the strategy Sections on international personnel and students added Concepts defined for undergraduate education and education for mature students, the duties of the OPOKE group Internationality added to the quality targets of the undergraduate education process, threshold for intervening in student feedback added Section on research modified, ethical guidelines for research added, ethical role of the dissertation committee described, development of research described Societal interaction section modified completely Description of the assessment of external services, description of the management of university services	<i>University board (18 June 2008)</i>
2.1	Amendments to administrative regulations taken into account Amendments to administrative regulations regarding the appointment of members of degree programme management committees taken into account In addition, modifications based on revision that do not affect the content.	<i>University rector (8 September 2008)</i>
3.0	Amendments to the Universities Act and administrative regulations and modifications required by the LUT 2013 strategy taken into account Entire contents of the quality manual revised, amended and complemented Chapter 6: Process descriptions and evaluation procedures of scientific research renewed Chapter 7: Continuing education process included in academic education processes Chapter 8: Societal interaction processes described Chapter 9: Faculty and other unit support services integrated in support service descriptions Chapter 10: Role of university board in the overall evaluation of the university's activity described	<i>University rector (2 June 2010)</i>
3.1	Appended process descriptions updated. Graphic design of figures updated. Section 7.2: Responsibilities of the faculty head of study affairs redefined in accordance with the amended regulations for education and the completion of studies. Chapter 9: Duties and supervisor responsibilities of International Services described according to decisions made.	<i>University rector (3 September 2010)</i>
4.0	Quality management description summarised into this university quality manual and the support service operations manuals. Quality management descriptions of faculties, multidisciplinary research units and the Centre for Training and Development integrated into the university quality manual. The special features of quality management in the units above are described in appendices 1-5. Two process descriptions added to societal interaction processes (chapter 8). Contents of the quality manual revised and updated.	<i>University rector (17 May 2011)</i>
4.1	Contents of the quality manual chapters and appendices revised and updates based on e.g. the revised strategy. Process descriptions (appendices 6-12) updated.	<i>University rector (31 August 2012)</i>
4.2	Contents of the quality manual chapters and appendices revised and updated. Quality management policy amended from the perspective of the university strategy and sustainable development. University risk management integrated into performance guidance. Postgraduate education process revised. Two new processes added to the societal interaction entity: promotion of environmental responsibility and other sustainable development principles, and commercialisation of research results and innovation. The development project process has been removed and combined with Education and cultural activity that promotes societal interaction.  Description of the student recruitment process (Appendix 7) updated. Chart describing the entity of university processes added (Appendix 13)	<i>University rector (4 September 2013)</i>
4.3	All quality manual contents and appendices revised and amended. Descriptions of responsibilities updated in accordance with amendments to the university regulations. Representatives of the university as an employer named. Benchmarking integrated into the quality management system. Responsibilities	<i>University rector (26 August 2014)</i>

	of supervisors of postgraduate studies defined. Relationships between academic education processes clarified. Open university instruction, strategic public affairs and external communication processes added to societal interaction processes. Strategic public affairs operations and alumni relations included in Media Services operations. Support service operations manuals repealed; descriptions displayed in the new intranet.	
5.0	The LUT Intranet has been serving as a source of quality management information for internal stakeholders from September 2014. In the Quality Manual 5.0, the underpinning quality management procedures are compiled in a concise format to give an overview of the LUT Quality Management System. The manual is published only in English. The process of entrepreneurial activities added to the societal interaction function.	<i>University rector (21 February 2017)</i>
6.0	New name of the university: LUT University. LUT Group included in the organisation description. Tables of responsibilities updated. New processes included in descriptions of basic functions: research ethics, junior university, career services. Programme review and feedback workshop procedures described. Systematic development of university-university and university-industry partnerships described. New name (University Services) and unit structure of support services.	<i>University rector (30 November 2018)</i>
6.1	New official name of the university: Lappeenranta–Lahti University of Technology LUT. Revised strategy: Trailblazers 2030. Internal assessment approach amended. Objectives of functions updated according to the new strategy. Advisory board established. Societal interaction processes updated.	<i>University rector (16 June 2020)</i>
6.11	Technical revisions based on amendments to University Regulations.	<i>University rector (18 December 2020)</i>

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## STATUTES AND REGULATIONS GOVERNING UNIVERSITY ACTIVITIES<sup>1</sup>

Universities Act

LUT Group Regulations (included in LUT University Regulations )

Regulations of the Lappeenranta-Lahti University of Technology LUT

LUT Code of Conduct

Good scientific practice at LUT

Disqualificaiton, outside engagements and business activity

LUT Degree Regulations

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<sup>1</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/laitjasaadokset/Pages/Default.aspx>

## 1. INTRODUCTION

According to the Universities Act<sup>2</sup>, which governs the activity of universities, the mission of universities is to promote free research and scientific and artistic education, to provide higher education based on research, and to educate students to serve their country and humanity.

The mission of LUT University has been stated in the University Regulations<sup>3</sup>: LUT University specialises in scientific research and postgraduate education in its fields of expertise in technology and business and provides academic education. The university promotes lifelong learning and operates in close cooperation with high-standard universities, businesses and the surrounding community, creating a competitive edge and well-being with its expertise in technology and business.

The purpose of LUT's quality management system is to support the achievement of the university's strategic goals and assure the high quality of the university's operations and results. The quality management system supports the university administration and the pursuit of the university's goals. Quality management is incorporated into the normal activity of the university with the underlying idea of continuous improvement in accordance with the Plan – Do – Check – Act cycle (see Figure 1). The quality management system covers the three main functions of the university – scientific research, academic education and societal interaction – and the support services of the university.



Figure 1. PDCA cycle of continuous improvement.

This quality manual depicts the university's quality management system concisely. The university's quality management roles, procedures, documents and other related material are described further on the LUT intranet. The LUT intranet is the main source of quality management information for internal stakeholders; additional information is available through the intranet links in footnotes.

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<sup>2</sup> Universities Act (558/2009) <http://www.finlex.fi/fi/laki/kaannokset/2009/en20090558.pdf>

<sup>3</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/laitjasaadokset/Pages/Default.aspx>

## 2. QUALITY MANAGEMENT SYSTEM

### 2.1 Quality policy

The quality policy refers to the following principles governing the activity of LUT University:

- The university fulfils its mission in accordance with its values and strategy in ways that promote the well-being of the staff and students.
- The university's activities and management are based on continuous assessment and development.
- The university maintains a quality management system which ensures that the university is able to operate in a responsible, transparent, efficient and quality-oriented way, taking the needs of all internal and external stakeholders into consideration.
- The rector is responsible for the quality management system, but each member of the university community bears quality management responsibilities related to their job.

### 2.2 Division of responsibilities in the quality management system

All members of the university community bear quality management responsibilities related to their job. The goals for university personnel are set in the university's strategy, strategic action plans, annual operation targets and personnel development discussions, while the goals for students are set in personal study plans.

The maintenance and development of the quality management system is the responsibility of the rector together with the quality and environmental management committee he or she appoints. The chairperson of the quality management committee is the vice rector. The table below depicts the central actors in the university's quality management system.

University board	Responsible for the university strategy and long-term goals.
Rector	Responsible for the performance of the university and the quality management system overall. Approves the university quality manual.
Strategy director	Responsible for the practical preparation and implementation of the LUT and LUT Group strategy.
Quality and environmental management committee	Controls the development of the quality management system and the execution of internal and external evaluations.
Vice rector	Responsible for quality management in his or her scope of duties and for the quality management system overall. Chairperson of the quality and environmental management committee.
Dean	Responsible for the performance and quality management of a school.
Head of department / unit	Responsible for the performance and quality management of the unit / process.
Director of administrative services	Responsible for the overall efficiency, quality management, procedure descriptions and documentation of the university support services.
Management services / Performance guidance and quality management	Responsible for supporting the maintenance and development of the quality management system. Responsible for describing the university's quality management system in cooperation with persons responsible. Responsible for the availability of follow-up data needed for strategic management and the performance guidance process. Responsible for the implementation of internal assessments and preparations for external evaluations.

Table 1: Key responsibilities in the university's quality management system

## 2.3 Internal and external assessment and benchmarking

### 2.3.1 Internal assessment

The university management is based on the active and regular internal assessment of its functions. The strategic planning of the university is based on the wide-ranging internal assessment of recent performance, feedback received from different stakeholders, the foreseeable potential of research and education activities, changes in the operating environment, and the needs of the surrounding society. The university's performance is regularly assessed also in the meetings of the board and management committee, and required development targets and actions are agreed on. Data for assessments is provided mainly by Management Services.

To support the quality management and continuous development of research, education, and support services, LUT has created special internal assessment procedures: internal research platform performance assessment<sup>4</sup> (section 5.1), annual internal assessment and feedback workshops for degree programmes<sup>5</sup> (section 5.2), and the process assessment procedure for support services<sup>6</sup> (section 6). Self-assessment procedures are documented by persons responsible.

For the purpose of the external quality assurance procedures to which LUT committed, the university executes regular internal assessments. The internal assessments concern the following functions: accredited degree programmes or programmes applying for accreditation, HR processes and services especially for researchers, and the environmental management system. These assessments typically relate to the renewal of certain quality labels.

