

AGREEMENT BETWEEN THE MINISTRY OF EDUCATION AND CULTURE AND AALTO UNIVERSITY FOR 2021–2024

1. Towards the target state of 2030

As provided in Section 48(1) of the Universities Act (558/2009), the Ministry of Education and Culture and the university have concluded an agreement on the objectives for the operation of the university. The objectives set in the agreement have been derived from the Government Programme, the Government Action Plan, the vision for higher education and research in 2030, and the strategy of the university.

Higher education institutions create conditions for enhancing education, culture, sustainable growth and wellbeing, as well as Finland's competitiveness. They generate new knowledge and skills that develop our society.

Together, globalisation, cross-border competition over expertise and experts, scientific and technological development, and the transformation of work have created a situation where higher education institutions need to evaluate and refocus their operations. These operations are based on the latest available knowledge, sustainable development, the international dimension and global responsibility. To ensure a cohesive society and a strong democracy, higher education institutions must exercise a responsible influence.

Higher education institutions are active players in global pioneer networks that help to solve the challenges facing humanity. Multidisciplinary collaboration and transparent practices are central resources in research, education and innovation activities. Higher education institutions actively participate in the development of internationally competitive competence centres and innovation ecosystems.

By increasing the level of competence and education, it will be possible to respond to the changes in work and enable specialisation in professions that require a high level of expertise. Higher education institutions apply a learner-centred approach in their operations and support continuous learning in different situations of life. Higher education institutions engage in national collaboration to create open, accessible and flexible learning opportunities. The reformation of practices will improve the accessibility, equality and non-discrimination in higher education. Educational contents, learning environments, student advice and strong connections between higher education and working life support students' employment opportunities.

Thriving higher education communities are a key resource and competitive factor for Finland. Higher education institutions are well managed, invest in wellbeing at work and ensure the development of competences systematically. Higher education institutions are the best places to work and study in Finland.

2. Higher education institution's strategic choices, profile and areas of strength

2.1 Strategic objectives, choices and profile

Aalto University will have the following special national duties: through high-quality research and education, it should support Finland's success, build Finnish society, economy, technology, arts and design, internationalism and competitiveness in a positive way, as well as promote the wellbeing of humanity and the environment. The university will be responsible to a significant degree for the highest education and research in the fields of science and technology, business and economics, and art and design.

The overall strategic objective of Aalto University is to shape a sustainable future.

The university will excel in research and make breakthroughs in and across science, art, technology, business. The university will build strong clusters of excellence in its key research areas and bring together diverse expertise to tackle today's great global challenges.

The university will inspire and support future game changers in their learning paths. The university will take greater

responsibility in degree education and continuous learning in its key areas, and will improve student experience and quality of learning.

The university will reform society through research-based knowledge, creativity and an entrepreneurial mindset. Its goal is to further engage the entire university community – staff, students, alumni and partners – in building an innovative and creative ecosystem that encourages entrepreneurship. The university aims to become an important hub in world-leading networks and serve as a bridge between these networks and its regional and national partners.

The following three approaches cut across all the university's operations: The university will develop solutions to great global challenges in and across its key areas, build a strong, creative community to support novel thinking and promote an inspiring and entrepreneurial culture. The university's success is based on its community and people, and supported by its infrastructure, campus and services.

2.2 Areas of strength and new emerging fields

The university's key areas of research and education are: 1) ICT and digitalisation, 2) materials and sustainable use of natural resources, 3) arts and design knowledge building, 4) business in a changing global environment, 5) advanced energy solutions, 6) human-centred living environments and 7) health and wellbeing.

The university regularly evaluates its performance in its key areas and analyses prospects as well as its profile in these areas in terms of the national collaboration and division of tasks between higher education institutions. The priorities of the key areas are specified through defining the focus of professorships and strengthening the research and education environments.

3. Measures to support the strategy of the higher education institution and the degree objectives

Higher education institutions and the Ministry of Education and Culture undertake to implement the vision for higher education and research in 2030. The Digivision for higher education institutions will be implemented in accordance with the higher education institutions' common roadmap.

3.1 Measures to support the strategy of the higher education institution

The university's strategy includes the four key areas of development described below, which are all defined by the following three cross-cutting approaches: (i) sustainable solutions: the university will combine its strengths to create solutions to great global challenges and develop pioneering sustainable models in its operations; (ii) radical creativity: the university will develop an experimental culture by creating spaces and practices that encourage people to break boundaries and create new perspectives; (iii) an entrepreneurial mindset: the university will advance entrepreneurial capabilities throughout the university community and support student-driven activities and initiatives that promote entrepreneurship.

Driving excellence in research

The university will develop strong clusters of excellence in its key research areas to tackle today's great global challenges. The university will take active measures to attract the brightest global talent. The university will develop its significant research infrastructures in collaboration with its national and international partners to support the building of world-class clusters of research and education in its key areas. The university will develop and experiment on novel models of collaboration across disciplines and beyond the university.

In 2024:

- The development of stronger research infrastructures: Aalto University's infrastructures (e.g., OtaNano and Bioeconomy Infrastructure) included in the roadmap of national research infrastructures will have been fundamentally expanded and the operations of the new strategic infrastructures (Aalto Works, Aalto Studios and Data Infrastructure) established. The planned procurement of new research equipment (equipment for sustainable textile production, a

quantum computer and a nano microscope) will have been completed.

- The quality of publications: The share of publications in the top 10% (WoS/Incites) will be 20% (2019: 16%; 2022: 18%).

Future-led learning

The university will take greater societal responsibility in degree education and continuous learning in its key areas. The university will renew its educational offering and develop its digital and participatory learning environment. The university will include sustainability, multidisciplinary and entrepreneurship studies in its programmes. The university will promote learning-centredness and invest in the overall wellbeing of its students.

In 2024:

- The development of the education portfolio: The education portfolio that covers degree education and continuous learning will have been renewed. The portfolio will have established management practices, criteria and indicators.
- The overall wellbeing of the learning community: Student- and learning-centredness will have been developed with the help of advanced learning analytics and pedagogical support, as well as digital solutions targeted at different learner groups. The average score of student feedback (obtained through Kandipalaute – the Finnish Bachelor’s Graduate Survey) will be at least 4.1 points (2019: 3.92; 2022: 4.0).

Inspiring ecosystem

The university will promote its innovation environment, build a sustainable and thriving campus, and develop its global and local networks. The university will develop its open ecosystem as a prominent hub of international and national collaboration networks that will attract global investments and partners and link Finnish actors with world-leading research, innovation and higher education networks.

In 2024:

- The development of the innovation ecosystem: The block of innovation and coworking spaces (Aalto Works) and Aalto University’s showcase building and centre for effectiveness (Aalto Collider) will have been completed.
- The strengthening of business cooperation and an entrepreneurial mindset: The operations of the startup ecosystem will have been expanded to include the fields of sustainability and creative operations. The university’s entrepreneurship studies will be comprehensively linked to sustainability. The volume of business cooperation (revenue from businesses) will be EUR 18 million (2019: EUR 14 million; 2022: EUR 16 million).

Enablers of success

The university will develop a culture that encourages participation, curiosity and collaboration and promotes wellbeing. The university will invest in its modern and digital infrastructures and campus on a long-term basis. The university will develop dynamic service solutions and data-driven operations and strengthen its financial resilience.

In 2024:

- The development of the university community and the accessibility of the campus and infrastructures: The university’s renewed values, way of operating, collaborative learning and participatory management will have been established as part of its culture and practices. The university will have a pleasant and accessible built environment. The university’s research and education infrastructures and data will be openly accessible 24/7, both physically and virtually. The average score of the staff wellbeing survey will be at least 3.85 points. (2019: 3.76; 2022: 3.80).
- The sustainability of the university’s campus and operations: The university’s carbon neutrality programme will focus on the active reduction of CO₂ emissions instead of compensation. The university will have reduced its CO₂ emissions from buildings and work-related travel by 30%, and it will be progressing towards its target of carbon neutrality by 2030.

3.2 Degree objectives

The objective is to increase the share of higher education graduates to at least 50% of young adults by 2030. This objective is based on labour needs, which are greatest for new highly educated labour force. Reaching this target would mean that in 2030, the number of bachelor’s degrees from universities of applied sciences and master’s degrees from universities would be around 49,000 in total. The rate of completion and the number of available student places in higher education in the Finnish, Swedish and other languages will be increased with a view to raising the level of education, reducing the backlog of applicants and addressing the lack of skilled workers across sectors and regions. Higher education institutions anticipate labour and education needs in collaboration with

different stakeholders.

By the end of the agreement period, higher education institutions will significantly increase the allocation of student places to those applicants who will study for their first higher education degree. Higher education institutions will enhance the selection of transfer students to meet the demand.

Higher education institutions will deepen their cooperation with businesses and working life, and improve students' working life skills at all degree levels. Higher education institutions will promote the mobility of doctorate holders, as well as their employment outside higher education institutions. Together with various actors, higher education institutions will promote the integration of foreign researchers, students and degree graduates into Finland and the Finnish labour market.

Objectives	Between 2021 and 2024 on average
Post-graduate degrees	2,300
Arts and culture	260
Social sciences and humanities	50
Business economics, administration and law	440
Computer science and data communications, technology	1,550
Targets per university	
Doctorates	280
Bachelor's degrees	1,790

The university will take into account the development needs of timber construction in its construction sector education and those of film and television screenwriting in its filmmaking education. It will also ensure the development of transportation economics education and research.

4. Financing

Under Section 49 of the Universities Act (558/2009), Sections 5, 6 and 7 of the Government Decree on Universities (770/2009), and the Ministry of Education and Culture Decree on the calculation criteria for core funding of universities (119/2019), the Ministry of Education and Culture grants the university core funding to implement its duties under the Universities Act amounting to a total of EUR 244,236,000 from item 29.40.50 as follows:

EUR 168,464,000 of core funding determined using imputed criteria.

The following have been taken into account as the university's national duties: Aalto Studios, the innovation and entrepreneurial ecosystem (especially EIT), Micronova and other nationally important technology research environments. The core funding will amount to an annual total of EUR 9,530,000 (2021 funding level) based on the university's national duties in the period 2021–2024.

The strategy-based funding allocated to the university will amount to a total of EUR 43,950,000 in 2021 and EUR 44,213,000 per year in the period 2022–2024.

- Of this funding, a total of EUR 29,159,000 in 2021 and EUR 28,000,000 per year in the period 2022–2024 will be allocated to activities based on the university's strategy, taking into account the university's strategy and the measures for strategic development outlined in section 3.1 of this agreement.