### 2.3.2 External assessment and benchmarking

The functioning and impact of the university's quality management system are evaluated regularly in accordance with the Universities Act. LUT's quality management system has been evaluated twice by the Finnish Education Evaluation Council – in 2009 and 2015. The current audit is valid for six years until April 2021. The audit reports are available on the FINEEC web site<sup>7</sup>.

An international research assessment has been conducted twice, in 2012 (Research Assessment Exercise, RAE) and 2019 (Research and Impact Assessment, RIA), in order to assess the quality, impact and potential of scientific research at the university. The assessment reports are available on the LUT web site<sup>8</sup>. In addition, the university's internal research platform application process lays a foundation for international assessments<sup>9</sup>.

To develop the international comparability, recognition and quality assurance of degree programmes and schools, the university has applied for international accreditations for both business and technology degree programmes as of 2011. The accreditation processes are usually repeated every five years. The accredited degree programmes are presented on the university web site<sup>10</sup>. The LUT School of Business and

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<sup>4</sup> <https://intranet.lut.fi/scientificresearch/researchplatforms/Pages/Default.aspx>

<sup>5</sup> <https://intranet.lut.fi/academiceducation/assessment/Pages/Default.aspx>

<sup>6</sup> <https://intranet.lut.fi/expertandsupportservices/Pages/Default.aspx>

<sup>7</sup> <https://karvi.fi/publication/audit-of-lappeenranta-university-of-technology-2015/>

<sup>8</sup> <https://www.lut.fi/web/en/research-evaluation>

<sup>9</sup> <http://www.lut.fi/web/en/research/platforms>

<sup>10</sup> <http://www.lut.fi/web/en/quality/accredited-programmes>

Management (LBM) has committed to an institutional accreditation process to support comprehensive quality assurance and development at the school.

In addition, the university participates in other external evaluations, which provide the university with valuable ranking information with regard to key partners and competitors (e.g. THE rankings, QS ranking, ARWU)<sup>11</sup>.

The rector decides on taking part in external evaluations. The schedule of the university's external evaluations has been published on the intranet<sup>12</sup>.

## 2.5 Management of quality management documents

The university rector approves all amendments to the content of the quality manual based on proposals by the quality system manager after they have been processed by the quality and environmental management committee. Amendments are indicated with version numbers and version history descriptions in the quality manual. The need for amendments is assessed annually by the quality system manager. The valid version of the university quality manual is a public document and available on LUT's intranet<sup>13</sup> and web pages<sup>14</sup>.

The LUT intranet is the main source of quality management information and documentation for internal stakeholders. Process owners and intranet content providers are responsible for updating the information in their own area.<sup>15</sup>

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<sup>11</sup> <https://www.lut.fi/web/en/get-to-know-us/introducing-the-university/international-comparisons-and-university-rankings>

<sup>12</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalahallinta/ulkoisetarvioinnit/Pages/Default.aspx>

<sup>13</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalahallinta/laadunhallinta/Pages/Default.aspx>

<sup>14</sup> <http://www.lut.fi/web/en/get-to-know-us/quality>

<sup>15</sup> <https://intranet.lut.fi/expertandsupportservices/tyov%c3%a4lineet/lutintra/Pages/Default.aspx>

## 3. UNIVERSITY ORGANISATION AND ADMINISTRATION

### 3.1 Organisation

LUT University and its affiliate, the LAB University of Applied Sciences, compose a corporate group consisting of two autonomous institutions, the LUT Group. LUT University is the parent company and the LAB University of Applied Sciences its subsidiary. The purpose of the LUT Group is to benefit both parties through collaboration in accordance with the group's growth strategy. The institutions will continue to have their own, independent strategies, as outlined in their performance agreements with the Ministry of Education and Culture. The common organisation and administration principles of LUT Group institutions are defined in the Regulations of the LUT Group.<sup>16</sup>

The board of directors is LUT University's highest decision-making body<sup>17</sup>. The duties and composition of the board are provided for in the Universities Act. The board members are chosen by LUT's collegium<sup>18</sup>. The minutes of board and collegium meetings are available on the university intranet.

The activity of the university is led by a rector appointed by the board of the university. Additionally, the university has two vice rectors chosen by the board. Their duties are defined by the rector. Decision-making by the rector and communication within the university are supported by the management committee. Memoranda of management committee meetings are published on the university intranet.<sup>19</sup>

LUT's advisory board supports the academic mission and societal impact of the university by consulting for university administration. The advisory board consists of external stakeholders with considerable experience and competence in LUT's strategic focus areas. The board of directors nominates the chair of the advisory board.<sup>20</sup>

To execute the academic mission of the university, LUT has three schools: the LUT School of Business and Management (LBM), the LUT School of Energy Systems (LES), and the LUT School of Engineering Science (LENS). Each school is headed by a dean and has an academic council in accordance with the university regulations. School management committees also support school and university administration. School management bodies are documented on each school's intranet page.<sup>21</sup> Beginning from 2015, LUT has founded several multidisciplinary research platforms. The aim of the platforms is to strengthen research activities in alignment with the LUT strategy, to collaborate and network with the best possible partners at LUT, in Finland and abroad, and to increase LUT's external funding and the societal, economic and industrial impact of LUT's research and innovation activities. Organisationally, the research platforms are an integral part of the schools.

LUT has two campuses: one in Lappeenranta and another in Lahti. In addition, the university has two regional units: LUT Kouvola in the city of Kouvola<sup>22</sup> and LUT Savo<sup>23</sup> in the city of Mikkeli. The units carry out research and education in accordance with the remit of the schools. In Lappeenranta and Lahti, the

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<sup>16</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/laitjasaadokset/Pages/Default.aspx>

<sup>17</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/hallitus/Pages/Default.aspx>

<sup>18</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/yliopistokollegio/Pages/Default.aspx>

<sup>19</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/johtoryhma/Pages/Default.aspx>

<sup>20</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/advisoryboard/Pages/Default.aspx>

<sup>21</sup> <https://intranet.lut.fi/resources/Pages/Default.aspx>

<sup>22</sup> <http://www.lut.fi/web/en/lut-kouvola>

<sup>23</sup> <http://www.lut.fi/web/en/lut-savo>

university operates on the same campus as the LAB University of Applied Sciences, and in Mikkeli, the university operates in connection with the local university consortium<sup>24</sup>.

LUT offers centralised support services (University Services) for both LUT University and the LAB University of Applied Sciences. The support services of both LUT Group institutions are managed by one person, the director of administrative services. The support services are described to internal stakeholders in detail on the LUT intranet. The quality management procedures of support services are described further in chapter 8.

## LUT ORGANISATION

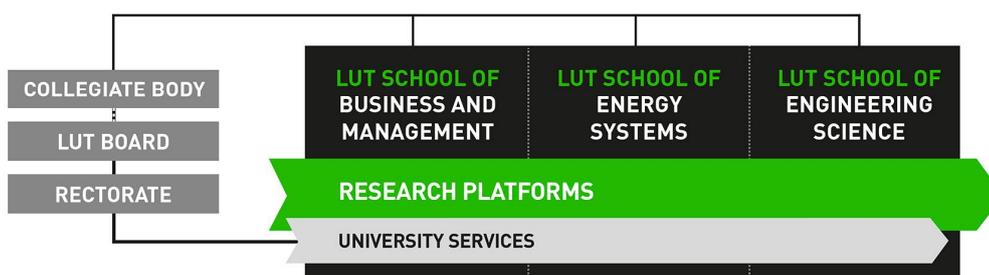


Figure 2. LUT University organisation.

### 3.2 Strategy

The university board approves the strategy, in which the university defines its targets and strategic choices. The rector is responsible for the strategy process and the revision of the strategy. The strategy is based on the university's values: the courage to succeed, passion for innovation through science, and a will to build well-being. The values were defined in a wide-scale value process in 2011.

In the current strategy, Strategy 2030 – Trailblazers<sup>25</sup>, LUT has defined the strategic focus areas to which LUT seeks solutions through technology and business expertise. The strategic focus areas are: Energy, transition to a carbon-neutral world; Air, turning emissions into opportunities; Business, sustainable renewal of business and industry; Water, refining sidestreams into value. In addition, LUT follows the growth strategy of the LUT Group, focusing on international student recruitment and education export, new education paths, and making an impact on industries.

In its strategy, LUT emphasises the impact of its activities. In addition to the quantitative targets of research and education, LUT has a set of impact indicators it monitors.

The strategy is complemented by three strategic action plans that define concrete actions to achieve the strategic targets. The strategic action plans cover the following development actions:

- 1) Significant research player in Europe: excellence in research, strategic partnerships in research and education, open science practices
- 2) Renewers of companies and the society: graduate impact, from research breakthroughs to business, science-based decision-making and communication

<sup>24</sup> <https://muc.fi/>

<sup>25</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

- 3) Open, dynamic and attractive intercultural campuses: at home on all campuses, responsive work climate, carbon-negative LUT 2024.

As in the previous strategy term, the attainment of the targets set in the action plans will be reviewed halfway through the term, and the action plans will be revised accordingly. In addition, the university annually prepares a financial and operating plan with quantitative targets for the entire university and its individual schools. The attainment of these targets is monitored systematically and communicated on the LUT intranet.<sup>26</sup>

The strategy, action plans<sup>27</sup>, financial plan<sup>28</sup> and quantitative targets<sup>29</sup> are available on the university intranet, and the strategy is also published on the university web site<sup>30</sup>.

### 3.3 Performance guidance practices

The implementation of the strategy is monitored and the university's activity is guided in accordance with strategic goals with the help of internal performance guidance. Performance guidance takes place in stages. Systematic risk management is part of the university's performance guidance and internal control. Its aim is to ensure the university's operation and the implementation of its strategy.

#### 3.3.1 UNIVERSITY PERFORMANCE GUIDANCE

The board approves the university strategy, which defines the direction and focus areas of the long-term development of the university. The implementation of strategic targets is monitored based on performance targets defined by the board.

Targets have been set for research, education and the university's impact. The achievement of the targets is reported to the board regularly based on indicators set. In addition, the rector reports to the board on measures taken in each of the areas and on the financial situation. The rector is also charged with implementing the risk management principles approved by the board and reporting to the board twice a year. The rector is responsible for providing the board with information necessary for monitoring the activity and finance of the university.

The strategic targets take into consideration the education and science policy goals in the performance agreement between the Ministry of Education and Culture and the university. The agreement is signed on behalf of the university by the chairman of the LUT board and the rector.<sup>31</sup> The university reports to the Ministry of Education and Culture on the progress of the strategy and other matters required by the performance guidance practices of the Ministry. The Ministry of Education and Culture gives feedback on the university's activity and makes funding decisions based on the performance agreement. Factors in the funding decision include the accomplishment of performance targets.

<sup>26</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/toiminnanjaloudenmittaristo/Pages/Default.aspx>

<sup>27</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>28</sup> <https://intranet.lut.fi/expertandsupportservices/talous/financialplanningandreporting/budjetointijaennustaminen/Pages/Default.aspx>

<sup>29</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/toiminnanohjaus/Pages/Default.aspx>

<sup>30</sup> <http://www.lut.fi/web/en/get-to-know-us/introducing-the-university/strategy>

<sup>31</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/toiminnanohjaus/Pages/Default.aspx>

### 3.3.2 PERFORMANCE GUIDANCE BETWEEN THE UNIVERSITY ADMINISTRATION AND UNITS

The university administration conducts performance and development discussions with the schools annually. For the discussions, the schools prepare an operating and financial plan for the following year. The rector decides on the action plans and budgets for the schools and other units after the annual performance and development discussions. The annual operational and financial plan gives the framework and timetable for performance guidance.<sup>32</sup>

Performance and development discussions yield the quantitative and qualitative goals, operations-related development targets and resources for the following year for each university unit. Also measures related to the unit's risk analysis are agreed on in the discussions. Funding from the Ministry of Education and Culture is allocated to development target areas based on performance over the previous three years. The rector also decides on the use of funds accumulated in the working capital of the university's balance and returns on investments, as authorised by the board.

The achievement of the targets set together with the units is monitored regularly during the year through reports compiled for management committee meetings. In addition, the financial situation is reported through a financial data warehouse. Reports on unit risk analyses and additional process owner interviews are prepared for the board twice a year. In addition, the implementation of measures issued based on previous risk analyses is followed. The director of HR and finance services is responsible for the content of the information for financial monitoring, the strategy director for the content of the information for monitoring of operations and the director, governance and risk management for the risk reports to the board.

### 3.3.3 PERFORMANCE GUIDANCE WITHIN UNITS

The dean of a school is responsible for performance guidance within the school. In other units, performance guidance is the responsibility of the head of the unit.

### 3.3.4 PERFORMANCE GUIDANCE OF EMPLOYEES

Development discussions are the main means of performance guidance of employees and an essential part of the university's performance guidance system. They are also an important means to identify and record the need for developing skills. LUT holds development discussions at least once a year to set targets for every employee. The development discussion form in the Mepco system<sup>33</sup> is a practical tool that determines the format and mode of documentation.

The performance appraisals connected to the university's salary system are carried out according to general collective agreements. Indicators of the achievement of strategic targets are utilised in the performance appraisals of the teaching and research staff. In the university pay system, the job classification of the teaching and research staff is based on scientific qualifications and their development, the development of teaching skills and the variety of teaching duties, and responsibility for one's field of science and its development. The support service staff also has its own team or personal incentives for successfully supporting the university's core operations: research, education and societal interaction.

<sup>32</sup> <https://intranet.lut.fi/expertandsupportservices/talous/financialplanningandreporting/budjetointijaennustaminen/Pages/Default.aspx>

<sup>33</sup> <https://intranet.lut.fi/expertandsupportservices/hr/osaamisenkehittamispalvelut/Pages/Default.aspx>

### 3.4 Internal control and performance audit

The purpose of internal control is to anticipate and ensure that the university's resources are allocated according to the university strategy and used appropriately to achieve the university's targets, and that the university's activity is organised appropriately and legally. The control is embedded into the university's own operating processes, which are described on the LUT intranet<sup>34</sup>.

The board is responsible for the suitability and efficiency of the university's internal control structure. Persons responsible for the achievement of operational and economic process objectives are responsible for monitoring the processes, the organisation of control, and taking necessary action related to these activities.

The central principle of internal control is risk management, which includes risk anticipation, identification, assessment, and response.

Performance audits produce information to the administration on whether the information concerning the organisation is correct and sufficient. In addition, they verify that assets are managed appropriately. Performance audits assist the administration in monitoring and evaluating processes and overseeing compliance with current guidelines and regulations.

Internal control and performance auditing are described in more detail in the university's financial regulations<sup>35</sup> on the intranet. The university's performance audits are coordinated by the director of HR and Finance Services.

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<sup>34</sup> <https://intranet.lut.fi/expertandsupportservices/talous/tarkastustoiminta/Pages/Default.aspx>

<sup>35</sup> <https://intranet.lut.fi/expertandsupportservices/talous/kirjanpito/Pages/Default.aspx>

## 4. RESOURCES

### 4.1 Human resources

LUT University aims to create a good working environment for its staff members and to support their professional development and well-being at work. Human resource administration operations are presented on the intranet<sup>36</sup>.

The related strategic action plan<sup>37</sup> pays attention to the university's work atmosphere and the well-being of the staff: We will enhance interactive leadership and build a toolbox for good managerial practices. We will strengthen the skills of managers by providing needs-based training that takes into account the multicultural, international environment on our campuses in two cities and online. We will aim for more shared success stories and for a stronger sense of community, where the participation and contribution of each member of our university community is important. Our aim is also to highlight the importance and competence of every staff member as part of the whole.

The head of human resource management at the university is the rector. The rector, the vice-rector for education, strategy director, director, governance and risk management, HR and finance director, HR director and the director of administrative services represent the employer at the university. The human resource committee is the university's cooperational council. Its task is, in addition to what is provided in the Act on Co-operation within Undertakings, to assess and develop occupational safety, occupational health care, rehabilitation, workplace health promotion, equality and personnel training. Information on the human resource committee members and meeting memoranda are available on the university intranet<sup>38</sup>. The university has committed to the European Commission's HR Strategy for Researchers, which promotes e.g. the development of researchers' working conditions and the international mobility of researchers.<sup>39</sup>

Procedures related to the following areas are in place to assure the high quality of HR processes:

- recruitment
- employment relationships
- orientation
- performance and development discussions
- well-being at work
- occupational health care
- feedback
- staff training and professional development services
- labour protection and safety at work
- early support for the capacity to work
- equality.

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<sup>36</sup> <https://intranet.lut.fi/expertandsupportservices/hr/Pages/Default.aspx>

<sup>37</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>38</sup> <https://intranet.lut.fi/universitymanagement/henkilostopolitiikka/henkilostolautakunta/Pages/Default.aspx>

<sup>39</sup> <https://www.lut.fi/web/en/get-to-know-us/come-to-work-for-us/hr-excellence-in-research>

As a rule, vacancies are announced to the public and open for applications – always internationally in the case of research and teaching vacancies. This allows the most qualified applicants to pose their candidacy. Scientific and educational merits are taken into account in the filling of all research and teaching vacancies. Further information on recruitment and separate instructions for the appointment of professors, docents junior researchers are available on the LUT intranet<sup>40</sup>.

Detailed provisions on the terms and conditions of employment relationships have been laid down in legislation and the applicable collective agreements. The university's tenure track system<sup>41</sup> applies to the employment relationships of the research and teaching staff, and other staff members are engaged in permanent employment relationships whenever possible. Further information on employment relationships, including working hours, work-related travel, annual leave and leaves of absence, is available on the intranet<sup>42</sup>.

Orientation involves introducing the employee to his or her duties and the practices and operation of the unit. Supervisors are responsible for the orientation of new employees. In addition, each university unit has appointed its own orientation liaison. HR organises orientation events for all new employers monthly during the academic year. Instructions for orientation liaisons and a personnel handbook for new staff members are available on the intranet. There is also a separate intranet site that helps new employees with practical questions.<sup>43</sup>

As a rule, university staff members have annual development discussions with their immediate supervisor. Furthermore, the supervisor and employee hold evaluation discussions during evaluation periods. The discussions include a personal performance evaluation and an evaluation of job requirements. Development and evaluation discussions are documented in the Mepco system. Instructions regarding development and evaluation discussions are available on the university intranet<sup>44</sup>.