- Part of this strategy-based funding will be allocated to support the Government's higher education and science policy targets (Appendix 1) as follows:

- a) EUR 3,588,000 in 2021 and EUR 5,010,000 per year in the period 2022–2024 to increase the level of education and competence. In addition, by separate decision in February 2021, the university will receive EUR 1,422,000 from the 2020 appropriations to co-finance the increased number of available student places in the period 2021–2022.

b) EUR 7,530,000 per year in the period 2021–2024 to promote the internationalisation of higher education institutions and education-based immigration and integration.

c) EUR 3,673,000 per year in the period 2021–2024 to develop a digital service ecosystem for higher education institutions; this financing for universities will be allocated to Aalto University.

In 2021, the state funding for the university also includes a value added tax totalling EUR 22,292,000 included in the cost incurred by the universities in the provision of educational services referred to in Sections 39 and 40 of the Value Added Tax Act (1501/1993) and in procurements and facilities' rents relating to research other than commercial research.

By separate decision, the university will receive an annual total of EUR 200,000 from the discretionary funding for universities to strengthen the research of transportation economics.

The funding granted is not to be used to support business activities.

5. Monitoring

The Ministry monitors the operations, liquidity and solvency of higher education institutions through financial statements, statistical monitoring and steering-related visits to higher education institutions.

The university will report on its activities in its financial statements and the related annual report, and annually in an agreed manner, on the implementation of the central measures relating to the objectives of this agreement and the strategy of the university. The university will also provide justification for any deviations in the implementation of agreed objectives and the timing of measures.

Reporting on the use of the funding is to be carried out in line with the code for financial administration at universities. The university must inform the Ministry in advance about any structural reforms that will have significant impacts on personnel.

During the agreement period, the Ministry will verify that the university has started the measures outlined in the agreement or advanced in them. In the event of problems, the Ministry will hold a discussion with the university to review the level of the strategy funding decided upon.

Signatures

This contract was made out in two copies of identical content, one copy for each contracting party.

Atte Jääskeläinen
Director General

Mikko Kosonen
Board Chairperson

Jorma Karhu
Counsellor of Education

Ilkka Niemelä
Rector

Appendices

Appendix 1 Strategy-based funding to support the Government's higher education and science policy targets in the period 2021–2024
Appendix 2 The internationalisation programme for higher education institutions in the period 2021–2024, Aalto University

Strategy-based funding to support the Government's higher education and science policy targets in the period 2021–2024

The purpose of the strategy-based programme funding for higher education institutions is to launch measures to implement the objectives included in Prime Minister Sanna Marin's Government Programme and outlined in the vision for higher education and research in 2030, as well as Finland's objectives of taking global responsibility and being an internationally attractive place to study, conduct research and invest in. During the agreement period of 2021–2024, the strategy-based funding to support the Government's higher education and science policy targets will be allocated to a) increasing the level of education and competence, b) b) developing a digital service ecosystem for higher education institutions and c) promoting the internationalisation of higher education institutions and education-based immigration and integration (Talent Boost).

Table 1. Programme funding for higher education institutions 2021–2024, the amount reserved in EUR million per year

	Universities of applied sciences	Universities
Increasing the level of education and competence	6	40
Internationalisation programme for higher education institutions	6.2	40
Development of a digital service ecosystem for higher education institutions (+ application of a one-off EUR 20 million government grant).	0.8	3.6
Total	13	83.6

Educational expansions in 2021 and 2022 based on the programme to increase the level of education and competence

Background

Higher education institutions submitted their proposals concerning the implementation of educational expansions on 8 May 2020 (the Ministry of Education and Culture's guidelines of 2 April 2020). It was possible to amend the proposals in relation to the allocation of the additional student places available in 2020. Furthermore, universities with a faculty of medicine were asked to reconsider an increase in the number of available student places in this field. In terms of euro amounts, the proposals of universities of applied sciences exceeded the appropriation reserved for increasing the available student places in universities of applied sciences.

On 31 August 2020, the Ministry of Education and Culture decided on the educational expansions to be implemented by degree title in higher education institutions in the period 2021–2022. However, it will monitor the expansions by field of education¹ according to the appendix to the 2021 state financing decision (see Tables 2 and 3 for a summary by higher education institution). The criteria for determining the financing were outlined in the Ministry of Education and Culture's guidelines of 2 April 2020. In universities of applied sciences, the additional available student places will be mainly allocated to health and welfare, computer science and data communications, and technology. In universities, the additional available student places will be allocated more broadly to different fields.

The increases of available student places will be implemented in the selections of cycle I that concern the selection of students to higher education studies in the Finnish and Swedish languages. Each higher education institute will decide how it will select the students for the additional places. Students selected on the basis of transfer applications are not included in the calculations.

Table 2. Additional available student places in universities in the period 2021–2022 and related additional financing in the period 2021–2024 (conditional to the implementation of the increase as planned)

	Additional places in 2021 in total	Additional places in 2022 in total	Financing (EUR), 2021–2024 in total
Aalto University	272	396	20,040,000
University of Helsinki	130	124	7,428,000
University of Eastern Finland	272	272	16,008,000
University of Jyväskylä	268	131	11,970,000
University of Lapland	108	78	5,340,000
LUT University	100	100	6,000,000
University of Oulu	350	361	21,450,000
Hanken School of Economics	38	38	2,280,000
University of the Arts Helsinki	14	14	840,000
Tampere University	225	240	13,830,000
University of Turku	320	320	19,320,000
University of Vaasa	22	22	1,320,000
Åbo Akademi University	41	0	1,170,000
Total	2,160	2,071	126,246,000²

¹ Here fields of education refer to the fields related to the steering of higher education institutions: 1) education, 2) arts and culture, 3) humanities, 4) social sciences, 5) business, administration and law, 6) natural sciences, 7) computer science and data communications, 8) technology, 9) agriculture and forestry, 10) medicine, 11) health and welfare, 12) services.