Occupational well-being at the university is based on common values, management practices and the LUT strategy. The promotion of well-being at work concerns everyone: university management, supervisors and employees. Management and supervisors are in the key position. LUT as an employer wants to promote the physical, social and psychological well-being of its staff. Happiness through Health activities contribute to well-being at work in all of these areas.

LUT provides its employees with modern and diverse occupational health care services<sup>45</sup>. Also online services provide a convenient channel for addressing occupational health issues.

The university conducts a workplace well-being survey every other year. Its results are used to focus activities to promote the working conditions and well-being of employees. Information on the workplace well-being survey is available on the university intranet<sup>46</sup>. The university also conducts an employee mood tracker survey every month to monitor employee well-being regularly. The results are published on the front page of the LUT intranet, and unit supervisors receive a report on their own unit.<sup>47</sup> Staff and students

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<sup>40</sup> <https://intranet.lut.fi/expertandsupportservices/hr/rekrytoinnit/Pages/Default.aspx>

<sup>41</sup> <https://intranet.lut.fi/expertandsupportservices/hr/tutkijanura/Pages/Default.aspx>

<sup>42</sup> <https://intranet.lut.fi/expertandsupportservices/hr/Pages/Default.aspx>

<sup>43</sup> <https://intranet.lut.fi/expertandsupportservices/hr/newemployee/Pages/Default.aspx>

<sup>44</sup> <https://intranet.lut.fi/expertandsupportservices/hr/osaamisenkehittamispalvelut/kehityskeskustelut/Pages/Default.aspx>

<sup>45</sup> <https://intranet.lut.fi/expertandsupportservices/hr/tyoterveysspalvelut/Pages/Default.aspx>

<sup>46</sup> <https://intranet.lut.fi/expertandsupportservices/hr/tyohyvinvointi/Pages/Default.aspx>

<sup>47</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/palautemenettelyt/tyoilmittariemployeemoodtracker/Pages/Default.aspx>

can send open feedback and proposals through the open feedback channel on the intranet. All the feedback and proposals receive public replies on the intranet.<sup>48</sup>

The university supports its personnel in the maintenance and development of their professional skills – both specialised scientific and pedagogical skills – and in systematic career development. The personnel training plan and the training programmes available to LUT personnel are published on the intranet<sup>49</sup>. Moreover, each unit offers its staff members the possibility to take part in staff training outside the university, and the university supports the professional development of its personnel by allowing them to take two lessons (2 x 45 minutes) a week for independent study. Management is developed by arranging supervisors' coaching to those in management and supervisor positions. The Supervisors' Handbook<sup>50</sup> published on the LUT intranet provides information and support for supervisors.

Occupational safety aims to reduce and eliminate hazards and injuries at work and in the working environment and to promote the health, safety and job satisfaction of personnel on both campuses. The university has prepared an occupational safety action plan. Occupational safety on both campuses is coordinated by the occupational safety managers and safety representatives elected by personnel. The university also has an occupational safety committee. The memoranda of the committee and other information on health and safety at work are available on the university intranet<sup>51</sup>. The emergency plan of the university contains instructions concerning accidents and emergencies. An emergency committee headed by the safety manager is responsible for practical measures. LUT also has a crisis management plan and a complementing communication plan.

Primarily, employees are responsible for their own health and capacity to work. Nevertheless, in a good working community, colleagues care about each other, and everyone plays a role in maintaining an atmosphere of support. Supervisors bear a special responsibility for workplace well-being in their unit and for maintaining and developing a functioning working community. LUT has compiled a model for early support for the capacity to work, providing guidelines for promoting workplace well-being, identifying possible threats to employees' ability to work, and enabling timely and positive interventions. The goal of the model is to help employees cope at work, promote good work performance and maintain a functioning working community. Shared practices create a culture of openness where difficult issues can be discussed and problems addressed in time. Therefore, this model also includes a substance abuse programme and guidelines for addressing harassment, which were previously independent documents<sup>52</sup>.

LUT University's goal is to treat all members of the university community equally. The UN's Universal Declaration of Human Rights is the foundation for operation on LUT's campuses. The rector is responsible for non-discrimination issues related to teaching and research, and the human resource director for those related to the university as an employer. The heads of units are responsible for the realisation of equality in their own units. The human resources committee follows and evaluates the realisation of equality with the help of different statistics and reports. The university has an equality plan which expands the notion of gender equality towards general equality within the academic community, regardless of age, nationality, ethnic background or sexual orientation. The equality plan is available on the LUT intranet<sup>53</sup> and in the UNI

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<sup>48</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/palautemenettelyt/aloitteetjapalautteet/Pages/Default.aspx>

<sup>49</sup> <https://intranet.lut.fi/expertandsupportservices/hr/osaamisenkehittamispalvelut/Pages/Default.aspx>

<sup>50</sup> <https://intranet.lut.fi/expertandsupportservices/hr/esimiesopas/Pages/Default.aspx>

<sup>51</sup> <https://intranet.lut.fi/expertandsupportservices/hr/tyosuojelujatyoturvallisuus/Pages/Default.aspx>

<sup>52</sup> <https://intranet.lut.fi/expertandsupportservices/hr/varhaisvalittamisentoinintamalli/Pages/Default.aspx>

<sup>53</sup> <https://intranet.lut.fi/universitymanagement/henkilostopolitiikka/tasaarvo/Pages/Default.aspx>

portal for students<sup>54</sup>. LUT has also joined the nationwide Discrimination Free Zone campaign<sup>55</sup> as well as the Work does not discriminate campaign<sup>56</sup>. Based on its strategic action plan, LUT will update its equality policies with members of the LUT Group, put them into practice and monitor their implementation. Particular attention will be paid to equality in recruitment and career advancement as well as to operations in the student interface.<sup>57</sup>

## 4.2 Students

Students have an important role in the academic community of LUT. Students' duty is to develop their own knowledge, skills and competences with the assistance and guidance of teaching personnel in order to give their best contribution to the world of work and society. They also play an important role in the development of the university's activities, especially education<sup>58</sup>.

The Student Union composed of LUT students is an important partner in cooperation for the university. Through the activity of the Student Union, students have a chance to make an impact on matters and decisions regarding the university. The Universities Act and university regulations include provisions on student representation in the university's administrative bodies. For the orientation of student representatives in administrative bodies, the university has published the guide HallOpEd in cooperation with the Student Union.

University administration and the Student Union regularly discuss matters related to university studies and education, such as feedback received by the Student Union, and development targets. In addition to the bodies referred to in legislation and the university regulations, also other key committees have student representation, such as the quality and environmental management committee and the well-being commission.

Students take part in the development of teaching both through student feedback on courses and through other feedback surveys conducted by the university and Student Union. In addition, students in the degree programmes take part in the development of their degree programmes e.g. through their respective student guilds. Student guilds also collect course feedback, delivering feedback reports to teachers and university administration and processing the feedback within the degree programme. The Student Union gives awards for the lecturer of the year and the course of the year.

In addition to guarding the interests of its members, i.e. students, the Student Union sees to their well-being by offering them e.g. health care and recreational services. A well-being commission has been set up to promote students' well-being. To this end, the commission's partners on campus meet at regular intervals to discuss topical matters related to well-being. The well-being commission includes representatives of LUT, LAB, the Finnish Student Health Service FSHS, the student unions KOE and LTKY, and university chaplains. Representatives of other cooperating parties may also be invited.

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<sup>54</sup> <https://uni.lut.fi/en/web/lut.fi-eng/instructions-and-regulations>

<sup>55</sup> [https://yhdenvertaisuus.fi/en/frontpage?p\\_p\\_id=missinglanguageversionnotification\\_WAR\\_languageversiontoolportlet&\\_missinglanguageversionnotification\\_WAR\\_languageversiontoolportlet\\_missingLanguageVersion=1](https://yhdenvertaisuus.fi/en/frontpage?p_p_id=missinglanguageversionnotification_WAR_languageversiontoolportlet&_missinglanguageversionnotification_WAR_languageversiontoolportlet_missingLanguageVersion=1)

<sup>56</sup> <https://eisyry.fi/en/>

<sup>57</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>58</sup> <https://intranet.lut.fi/academiceducation/management/opiskelijat/Pages/Default.aspx>

### 4.3 Funding

The university's capital structure consists of funding by the Ministry of Education and Culture and of supplementary funding. The most important sources of supplementary funding are business enterprises, Business Finland, the Academy of Finland, the European Commission, and the European Social and Structural Funds. The additional funding includes the compensation paid by the LAB University of Applied Sciences for support services provided by LUT. Furthermore, the university's activity is funded with returns on investments and fund-raising.

The highest financial decision-making authority is the university board, which decides on the central objectives of the university's finance, decides the annual budget<sup>59</sup> and prepares the financial statement<sup>60</sup>. As a part of the annual budget discussion, the university board approves the financial and investment plan of the university. The board also approves the university's financial regulations in force and decides on the principles applied to investment activities.

The rector is in charge of the economical, efficient and profitable execution of the university's mission. The rector and the board are responsible for the management and use of the university's assets according to a specific division of duties. The rector approves the financial guidelines that complement the university's financial regulations. The financial regulations and guidelines in force at the university guide the financial administration of the university. The university's financial regulations and guidelines are available on the intranet (in Finnish)<sup>61</sup>.