² In addition, according to the agreed annual instalments, the University of Oulu will receive EUR 4.2 million to ensure a high-quality launch of psychology education and the University of Eastern Finland EUR 3 million to launch speech therapy education in the period 2021–2024.

Table 3. Additional available student places in universities of applied sciences in the period 2021–2022 and related additional financing in the period 2021–2024 (conditional to the implementation of the increase as planned)

	Additional places in 2021 in total	Additional places in 2022 in total	Financing (EUR), 2021–2024 in total
Centria University of Applied Sciences	25	20	975,000
Diaconia University of Applied Sciences	30	30	1,260,000
Haaga-Helia University of Applied Sciences	30	30	1,260,000
Humak University of Applied Sciences	20	20	840,000
Häme University of Applied Sciences (HAMK)	15	10	525,000
JAMK University of Applied Sciences	45	35	1,740,000
South-Eastern Finland University of Applied Sciences (XAMK)	70	30	2,100,000
Kajaani University of Applied Sciences (KAMK)	10	10	360,000
Karelia University of Applied Sciences	30	15	975,000
LAB University of Applied Sciences	50	45	2,160,000
Lapland University of Applied Sciences	35	35	1,500,000
Laurea University of Applied Sciences	95	93	3,948,000
Metropolia University of Applied Sciences	115	82	4,257,000
Oulu University of Applied Sciences (Oamk)	30	80	2,520,000
Satakunta University of Applied Sciences (SAMK)	43	48	1,986,000
Savonia University of Applied Sciences	20	25	1,005,000
Seinäjäki University of Applied Sciences (SeAMK)	30	15	945,000
Tampere University of Applied Sciences	90	35	2,625,000
Turku University of Applied Sciences	85	80	3,705,000
Vaasa University of Applied Sciences (VAMK)	40	0	900,000
Arcada University of Applied Sciences	20	15	840,000
Novia University of Applied Sciences	27	15	882,000
Total	955	768	37,308,000

The financing requirement related to the expansion of available student places will be covered in its entirety during the agreement period 2021–2024 regardless of the duration of education. The programme funding to increase the level of education and competence will be paid in four instalments in the period 2021–2024 on the basis of an actual increase in the number of students. In 2021 and 2022, the Ministry will verify with the help of the Studyinfo website that the expansion has been implemented as planned in each field of education. If necessary, the annual instalments will be decreased to correspond to the actual expansion in each field of education in higher education institutions. If higher education institutions carry out other expansions in degree education financed by the Ministry of Education and Culture in 2021 and 2022, the Ministry will not include these in its examination of increased numbers of available student places.

In its calculation of a reference figure of 2017–2019, with which the increase implemented in 2021 and 2022 will be compared, the Ministry will take into account the available student places financed with separate funding reported by the higher education institutions. Transfer students and re-established rights to study will also be excluded from the calculation of the reference figures. To achieve consistent reference figures, the Ministry will ask the higher education institutions to comment on them.

Table 4. Calculation of the appropriations to be allocated on the basis of additional available student places

2021	<p>There is knowledge of the maximum amount of financing required for the educational expansions based on the increase in available student places planned for the period 2021–2022.</p> <p>The financing for universities in 2021 will be one quarter of the financing requirement. This will be reduced by the amount of EUR 8.96 million, which is discretionary financing under the Universities Act to be allocated to available student places in 2021 and 2022 and an appropriation included in the 2020 supplementary budget.</p> <p>In the case of universities of applied sciences, the payment of the financing for additional available student places will be front-loaded. In 2021, an appropriation of EUR 13.568 million included in the 2020 supplementary budget will be allocated to available student places in universities of applied sciences in 2021 and 2022. In addition, the EUR 6 million amount of programme funding reserved for 2021 will be used in 2021 to finance additional available student places in 2021 and 2022 (52% and not 25% of the planned financing requirement).</p>
2022	<p>The Ministry will establish the actual increase of available student places in 2021 (according to the application guidelines; the review cycle is scheduled for autumn 2021). The financing requirement will be recalculated based on the actual increase of places in 2021 and the increase of places planned for 2022. This will be reduced by the amount already paid. The financing for 2022 will be one third of the remaining amount.</p>
2023	<p>The Ministry will establish the actual increase of available student places in 2022 (according to the application guidelines; the review cycle is scheduled for autumn). The financing requirement will be recalculated based on the actual increase of places in 2021 and 2022. This will be reduced by the amount already paid. The financing for 2023 will be half of the remaining amount.</p>
2024	<p>The amount in EUR corresponding to 2023.</p>

In the case of universities of applied sciences, the reserved amount of programme funding will be required in its entirety to implement the increases of available students places already decided on. The unallocated share of programme funding to universities to increase the level of education and competence – amounting to a total of EUR 26.554 million in the period 2021–2024 – will be left to be allocated at the end of the agreement period to expand education that meets labour needs, for example. Universities may be offered the chance to specify their proposal for 2022, or an additional expansion may be implemented in 2023. It is possible that universities of applied sciences will also have some leeway between 2022 and 2024, because the financing will be ultimately determined based on the actual expansions.

The programme funding will be included in the annual state financing decisions. A discretionary appropriation in the 2020 supplementary budget to be allocated to available student places in 2021 and 2022 will be subject to a separate financing decision in February 2021.

Development of a digital service ecosystem for higher education institutions

The aim to develop a digital service ecosystem for higher education institutions is based on the Digivision of Universities Finland UNIFI and the Rectors' Conference of Finnish Universities of Applied Sciences Arene, which implements the vision for higher education and research.

Of the strategy-based programme funding, EUR 3.673 million per year will be allocated to universities and EUR 0.8 million per year to universities of applied sciences to develop a digital

service ecosystem that will benefit all higher education institutions. This strategy-based funding will be allocated to the Digivision project office through the coordinating higher education institutions. Aalto University will function as the coordinating university and Metropolia University of Applied Sciences as the coordinating university of applied sciences.

Internationalisation programme for higher education institutions

Promotion of the internationalisation of higher education institutions and education-based immigration and integration (Talent Boost)

The purpose of the internationalisation programme included in the strategy-based funding is to implement the Government's policies to promote internationalisation in higher education and research, improve Finland's brand of high competence and global attractiveness through strengthening the Talent Boost programme, and create operating models for integrating international students and researchers into Finland.

The Talent Boost service pledge consists of measures for higher education institutions through which they can facilitate international students' and researchers' integration into Finnish society and entry into the Finnish labour market. The implementation of the service pledge of higher education institutions also requires strong cooperation between them and cities, public actors and regional business life. The financing of the Talent Boost service pledge of higher education institutions is based on three financing categories, which are determined on the basis of the average number of degrees (UASs: bachelor's degrees; universities: BA, MA, PhD) completed by international students for the past three years. These categories indicate higher education institutions' international attractiveness and ability to provide guidance and services to international students so that they have been able to complete their degrees.

The Talent Boost activities also include activities to support the integration of international talent and students which are the special responsibility of certain higher education institutions. Examples of these activities include operating as a SIMHE institution (Supporting Immigrants in Higher Education in Finland) or a Talent Hub that coordinates regional services for international experts. The programme also involves the joint activities of several higher education institutions to develop sets of measures for the entire field of higher education institutions. Examples of these include Finnish as a second language education offering and joint digital path studies between different fields of education.

As part of the Talent Boost activities, a national Finland scholarship will also be created to attract best international master's degree and postgraduate students to study in Finnish universities. The financing allocated through Finland Scholarships (60% of this entity) targeted at university master's degree students will be distributed on the basis of three financing categories, which are determined based on the three-year average number of international master's degree and postgraduate students from countries outside the EU/EEA. The financing for Finland Fellowships targeted at postgraduate students will be distributed on the basis of two financing categories, which are determined based on the three-year average number of international master's degree and postgraduate students from countries outside the EU/EEA.

Table 5. Allocation of the Talent Boost section of the internationalisation programme for universities in the period 2021–2024, EUR per year

TALENT BOOST section									
	Service pledge (categories I to III)	Joint TB activities: Talent Hub	Joint TB activities: SIMHE operating models	Joint TB activities: Upgrading of qualifications, doctors and dentists	Joint TB activities: Finnish as a second language offering, universities + UASs	Joint TB activities: Joint path studies of different fields	Finland Scholarship: MA, categories I to III	Finland Fellowship: PhD, categories I and II	TOTAL
Aalto	1,200,000				1,750,000	1,505,000	800,000	350,000	5,605,000
UH	1,200,000		375,000	400,000	1,750,000		300,000	200,000	4,225,000
UEF	800,000	450,000		400,000			800,000	350,000	2,800,000
JYU	800,000	450,000	375,000				300,000	200,000	2,125,000
U Lapland	500,000	450,000					200,000	200,000	1,350,000
LUT	800,000						300,000	200,000	1,300,000
UO	800,000	450,000					300,000	200,000	1,750,000
Hanken	500,000						200,000	200,000	900,000
Uniarts Helsinki	500,000						200,000	200,000	900,000
TAU	1,200,000			200,000			800,000	350,000	2,550,000
UTU	800,000		375,000	200,000			300,000	200,000	1,875,000
Univaasa	500,000	450,000	375,000				200,000	200,000	1,725,000
AAU	500,000						200,000	200,000	900,000
Total	10,100,000	2,250,000	1,500,000	1,200,000	3,500,000	1,505,000	4,900,000	3,050,000	28,005,000

Table 6. Allocation of the Talent Boost section of the internationalisation programme for universities of applied sciences in the period 2021–2024, EUR per year

TALENT BOOST section							
	Service pledge (categories I to III)	Joint TB activities: Talent Hub	Joint TB activities: SIMHE operating models	Joint TB activities: Functional bilingual degree pilot, registered nurses	Joint TB activities: Joint path studies of different fields	Joint TB activities: Finnish as a second language offering universities + UASs	TOTAL
HAMK	150,000						150,000
Karelia	100,000		55,000				155,000
Oamk	150,000		55,000				205,000
SeAMK	100,000	40,000					140,000
KAMK	100,000				155,000		255,000
JAMK	180,000						180,000
SAMK	100,000						100,000
Turku UAS	150,000						150,000
Arcada	150,000		55,000				205,000
Centria	150,000	40,000					190,000
Savonia	100,000	40,000	55,000				195,000
Diaconia	100,000						100,000
VAMK	100,000						100,000
Laurea	150,000					100,000	250,000
Tampere UAS	150,000		55,000	140,000			345,000
Humak	100,000						100,000
Haaga-Helia	180,000					100,000	280,000
Metropolia	180,000		55,000	140,000		100,000	475,000
Novia	100,000						100,000
Lapland UAS	150,000						150,000
XAMK	180,000						180,000
LAB	180,000				155,000		335,000
Total	3,000,000	120,000	330,000	280,000	310,000	300,000	4,340,000