### 4.4 Facilities

The rector is responsible for the efficient use of facilities. The university operates mainly in facilities rented from the University Properties of Finland Ltd (SYK Oy). The director of Learning and Facility Services organises facility development, new construction and renovations on campus together with the university staff and the University Properties of Finland, which is represented at the university by a campus manager. The University Properties of Finland is mainly responsible for repairs and maintenance. The property director and other Facility Services staff make preparations for repairs and maintenance together with the University Properties of Finland and its partners.

Facility Services see to university facilities' administration and technical support services. The unit is headed by the property director, who organises the use, safety and cleaning of the university's facilities. Facility Services are described on the university intranet<sup>62</sup>.

### 4.5 Networks

The university is an actor in national and international<sup>63</sup> networks which support the development of research and education in technology and business or other forms of activity at the university. The rector is responsible for the partnerships and strategically significant networks of the university. The LUT strategy

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<sup>59</sup> <https://intranet.lut.fi/expertandsupportservices/talous/financialplanningandreporting/Pages/Default.aspx>

<sup>60</sup> <https://intranet.lut.fi/expertandsupportservices/talous/kirjanpito/tilinpaatokset/Pages/Default.aspx>

<sup>61</sup> <https://intranet.lut.fi/expertandsupportservices/talous/kirjanpito/Pages/Default.aspx>

<sup>62</sup> <https://intranet.lut.fi/expertandsupportservices/tilapalvelut/Pages/Default.aspx>

<sup>63</sup> <https://www.lut.fi/web/en/get-to-know-us/introducing-the-university/international-co-operation-partners>

2030 – Trailblazers – SYSTEM EARTH, includes the target to increase the efficiency and impact of LUT's operations by investing in long-term strategic partnerships in research and education.

The staff and students of the university have taken on duties as experts and decision makers in a number of international, national and regional organisations which impact the society and develop common functions. In these networks, the university accumulates new expertise and establishes new operating practices and possibilities to influence decisions concerning the university's operation.

## 5. QUALITY MANAGEMENT OF UNIVERSITY FUNCTIONS

### 5.1 Scientific research

In accordance with the Universities Act (558/2009), the university promotes free research and provides higher education based on research. Research activities are carried out in interaction with the surrounding society, promoting the impact of research findings on society. The university's research is of a high international standard and impact in conformity with ethical principles and good scientific practices.

#### 5.1.1 Management and responsibilities of scientific research

The vice rector for research and innovation is responsible for the university's research activities – including doctoral education – and its strategic development overall. Deans of schools, heads of departments and professors heading research platforms and research groups also play a key role in research management and development.

Table 2 below describes the key roles in the management of research.

BODY/ACTOR	TASK
Board	<p>Makes decisions regarding the university strategy.</p> <p>Approves wide-ranging and/or especially important research funding applications and contracts.</p> <p>Awards professorships to university staff members.</p>
Rector	<p>Gives permission to initiate appointment procedures for professorships, decides the field of the professorship, and approves the description of the appointment procedure.</p> <p>Makes the decision to appoint a candidate to a professorship or to leave the position vacant.</p> <p>Awards degrees.</p> <p>Decides on the discontinuation of a dissertation process.</p> <p>Decides on the procedure for addressing ethical violations in research.</p> <p>Appoints the university's dissertation committee of the university and decides the university's research platforms.</p>
Vice rector for research and innovation	<p>Is responsible for the implementation of strategic development measures in research and for the evaluation of research at the university.</p> <p>Assesses ethical issues and gives ethical statements on research projects and publications based on a joint proposal by the presenting official of research ethics issues and the university legal counsel.</p> <p>Acts as the head of postgraduate education and the LUT Doctoral School.</p>

	<p>Acts as the chair of the dissertation committee.</p> <p>Acts as the chair of the tenure track committee.</p> <p>Decides on granting postgraduate study rights based on statements by the doctoral programme (according to the rector's delegation decision).</p>
Tenure track committee	<p>Ensures the coherence of the LUT tenure track and its procedures.</p> <p>Conducts tenure track promotion reviews based on criteria set in performance and development discussions before employment contracts expire.</p>
Dissertation committee	<p>Decides on the initiation of dissertation processes and on the appointment of preliminary examiners.</p> <p>Gives statements on whether a dissertation meets its requirements.</p>
LUT Doctoral School steering group	<p>Supports the vice rector in the management, evaluation and development of the LUT Doctoral School.</p>
Head of doctoral programme	<p>Heads and develops the doctoral programme in a profitable way in cooperation with the academic community in accordance with the university strategy and doctoral school procedures.</p> <p>Is responsible for duties concerning degree administration described in the Degree Regulations of the Lappeenranta-Lahti University of Technology LUT.</p>
Dean	<p>Is responsible for the academic and financial performance and the personnel of the school in accordance with the university strategy.</p> <p>Appoints the chairperson and members of the selection committee for the appointment of a professor.</p> <p>Selects and invites experts for the evaluation of candidates for a professorship and selects evaluators for the trial lectures of the candidates.</p> <p>Makes proposals to the rector to appoint a candidate to a professorship or to leave the position vacant.</p> <p>Is the supervisor of heads of departments in the school.</p> <p>Is responsible of nominating persons responsible for research and education laboratories at school.</p>
Academic council	<p>Approves a school's postgraduate curriculum.</p> <p>Appoints one opponent or more for dissertations and custoses for public examinations and grants permission to defend one's dissertation in a public examination. Appoints examiners for licentiate theses. Evaluates and approves dissertations and licentiate theses.</p> <p>Decides on the discontinuation of dissertation processes.</p>

Table 2. Key roles in research management

### 5.1.2 Objectives of scientific research

The LUT University strategy 2030 Trailblazers – SYSTEM EARTH defines the following as the university's strategic areas of expertise: Energy – transition to a carbon-neutral world; Air – turning emissions into opportunities; Business – sustainable renewal of business and industry; Water – refining sidestreams into value.

The implementation of the strategy and the development of research activities are supported by an internal action plan<sup>64</sup>. The action plan includes focus areas for development and describes concrete actions to pursue development. The action plan also describes parties responsible for the actions and assessment indicators.

In addition, an annual operation plan supports the attainment of strategic objectives. The university board specifies the objectives for research when it approves the university's strategy and quantitative targets for the following year. In addition to objectives set by the university, research at LUT is governed by the qualitative and quantitative targets in the performance agreement between the university and the Ministry of Education and Culture.

The strategic objectives and impact indicators for research activities (by 2025) are:

- number of doctorates → 66 doctorates/year
- number and quality of publications → publications with a national Publication Forum classification of 2-3: 1/researcher/year
- impact of publications → 15% annual growth in citations (Scopus)
- open access publications → 100%
- number of showcases of research excellence → 10 showcases of research excellence (highly competitive research funding).

### 5.1.3 Core processes of scientific research

The university has defined its core processes for scientific research and the pursuit of its objectives. These processes are:

1. Research ethics
2. Research platforms
3. Research projects
4. Scientific publishing
5. Researcher career
6. Doctoral education.

These research processes are described on the LUT intranet<sup>65</sup>, where the party responsible, contact persons, thorough instructions and all up-to-date information is available to staff.

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<sup>64</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>65</sup> <https://intranet.lut.fi/scientificresearch/Pages/Default.aspx>

#### 5.1.4 Assessment and development of scientific research

The university systematically assesses its research activities according to the indicators and objectives in the strategy, strategic action plan for research, and annual operations plan. The indicators are monitored regularly, and the results are communicated in board and management group meetings and on the LUT intranet front page<sup>66</sup>. The detailed evaluation data is available to all personnel on the LUT intranet in the folder Statistics and reports<sup>67</sup>.

The core processes listed in section 5.1.3 are managed, assessed and developed according to the relevant indicators and evaluation means. The following stakeholder feedback surveys are utilised in the development of doctoral education:

- Doctoral School survey (every other year)
- Feedback of doctoral graduates
- Alumni surveys.

The university employs the following procedures for improving the quality of research:

- Strategic development of research activities
- International assessment of research activities
- Maintaining the research infrastructure
- Development of researchers' HR processes (HR Excellence)
- Incentives to foster high quality research in the LUT salary system
- Enhancing procedures of open science
- Utilisation of stakeholder feedback.

The university strategy and its subordinate research action plan<sup>68</sup> define the focus areas and targets for the development of research activities. The vice rector for research and innovation is responsible for monitoring the realisation of the development targets. Research activities are also evaluated in performance and development discussions with the schools. The evaluations employ indicators which are based on the strategy and performance agreement with the Ministry of Education and Culture. In performance and development discussions, schools are given feedback on the indicators and on the focus of research.

The university conducts external research assessments to develop its research and management. Assessments have been conducted twice by an international evaluation team: in 2012 (Research Assessment Exercise, RAE) and 2019 (Research and Impact Assessment, RIA). The research assessments have evaluated the quality, impact and potential of scientific research at the university<sup>69</sup>. From 2015, the university has invested internal research funding in research platforms<sup>70</sup>, which have been peer reviewed in the application phase by an international panel of experts. An internal interim assessment has been conducted in 2018, and the final evaluation will be conducted in 2020/2021. New research platforms will

<sup>66</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/toiminnanjaloudenmittaristo/Pages/Default.aspx>

<sup>67</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/Pages/Default.aspx>

<sup>68</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>69</sup> <https://www.lut.fi/web/en/research-evaluation>

<sup>70</sup> <https://intranet.lut.fi/scientificresearch/researchplatforms/Pages/Default.aspx>

be chosen for 2021-25. In addition, the university takes part in evaluations by the Academy of Finland and uses the results to develop its activities.