Global pilots

The purpose of the global programme is to create novel measures to globally strengthen Finland's brand of high education and competence and partnerships. The global programme also supports the implementation of higher education institutions' own strategic objectives that put a strong emphasis on internationalisation and quality. The global programme to be launched aims to promote the creation of joint large-scale competence entities that bring together higher education institutions' operations and are focused on countries and areas in the Team Finland Knowledge network. The aim is also to launch joint campaigns of recruiting students and researchers, and of research and RDI collaboration.

The global programme includes the following pilots of international partnership projects and networks, whose objectives and participating higher education institutions are described in more detail in the internationalisation programme appendices to the coordinating institutions' agreements:

Universities

- The Indian Institutes of Technology (IITs) partnership (coordinated by Aalto University)
- The global network for teaching and learning innovations
 - Africa and China (coordinated by the University of Helsinki)
 - India (coordinated by the University of Jyväskylä)
- Finland–Africa Platform for Innovation (SDG 9) (coordinated by the University of Turku)
- Finnish and Southern African Higher Education Institutions Network for Health and Wellbeing (coordinated by Tampere University)
- Finland–China Network in Food and Health Sciences (coordinated by the University of Turku)
- The platform for sustainability and responsibility (Case Platform) (coordinated by Aalto University)
- The USA pilot: The flagship fields included in the collaboration platforms with Michigan and Maine (coordinated by the University of Helsinki and Aalto University)

Table 7. Allocation of the global pilots section of the internationalisation programme for universities in the period 2021–2024, EUR per year

GLOBAL PILOTS									
	India pilot: IIT MoU (Aalto) EUR 2 mill.	India pilot: Learning and teaching (JYU) EUR 1 mill.	Africa and China pilots: Learning and teaching (UH) EUR 3 mill.	Africa pilot: Finland-Africa Platform for Innovation (UTU) EUR 1 mill.	Africa pilot: Finnish and Southern African HEIs Network for Health and Wellbeing (TAU) EUR 1 mill.	Africa/Asia: University-UASs platform for sustainability and responsibility (Aalto) EUR 1 mill.	China pilot: Finland-China Network in Food and Health Sciences (UTU) EUR 1 mill.	USA pilot: Flagship fields, Michigan, Maine and Silicon Valley (UH, Aalto) EUR 2 mill.	University tota
Aalto	700,000	100,000	200,000	75,000		400,000		450,000	7,530,000
UH	250,000	100,000	1,000,000			60,000	85,000	350,000	6,070,000
UEF	100,000		200,000	75,000	75,000	60,000	85,000	100,000	3,495,000
JYU	100,000	400,000	200,000	75,000	75,000	60,000	85,000	100,000	3,220,000
ULapland	100,000		200,000		75,000			100,000	1,825,000
LUT	100,000			75,000		60,000		100,000	1,635,000
UO	250,000	100,000	200,000	75,000	75,000	60,000	85,000	200,000	2,795,000
Hanken						60,000		100,000	1,060,000
Uniarts Helsinki			200,000	75,000	75,000	60,000			1,310,000
TAU	100,000	100,000	200,000		400,000	60,000	85,000	100,000	3,595,000
UTU	100,000	100,000	200,000	400,000	75,000	60,000	400,000	200,000	3,410,000
Univaasa	100,000	100,000	200,000	75,000	75,000	60,000	85,000	100,000	2,520,000
AAU	100,000		200,000	75,000	75,000		85,000	100,000	1,535,000
Ministry of Education and Culture									0
Total	2,000,000	1,000,000	3,000,000	1,000,000	1,000,000	1,000,000	995,000	2,000,000	40,000,000

Universities of applied sciences

- The China network of universities of applied sciences (coordinated by Haaga-Helia, Metropolia and Laurea)
- Participation as a partner in the activities of the global network for teaching and learning innovations

The aim is that universities of applied sciences participate as partners in the global networks coordinated by the above-mentioned universities.

Table 8. Allocation of the global pilots section of the internationalisation programme for universities of applied sciences in the period 2021–2024, EUR per year

	Global measures section			
	Africa and China pilots: Teaching and learning (EUR 400,000)	China pilot: Collaboration network, system reforms (coord. by 3 UASs EUR 0.4 mill.) (EUR 1.46 mill.)	Equalisati on (EUR 82,000)	University of applied sciences total
HAMK	50,000	62,000	4,000	116,000
Karelia	30,000	62,000	3,000	95,000
Oamk	50,000	62,000	4,000	116,000
SeAMK		62,000	3,000	65,000
KAMK		62,000	4,000	66,000
JAMK	50,000	62,000	4,000	116,000
SAMK		62,000	2,000	64,000
Turku UAS	30,000	62,000	3,000	95,000
Arcada		0	3,000	3,000
Centria		62,000	3,000	65,000
Savonia		62,000	3,000	65,000
Diaconia		0	1,000	1,000
VAMK		62,000	2,000	64,000
Laurea	30,000	135,000	6,000	171,000
Tampere UAS	50,000	62,000	6,000	118,000
Humak		62,000	2,000	64,000
Haaga-Helia	50,000	136,000	6,000	192,000
Metropolia	30,000	135,000	9,000	174,000
Novia	30,000	62,000	3,000	95,000
Lapland UAS		62,000	3,000	65,000
XAMK		62,000	3,000	65,000
LAB		62,000	5,000	67,000
Ministry of Education and Culture				0
Total	400,000	1,460,000	82,000	1,942,000