The prerequisite for high-level research is that the university research infrastructure is up-to-date and appropriate. Attention is paid to training in the use of equipment and updating this expertise, and the quality of the infrastructure is assessed regularly by monitoring the book value of the research equipment. An investment programme<sup>71</sup> ensures the systematic development of the research infrastructure.

The university takes part in the HR Strategy for Researchers<sup>72</sup> activities of the EU Commission, which promote e.g. the development of researchers' working conditions and the international mobility of researchers. To this end, the university has defined its most important development targets in the human resource issues of researchers, and development in these areas of interest is monitored systematically. LUT has been awarded a related HR quality label on 2013. An external assessment for the renewal of the HR quality label took place in 2019, and the feedback from the process will be applied to develop activities.

In the university pay system, the job classification of the teaching and research staff is based among other things on scientific qualifications and their development, and responsibility for one's field of science and its development. Researchers are also compensated for their scientific publications and research project activity.<sup>73</sup>

LUT is committed to the promotion of open science. LUT recommends the use of open science infrastructures in depositing research publications, research data and research methods. LUT's procedures of open access publishing and support services to researchers are described on the LUT web pages<sup>74</sup>. The LUT Research Data Policy<sup>75</sup> and instructions on how to manage and preserve research data has also been published on the LUT web pages.

The university collects feedback from doctoral graduates regularly. A Doctoral School survey is conducted every other year to collect feedback from current doctoral students. A national doctoral alumni survey is conducted every year. The LUT Doctoral School compiles a feedback report which is discussed by the Doctoral School steering group headed by the vice rector for research and innovation<sup>76</sup>.

## 5.2. Academic education

The educational mission of universities under the Universities Act includes undergraduate education (leading to a Bachelor's and Master's degree), doctoral education and modes of education enabling lifelong learning. LUT's doctoral education is included in scientific research functions (section 5.1), and lifelong learning activities are included in societal interaction functions (section 5.3). This section describes the quality management procedures of undergraduate education.

Education is governed by the Universities Act (558/2009) and by the Government Decree on University Degrees (794/2004, including amendments)<sup>77</sup>. The university regulations<sup>78</sup> define the central roles and

<sup>71</sup> <https://intranet.lut.fi/expertandsupportservices/talous/sijoitustoimintajamaksuliikenne/Pages/Default.aspx>

<sup>72</sup> <https://www.lut.fi/web/en/get-to-know-us/come-to-work-for-us/hr-excellence-in-research>

<sup>73</sup> <https://intranet.lut.fi/expertandsupportservices/hr/palkatjapalkkiot/Pages/Default.aspx>

<sup>74</sup> <http://www.lut.fi/web/en/library/for-researchers/open-science>

<sup>75</sup> <https://www.lut.fi/web/en/for-researchers/open-science/managing-research-data>

<sup>76</sup> <https://intranet.lut.fi/scientificresearch/doctoraleducation/Pages/Default.aspx>

<sup>77</sup> <https://uni.lut.fi/en/web/lut.fi-eng/instructions-and-regulations>

<sup>78</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/laitjasaadokset/Pages/Default.aspx>

responsibilities of education administration. The regulations on education and the completion of studies<sup>79</sup>, approved by the vice rector for education, describe the key principles and practices of the university's education and the degree programmes offered by the university. The role of teachers and students in the production of high-level education is crucial, and it is supported by, for example, instructions and guiding material available on the university intranet<sup>80</sup> and in the UNI portal<sup>81</sup>.

LUT University organises undergraduate education in eight technology degree programmes and one business degree programme. LUT's education is strongly international and available in both Finnish and English at the Bachelor's and Master's levels.

### 5.2.1 Management and responsibilities of academic education

The vice rector for education is responsible for the university's undergraduate education and its strategic development overall. Deans of schools, heads of departments and heads of degree programmes and BSc/MSc programmes also play a key role in the management and development of education. Table 3 below describes the key roles in the management of education.

BODY/ACTOR	TASK
University board	<p>Makes decisions regarding the university strategy.</p> <p>Decides which school is responsible for each degree programme.</p> <p>Decides on the student intake.</p> <p>Awards professorships.</p>
Rector	<p>Approves the grounds for student admission and the intake quota for the joint application process in each school.</p> <p>Approves the admission of new degree students and grants degrees.</p> <p>Appoints the degree board.</p>
Vice rector for education	<p>Is responsible for the implementation of the strategic action plan for education and the assessment of undergraduate education overall.</p> <p>Approves the Degree Regulations of the Lappeenranta-Lahti University of Technology LUT.</p> <p>Approves the grounds for student admission and the intake quota for the joint application process in each school.</p> <p>Gives university-wide instructions concerning the preparation of curricula.</p> <p>Gives application guidelines regarding the Degree Regulations of the Lappeenranta-Lahti University of Technology LUT.</p> <p>Decides the dates of the teaching periods and examination weeks.</p> <p>Chairs the meetings of heads of degree programmes.</p>

<sup>79</sup> <https://uni.lut.fi/en/web/lut.fi-eng/instructions-and-regulations>

<sup>80</sup> <https://intranet.lut.fi/academiceducation/teaching/Pages/Default.aspx>

<sup>81</sup> <https://uni.lut.fi/en/web/lut.fi-eng/home>

Degree board	Deals with requests for rectifications concerning the evaluation of completed courses.
Academic council	Makes decisions concerning the curricula and degree requirements of degree programmes in accordance with the university's shared policies. Makes a proposal regarding student intake.
Dean	Is responsible for the programme portfolio, resources and profitability of education provided by a school. Approves Master's theses.
Head of degree programme	Heads and develops a degree programme productively in cooperation with the heads of BSc/MSc programmes, teachers, students and other stakeholders of the degree programme in accordance with the university strategy. Is responsible for degree administration in accordance with the Degree Regulations of the Lappeenranta-Lahti University of Technology LUT.
Head of BSc / MSc programme	Heads and develops a BSc or MSc programme productively in cooperation with the head of the degree programme, teachers contributing to the programme, students and other stakeholders in accordance with the university strategy.
Teacher responsible for a course	Is responsible for planning, implementing, assessing and developing a course.
Director for Study and International Affairs	Is responsible for Study Services and supports degree programme management, international agreements and cooperation.

Table 3. Key roles in education management

### 5.2.2. Objectives of academic education

The university strategy 2030 – Trailblazers – SYSTEM EARTH defines the university's strategic objectives for education and the focus areas for development. The strategy sets targets for the number of graduates, the graduate employment rate and external revenue from education.

The implementation of the strategy and development of education are supported by an internal action plan<sup>82</sup>. The action plan includes focus areas for development and describes concrete development actions. The action plan also relates the parties responsible for the actions and assessment indicators.

In addition, LUT's annual operations plan supports the attainment of strategic objectives. The university board specifies the objectives for education when it approves the university's strategy and quantitative targets for the following year. In addition to objectives set by the university, education at LUT is governed by the qualitative and quantitative targets in the performance agreement concluded between the university and the Ministry of Education and Culture.

<sup>82</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

The strategic objectives and impact indicators for education (by 2025) are:

- share of degree students graduating within the targeted time → 40%
- number of Bachelor's degrees → 700
- number of Master's degrees in technology → 630
- number of Master's degrees in business administration → 260
- graduate employment rate → employment rate higher than at other universities
- external revenue from education → € 5 million/year.

In addition, the university has set targets for digitalisation in education its digital strategy for education 2025<sup>83</sup>.

### 5.2.3 Core processes of academic education

The university has defined its core academic education processes and objectives. These processes are:

1. Curriculum work
2. Student recruitment
3. Study guidance
4. Teaching.

These processes are described on the LUT intranet<sup>84</sup>, including the party responsible, contact person, thorough instructions and all up-to-date information needed by personnel.

### 5.2.4 Assessment and development of academic education

The university systematically assesses its education according to indicators and objectives set in the strategy, strategic action plan for education, and annual operations plan. The indicators are monitored regularly, and the results are communicated in board meetings, management group meetings and on the LUT intranet<sup>85</sup>. The detailed evaluation data is available to all personnel on the LUT intranet in the folder Statistics and reports<sup>86</sup>. The core processes listed in section 5.2.3 are managed, assessed and developed according to relevant indicators and evaluation means.

The following aspects of Bachelors' and Masters' curricula are assessed regularly: implementation of learning outcomes, teaching and assessment methods used in course delivery, distribution of student workload<sup>87</sup>. The outcomes of Bachelors' and Masters' programmes are assessed based on common input, process and output indicators<sup>88</sup>.

The following stakeholder feedback surveys are utilised in the development of education:

- First year student survey – Fuksi survey
- Course feedback questionnaire

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<sup>83</sup> <https://intranet.lut.fi/expertandsupportservices/opintopalvelut/digitaalisen-oppimisen-tiimi/Pages/Default.aspx>

<sup>84</sup> <https://intranet.lut.fi/academiceducation/Pages/Default.aspx>

<sup>85</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/toiminnanjaloudenmittaristo/Pages/Default.aspx>

<sup>86</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/Pages/Default.aspx>

<sup>87</sup> <https://intranet.lut.fi/academiceducation/curriculumwork/Pages/Default.aspx>

<sup>88</sup> <https://intranet.lut.fi/academiceducation/assessment/Pages/Default.aspx>

- Bachelor's and Master's graduate surveys
- Employment survey of MSc graduates
- Alumni survey
- MSc thesis commissioners' survey.

The university employs the following procedures for improving the quality of education:

- Strategic development of education
- Annual internal assessment and feedback workshops for degree programmes
- International accreditation of programmes
- Cooperation forums
- Evaluation and development of pedagogical competences
- Digitalisation of education and support for information and communication technology in teaching
- Development projects
- Incentives to develop teaching: salary system and awarding best teachers annually
- Utilisation of student, alumni and external stakeholder feedback

The university strategy and its subordinate action plans define the focus areas and targets for the development of academic education. The vice rector for education is responsible for the implementation and monitoring of the development targets together with different actors and cooperation forums.

Annual internal assessment and feedback workshops for degree programmes support management and promote the continuous development of the degree programmes and its documentation. The assessment is based on a thorough analysis of programme performance indicators and stakeholder feedback. The head of the degree programme and relevant programme managers together with student representatives run the review and provide a critical self-assessment report with development targets for the degree programme. The review reports are published on the degree programme specific intranet page for monitoring the development work.

With international accreditations of BSc and MSc programmes and schools, LUT aims to promote the quality management, continuing development and international comparability of the programmes as well as the mobility of graduates. LUT has accredited programmes in both technology and business administration<sup>89</sup>.

Several internal cooperation forums ensure venues and opportunities for dialogue and sharing information on the development of education. These forums include meetings of heads of degree programmes<sup>90</sup>, and school<sup>91</sup> and degree programme meetings and events. In addition, there are regular meetings between the Student Union, vice rector for education and student service personnel as well as internal meetings of study service personnel.

For teaching positions, the university recruits professionals with not only strong scientific expertise in the field in question, but with pedagogical skills, as well. To this end, applicants for permanent teaching positions must submit a teaching portfolio or another report on their teaching qualifications<sup>92</sup>, and teaching merits are taken into account in tenure track promotions<sup>93</sup>. The university annually offers its teaching staff

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<sup>89</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/ulkoisetarvioinnit/accreditations/Pages/Default.aspx>

<sup>90</sup> <https://intranet.lut.fi/academiceducation/management/kov/Pages/Default.aspx>

<sup>91</sup> <https://intranet.lut.fi/resources/Pages/Default.aspx>

<sup>92</sup> <https://intranet.lut.fi/expertandsupportservices/hr/rekrytoinnit/opetusosaamisenhuomointirekrytoinnissa/Pages/Default.aspx>

<sup>93</sup> <https://intranet.lut.fi/expertandsupportservices/hr/tutkijanura/Pages/Default.aspx>

a study module in university pedagogy worth 10 ECTS credits<sup>94</sup>. In addition, several other trainings are offered to support teaching and its development, such as training in the use of information and communication technology in instruction.

The digitalisation of education is an important strategic development target supported by the Digital strategy of education 2025<sup>95</sup>. The aim is to provide a high-quality learning experience and teaching and assessment less dependent of time and place. The support for information and communication technology in teaching<sup>96</sup> help teaching personnel in developing the use of ICT and digital tools in course delivery. The support considers both technological and pedagogical aspects in teaching and learning.

LUT staff is involved in internal, national and international development projects and groups for the development of education. The administration of the university decides which development projects LUT engages in and starts to promote.

In the university pay system<sup>97</sup>, the job classification of the teaching and research staff is based on, for instance, the amount of teaching duties and variety of teaching methods applied on courses. The Teacher of the Year award is given annually based on course feedback<sup>98</sup>.

The university employs several systematic student and stakeholder feedback procedures. Feedback is collected and reported on regularly, and the reports are released to the schools and degree programmes on the intranet.<sup>99</sup> Feedback is handled in the degree programme specific workshops described above. The university has set the target score 3.3 (on a scale of 1-5) for learning on the course. Courses with lower scores must be examined more closely.

### 5.3 Societal interaction

Societal interaction is defined in the Universities Act: "In carrying out their mission, universities shall promote lifelong learning, interact with the surrounding society and promote the societal impact of research findings and artistic activities." The university regulations describe societal interaction as one of the university's tasks: The university promotes lifelong learning and operates in close cooperation with high-standard universities, businesses and the surrounding community, creating a competitive edge and well-being with its expertise in technology and business.<sup>100</sup>

Societal interaction is one of the university's three main missions. It is based on and enables the two other main missions: scientific research and academic education. Active co-operation with the surrounding society, academic or business partners and networks support the development of the university's activities and their impact<sup>101</sup>. By taking part in the development of the society with its expertise, the university leaves a knowledge footprint in the surrounding society and fulfils its societal obligations. With societal

<sup>94</sup> <https://intranet.lut.fi/expertandsupportservices/opintopalvelut/digitaalisen-oppimisen-tiimi/yliopistopedagoginenkoulutus/Pages/Default.aspx>

<sup>95</sup> <https://intranet.lut.fi/expertandsupportservices/opintopalvelut/digitaalisen-oppimisen-tiimi/Pages/Default.aspx>

<sup>96</sup> <https://intranet.lut.fi/expertandsupportservices/opintopalvelut/digitaalisen-oppimisen-tiimi/Pages/Default.aspx>

<sup>97</sup> <https://intranet.lut.fi/expertandsupportservices/hr/palkatjapalkkiot/Pages/Default.aspx>

<sup>98</sup> <https://intranet.lut.fi/academiceducation/teaching/hyvaopetusta/Pages/Default.aspx>

<sup>99</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/palautemenettelyt/Pages/Default.aspx>

<sup>100</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/laitjasaadokset/Pages/Default.aspx>

<sup>101</sup> <https://intranet.lut.fi/societalinteraction/verkotot/Pages/Default.aspx>

interaction, the university can also partly secure its position in forums that impact its finance and relative position. Corporate social responsibility and dialogue with external stakeholders are aspects emphasised in all societal interaction.

### 5.3.1 Management and responsibilities of societal interaction

The rector is responsible for societal interaction overall and for university-wide stakeholder cooperation. The majority of the LUT board<sup>102</sup> members are external to the university, which allows the voice of external stakeholders to be heard in university decision-making. LUT has an advisory board<sup>103</sup> to support the academic mission and societal impact of the university. The advisory board consists of external stakeholders with experience and competence in LUT's strategic focus areas. Deans of schools and heads of departments play a key role in the management and development of societal interaction.

Table 4 below describes the key roles in the management of societal interaction.

BODY/ACTOR	TASK
University board	Makes decisions regarding the university strategy.
Rectorate	Is responsible for stakeholder cooperation with strategic partners and networks important to the university as a whole.
Strategy director	Is responsible for the implementation of strategic development measures in societal interaction.  Develops societal interaction operations and the implementation of stakeholder cooperation together with the rectorate, deans and heads of units.
Advisory board	Supports the academic mission and societal impact of the university by consulting for university administration.
Academic council	Ensures the academic and professional relevance of degree programmes by approving the curricula of schools.  Defines the workload of continuing education in ECTS credits.
Dean	Is responsible for stakeholder collaboration important to the school.  Supports the rector and vice rectors in implementing societal interaction in accordance with the university strategy.  Is the university's representative in stakeholder cooperation important to the university.
Head of departments or other unit	Is responsible for stakeholder collaboration important to the unit.

<sup>102</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/hallitus/Pages/Default.aspx>

<sup>103</sup> <https://intranet.lut.fi/universitymanagement/yliopistonjohto/advisoryboard/Pages/Default.aspx>

Head of degree programme	Ensures that the degree programme has academic and professional relevance, incorporates the labour and industry perspective into the degree programme, curriculum work and development of the degree programme.  Develops international partnerships and continuing professional education in the fields in question.
Professor/head of research platform or group	Is responsible for the stakeholder collaboration and the societal impact of the research platform/group.
Teacher responsible for a course	Is responsible for the academic and professional relevance of the course contents and delivery.
Director of administrative services	Is responsible for the support service processes through which LUT collaborates with external stakeholders and strengthens its impact on the surrounding society.

Table 4. Key roles in the management of societal interaction

### 5.3.2 Objectives of societal interaction

The strategy 2030 Trailblazers – SYSTEM EARTH focuses especially on the impact of university activities. The strategy emphasises the importance of the impact of research and education.

“We have identified an inspiring opportunity to be at the very heart of a great change, helping society and businesses to renew themselves. We will continue to save the world together with our partners – one research project and graduate at a time.

Science with a purpose is our mission – a mission that gives our work meaning each and every day.”<sup>104</sup>

The implementation of the strategy and strengthening the university’s impact and societal interaction are supported by internal action plans<sup>105</sup>. The action plans define concrete development actions concerning societal interaction. All three action plans (Significant research player in Europe, Renewers of companies and society, Open, dynamic and attractive intercultural campuses) concentrate on societal interaction and increasing the impact of the university.