The internationalisation programme for higher education institutions in the period 2021–2024

Aalto University

TALENT BOOST SERVICE PLEDGE

The Talent Boost service pledge consists of measures through which higher education institutions can facilitate international students' and researchers' integration into Finnish society and entry into the Finnish labour market. One of the ways in which higher education institutions carry out the Talent Boost service pledge are the SIMHE activities (Supporting Immigrants in Higher Education in Finland). The implementation of the service pledge also requires strong cooperation between cities, public actors and regional business life. The Talent Boost service pledge supports the measures included in the global programme section of strategy-based funding.

Aalto University's service pledge

We will strengthen international students' connections to working life to improve their opportunities of finding employment in Finland.

- We will include the objective to promote international students' employment in our cooperation with business and working life. This will be done, for example, by supporting businesses in promoting the international skills of their workplace community and hiring international interns, including international students' internship or final project periods in our various corporate collaboration packages, and facilitating encounters between international students and working life operators.
- Where possible, we will include an internship period in all foreign-language degree programmes.
 - As a principle, the internship period will be included in all foreign-language degree programmes as an optional study unit, and we will ensure that it is structurally possible for students to complete it.
- We will improve our services and develop different forms of support to help international students find internships and employment.
 - Due to the increased number of international students, the university will allocate more resources to services required by international students such as student, career and recruitment services.
 - We will promote students' internships and employment through cooperation with businesses and partnership agreements, for example. In particular, we will improve the employment opportunities of postgraduate students through increasing research collaboration with businesses.
 - The university will also enhance international students' employment opportunities through offering entrepreneurship studies and improving the conditions for student-centred business activities.
- We will introduce guidance and advice practices and services developed in SIMHE higher education institutions to support highly educated immigrants or immigrants who apply to higher education institutions.

Activities under the responsibility of the higher education institution or groups of institutions

We will offer international students pathway studies in technology and engineering to make it easier for them to apply for studies in Finland.

- We will develop common pathway studies in technology and engineering targeted at international students. Among other actors, we will engage universities participating in the FITech network in the development of these studies.

We will offer international students Finnish or Swedish language education and novel ways to study languages.

- With our cooperation partners, we will develop and offer advanced courses of Finnish as a second language, and also make these language courses available to students outside our university and international staff of higher education institutions (UH, Aalto, Haaga-Helia, Laurea, Metropolia).

Finland Scholarship

The university will introduce Finland Scholarships to attract best master's degree and postgraduate students.

- The Finland Scholarship is a marketing tool to enhance the global attractiveness of Finnish universities, which is based on uniform practices. The scholarship will be linked to the campaigns and pilot activities to be launched as part of the global programme for higher education institutions.
- The university will allocate Finland Scholarships to the best master's degree and postgraduate students coming from countries outside the EU and EEA. The Finland Scholarship programme will include services to promote scholarship holders' links to working life as well as alumni services.

GLOBAL MEASURES

Aalto University will coordinate the following global pilot networks:

The Indian Institutes of Technology (IITs) partnership

The focus of the IITs partnership are excellence in research and improving RDI activities to an ambitious level. The Indian higher education institutions that participate in the cooperation are top universities in the country. Therefore the flagship fields – in particular artificial intelligence, material bioeconomy and next-generation network technologies – are suitable areas for cooperation. In developing the collaboration, the goal is also to include Finnish higher education institutions' other areas of strength and take into account the Indian partners' perspectives.

The pilot aims to promote the creation of joint large-scale competence entities that bring together higher education institutions' operations in research and RDI activities. Deepening the Finnish–Indian cooperation will require various forms of international operations such as research collaboration and projects, collaboration in education (e.g., the development of entrepreneurship studies), campaigns and measures to attract students and talent, as well as mobility of researchers and teachers.

The Finnish–Indian partnership will strengthen research and RDI activities between higher education institutions and with businesses and startup ecosystems. The partnership will support higher education institutions’ academic objectives through generating new competences, high-quality international publications, patents and innovations. In addition to the research collaboration and research-related results, the partnership may also bring other benefits such as new models for strengthening cooperation and increased cooperation between Finnish and Indian businesses.

The Finnish–Indian network of experts will also have the impact of raising the profile of Finnish higher education institutions in India and attracting world-class experts and talent to Finland.

The network is coordinated by Aalto University. Each participating higher education institution will decide how it will participate in the network’s activities based on its strategic objectives and report on these activities and the implementation of its objectives to the Ministry of Education and Culture as part of its reporting under this agreement.