The impact indicators and strategic objectives for societal interaction in the strategy (by 2025) are:

- 10 showcases of research excellence
- 15% annual increase in citations (Scopus)
- 100% of publications open access
- € 5 million annual funding by the European Commission
- € 5 million external revenue from education annually

<sup>104</sup> [https://www.lut.fi/web/en/news/-/asset\\_publisher/IGh4SAywhcPu/content/system-earth-solving-vicious-problems-and-lut-university](https://www.lut.fi/web/en/news/-/asset_publisher/IGh4SAywhcPu/content/system-earth-solving-vicious-problems-and-lut-university)

<sup>105</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

- Graduate employment rate tops that of other universities
- Leading partner in industry cooperation in Finland
- Carbon negative LUT in 2024.

### 5.2.3 Core processes of societal interaction

The university has defined its core processes for supporting societal interaction and pursuing its objectives. Societal interaction includes established mechanisms and processes for collaboration with specific external stakeholders. These processes are:

1. Alumni relations
2. Career services
3. Continuous learning
4. External communication
5. *Firmatiimi* business outreach team
6. Innovation and commercialisation of research results
7. J. Hyneman Center for rapid prototyping
8. Junior University
9. Sustainability

These processes are described on the LUT intranet<sup>106</sup>, including the party responsible, contact person, relevant instructions and all up-to-date information needed by the personnel.

### 5.3.4 Assessment and development of societal interaction

The university systematically assesses its societal interaction based on indicators and objectives set in the strategy, strategic action plans and annual operations plan. The indicators are monitored regularly and the results are communicated in board meetings, management group meetings and on the LUT intranet<sup>107</sup>. The core processes listed in section 5.3.3 are managed, assessed and developed according to the relevant indicators and evaluation means.

The following stakeholder feedback surveys are utilised in the development of societal interaction:

- First year student survey – Fuksi survey → to develop university marketing for prospective applicants
- Graduate surveys → to develop degree programmes and improve the employment rate of LUT graduates
- Alumni survey → to develop alumni activities
- Alumni career survey → to develop degree programmes and improve the employment rate of LUT graduates
- MSc thesis commissioners' survey → to develop the thesis process and co-operation with commissioners
- Feedback of continuing education courses → to develop continuing education course delivery

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<sup>106</sup> <https://intranet.lut.fi/societalinteraction/Pages/Default.aspx>

<sup>107</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/tilastointijaraportointi/toiminnanjaloudenmittaristo/Pages/Default.aspx>

The university employs the following procedures for improving the quality of societal interaction:

- Strategic development of the impact of university functions
- Systematic analysis of the operational environment of the university
- Customer relationship management system
- Management of university-university and university-industry partnerships and co-operation networks.

The strategic development of the university strongly emphasises the impact of the university's activity. For example, the strategic aims concerning open science and industry cooperation are expected to have a significant impact on the wider society both globally and locally<sup>108</sup>.

To develop its operations and to position itself among higher education institutions both nationally and internationally, the university's management services actively analyse the university's operational environment. The purpose of this analysis is e.g. to update the strategy and focus research on relevant areas. Feedback surveys and university rankings play an important role in the operational environment analysis by providing views of internal and external stakeholders and the possibility to compare the university's research and education quality, performance and impacts internationally.

The customer relationship management (CRM) system<sup>109</sup> is a tool for managing information on the most important external stakeholders of the university. The tool also helps to manage communication and co-operation.

LUT aims to work with the best possible partners to strengthen the quality and impact of its activities. Partnership management has been improved through the systematic development and assessment of partnerships. Especially strategic partnerships with international research universities and domestic industry have been defined and their partnership management systematised.

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<sup>108</sup> <https://intranet.lut.fi/universitymanagement/strategia/Pages/Default.aspx>

<sup>109</sup> <https://intranet.lut.fi/expertandsupportservices/tyov%c3%a4lineet/crmasiakkuudenhallintajjestelma/Pages/Default.aspx>

## 6. QUALITY MANAGEMENT OF UNIVERSITY SERVICES

University Services support the university's scientific research, academic education, societal interaction and administration in the pursuit of strategic and operational targets. University Services also monitor that operations follow legislation. The customers of University Services include the staff, students and other stakeholders of the higher education institutions of the LUT Group: LUT University and the LAB University of Applied Sciences.

The following targets have been set for University Services:

1. Strategy-orientation: The services and their production, evaluation and development are based on the institutions' strategies.
2. Needs-orientation: The services are needs-oriented and sufficiently support the institutions' core activities, all the while being lightweight and flexible.
3. Transparent: The services are transparent and their communication open; responsibilities are clearly defined.
4. Customer satisfaction: Customers are satisfied with the services. The average score for customer satisfaction on a scale of 1-5 is 3.5.

University Services are divided into six units<sup>110</sup>, which collaborate closely with each other and with the units of LUT and LAB:

- HR and Finance
- Learning and Facility Services
- Management Services
- Communications and Marketing
- Research Services
- Study Services.

University Services are presented on the LUT intranet<sup>111</sup>. Services for students are presented in the UNI student portal<sup>112</sup>, although the intranet is also open to students. The administration of University Services is centralised, but part of the services are incorporated into the schools/faculties.

### 6.1 Management and resources of University Services

The director of administrative services heads University Services in both higher education institutions of the LUT Group and is responsible for the implementation of the strategies of both organisations. The table below presents the central administrative roles in University Services.

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<sup>110</sup> <https://intranet.lut.fi/expertandsupportservices/Pages/Default.aspx>

<sup>111</sup> <https://intranet.lut.fi/expertandsupportservices/Pages/Default.aspx>

<sup>112</sup> <https://uni.lut.fi/en/web/lut.fi-eng/home>

BODY/ACTOR	TASK
University board	Decides on wide-ranging issues regarding support services.
Rector	Represents the employer. Is the supervisor of the vice-rectors, strategy director, director, governance and risk management, director of administrative services.
Vice rector, research and innovation	Is responsible for the strategic development of research and innovation support services.
Vice rector, education	Is responsible for the strategic development of study services. Represents the employer.
Strategy director	Represents the employer.
Director of Administrative Services	Heads LUT's University Services, which provide services for LUT and LAB. Represents the employer.
Director of HR and Finance Services	Is responsible for the services, resources, management, evaluation and development of HR and Finance Services. Represents the employer.
Director of Research Services	Is responsible for the services, resources, management, evaluation and development of Research and Innovation Services.
Director for Study and International Affairs	Is responsible for the services, resources, management, evaluation and development of the Study Services.
Director of Management Services	Is responsible for the services, resources, management, evaluation and development of performance guidance and quality management services, and secretarial services.
Director of Learning and Facility Services	Is responsible for the services, resources, management, evaluation and development of Academic Library, Facility services and IS&T services.
Brand and Communications Director	Is responsible for the services, resources, management, evaluation and development of the marketing and communication services.
HR Director	Represents the employer.
Director, Governance and Risk Management	Is responsible for legal and record services. Represents the employer.

Table 5: The key management roles of support services

## 6.2. Outsourced support services

The university has outsourced some of its support services. The most important outsourced services are:

- language teaching (provided by the LAB University of Applied Sciences)
- occupational health care services
- restaurant services
- cleaning services
- security services
- Certia human resource and financial services
- performance audits
- insurance services
- switchboard
- travel agency services.

The services have been outsourced in accordance with legislation on public contracts. The university has assigned liaisons to coordinate cooperation with the service providers.

### 6.3 Evaluation and development of University Services

University Services agree annually on its operation and resources with university administration in connection with the university's operational and financial planning based on the university strategy. Regular meetings of the LUT management committee and meetings of the directors of University Services deal with current issues and development needs.

A process assessment procedure for support services has been introduced in 2020 to identify development targets and define an action plan to improve processes. The assessments reports are published on the LUT intranet.<sup>113</sup>

The customer perspective plays an important role in the evaluation and development of the activity. The University Services collectively surveys customer satisfaction surveyed every year. The director of administrative services is responsible for conducting the survey, and the results are published on the university intranet. In addition, some units have their own feedback mechanisms especially for student feedback (e.g. Academic Library). The open feedback channel on the LUT intranet is an important means to give and receive proposals and feedback from customers of University Services. Responses are given to all feedback by persons responsible for the issues in question.

Students can give feedback on University Services or any other issue in graduate survey questionnaires and in the open feedback channel on the LUT intranet<sup>114</sup>. Student Union representatives meet regularly with the rectors and support service staff, giving feedback e.g. on University Services. Job satisfaction and management in University Services are assessed with a monthly employee mood tracker that monitors employee well-being and with a workplace well-being survey among staff members<sup>115</sup> every other year. The results of the surveys are used to develop services. Performance and development discussions between University Services employees and their supervisors evaluate the performance of employees and chart mutual development needs.

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<sup>113</sup> <https://intranet.lut.fi/expertandsupportservices/Pages/Default.aspx>

<sup>114</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/palautemenettelyt/aloitteetjapalautteet/Pages/Default.aspx>

<sup>115</sup> <https://intranet.lut.fi/expertandsupportservices/toiminnan-ohjausjalaadunhallinta/palautemenettelyt/fiilismittariemployeemoodtracker/Pages/Default.aspx>