The universities that participate in the network’s activities:

- Aalto University
- University of Helsinki
- University of Eastern Finland
- University of Jyväskylä
- University of Lapland
- LUT University
- University of Oulu
- University of Tampere
- University of Turku
- University of Vaasa
- Åbo Akademi University

The universities of applied sciences that participate in the network’s activities:

- Häme University of Applied Sciences
- Kajaani University of Applied Sciences (KAMK)
- Metropolia University of Applied Sciences
- Tampere University of Applied Sciences

The platform for sustainability and responsibility (Case Platform)

The purpose of the pilot is to develop competent education to tackle sustainability challenges in different regions (e.g., East Africa and South Asia). The platform for sustainability and responsibility will strengthen networks between the partner countries’ higher education institutions and local innovators, practical cooperation, as well as Finnish higher education institutions’ global competences and research networks.

The platform will serve the teaching development goals and innovation activities of local higher education institutions. The platform’s activities and objectives are linked to the partners’ national objectives and individual higher education institutions’ strategic objectives, and they are based on action programmes adopted in the partner countries and strong local ownership. The teaching projects implemented as part of the platform will use problem-based learning and will be carried out in cooperation with the partner country’s and/or Finnish businesses, communities and organisations so that they will be tied to the development of a joint innovation ecosystem between Finland and the partner countries.

The platform's operating model is based on collaboration and facilitating collaboration. Aalto University is in charge of coordinating its activities and designing the cooperation structure. All participating higher education institutions participate in developing the activities. The higher education institutions included in the pilot will participate in multilateral peer work, which involves collecting corresponding projects from different higher education institutions, and finding and using the best models to develop the platform. Examples of the platform activities include student projects between two or more universities, shared fieldwork periods, intensive courses, co-mentoring, research projects, and student and teacher exchange.

The operating model will be used to develop students' working life and entrepreneurial skills, student-centred teaching methods, and higher education teachers' pedagogical skills (e.g., problem-based teaching, entrepreneurship studies and the promotion of innovations) in Finland and the partner countries. At the same time, the aim is to enhance teaching personnel's knowledge of the cross-cutting topics of innovation, entrepreneurship and sustainability. The research projects will promote the tackling of local sustainability challenges and the development of innovation activities, entrepreneurship and pedagogy.

The network is coordinated by Aalto University. Each participating higher education institution will decide how it will participate in the network's collaboration based on its strategic objectives and report on this collaboration and the implementation of its objectives to the Ministry of Education and Culture as part of its reporting under this agreement.

The universities that participate in the network's activities:

- Aalto University
- Hanken School of Economics
- University of Helsinki
- University of Eastern Finland
- University of Jyväskylä
- LUT University
- University of Oulu
- University of the Arts Helsinki
- University of Tampere
- University of Turku
- University of Vaasa

The universities of applied sciences that participate in the network's activities:

- Centria University of Applied Sciences
- Diaconia University of Applied Sciences
- Häme University of Applied Sciences
- Humak University of Applied Sciences
- Jyväskylä University of Applied Sciences
- South-Eastern Finland University of Applied Sciences (XAMK)
- Kajaani University of Applied Sciences (KAMK)
- LAB University of Applied Sciences
- Laurea University of Applied Sciences
- Metropolia University of Applied Sciences
- Satakunta University of Applied Sciences (SAMK)
- Savonia University of Applied Sciences
- Tampere University of Applied Sciences
- Vaasa University of Applied Sciences (VAMK)
- Novia University of Applied Sciences

USA pilot

The main goal of the USA pilot is to implement research projects that aim for innovations and excellence in research in collaboration with the American partners.

In the first phase, the purpose is to deepen the existing collaboration and find new initiatives, especially in the following four flagship fields: artificial intelligence, material bioeconomy, next-generation network technologies and welfare state research. In developing the collaboration, the goal is also to include Finnish higher education institutions' other areas of strength.

The pilot aims to promote the creation of joint large-scale competence entities that bring together higher education institutions' operations in research and RDI activities. Another aim is to enhance the possibilities of business activities and entrepreneurship studies in the chosen research areas through strengthening the collaboration between universities and businesses. A deeper research collaboration will increase the number of joint projects as well as the mobility of researchers. The higher education institutions are committed to mapping potential collaboration opportunities and will facilitate the practical implementation of joint research projects.

In the long term, the network cooperation will support higher education institutions' academic objectives through generating new competences, high-quality international publications, patents, innovations and new models for strengthening cooperation. The cooperation will also have the impact of raising the profile of Finnish higher education institutions and attracting world-class experts and talent to Finland.

The cooperation will be carried out in the framework of national agreements concluded with Michigan and Maine. Where possible, the Nordic Innovation House located in Silicon Valley will also be used to develop pan-Nordic collaboration.

The network is coordinated by Aalto University and the University of Helsinki. Each participating higher education institution will decide how it will participate in the network's activities based on its strategic objectives and report on these activities and the implementation of its objectives to the Ministry of Education and Culture as part of its reporting under this agreement.

The universities that participate in the network's activities:

- Aalto University
- Hanken School of Economics
- University of Helsinki
- University of Eastern Finland
- University of Jyväskylä
- University of Lapland
- LUT University
- University of Oulu
- University of Tampere
- University of Turku
- University of Vaasa
- Åbo Akademi University

The universities of applied sciences that participate in the network's activities:

- Haaga-Helia University of Applied Sciences

- Häme University of Applied Sciences
- Kajaani University of Applied Sciences (KAMK)
- Metropolia University of Applied Sciences

The university participates as a partner in the following global programme pilots:

- Finland–Africa Platform for Innovation (SDG 9) (coordinated by the University of Turku)
- The global network for teaching and learning innovations, Africa (coordinated by the University of Helsinki), and India (coordinated by the University of Jyväskylä).