

7. GREATER
INVOLVEMENT
OF FINNISH
EXPERTS LIVING
ABROAD AND
ALUMNI
EDUCATED IN
FINLAND

1. GREATER
INTERNATIONAL
ATTRACTION
THROUGH FOCUSING
ON THE LATEST
SCIENCE AND
LEADING EDGE
RESEARCH

6. BRIDGE-HEADS IN THE WORLD

BETTER
TOGETHER
FOR A
BETTER
WORLD

2. FINLAND
IS THE HOME OF
HIGH-QUALITY
EDUCATION

5. THE FINNISH MESSAGE IS HEARD INTERNATIONALLY

3. MOMENTUM FOR THE EXPORT OF FINNISH COMPETENCE

4.
A WARM
WELCOME TO
FINLAND

GENUINELY INTERNATIONAL
HIGHER EDUCATION COMMUNITIES
- SUCCESS IS BUILT ON QUALITY -

DOING OUR BEST FOR A BETTER WORLD

The greatest challenges globally can only be resolved by working together. This is why Finland wishes to be an active participant in the global community, sharing in the responsibilities, offering expertise and helping solve problems. As a country, we are known for taking a responsible approach in our policies and for good achievements in education. We are also active participants in Nordic, European and worldwide networks, helping create shared knowledge and expertise.

Culturally, Finland is open and international and attracts interest around the world, but deepening our international connections still further is vital for us. We Finns must be prepared to educate and train others from all parts of the globe and to create first-class expertise. We must strengthen and keep on strengthening those areas of research that we know are ready to become leading edge fields globally.

As well as their principle concern with learning and knowledge, education and research are also linked to well-being, the economy and competitiveness. We live in a world where cross-border competition for jobs, expertise, investments and companies is strong. For this reason, in Finland, too, we need to focus on building our competence.

Students graduating from Finnish higher education institutions should have the ability and willingness to be involved in international, multicultural environments and understand diversity, global challenges and the principles of a sustainable society. Mobility and international perspectives should be incorporated as natural elements of students' studies and the work of staff.

Through legislative reforms, we have created conditions for more flexibility by reducing regulation and allowing experimentation. This will help to boost international engagement, among other things. Reforms in higher education have brought freedom of action to universities and universities of applied sciences, and legislative provisions against education exports have been dismantled.

The keys to success are in our own hands. It is us who decide how ambitious we wish to be. These policies to promote internationalisation are an excellent tool for ensuring that we can continue to build the world's best education and research environments here in Finland.

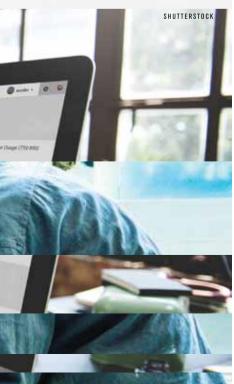
SANNI GRAHN-LAASONEN MINISTER OF EDUCATION



JUHO KUVA/VISIT FINLAND

AINO HUOVIO/AALTO UNIVERSITY



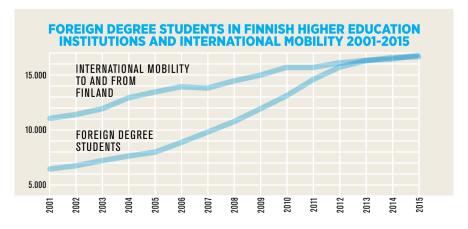


FINLAND IN 2025

will be an open and international country, linguistically and culturally rich. In short: a good country. Our positive attitude towards each other and the world around us will make Finland unique.

THERE will be greater global awareness of Finland as a major pioneer in higher education and research Finland's strengths will include its readiness to reform and experiment and its efficient utilisation of research and competence. It will be easy to come to Finland to study and work. Finland will have quality higher education and research environments that are globally inspiring. It will offer solutions to shared challenges in the world on the basis of expertise, research and business collaboration. Finland will have a strong and responsible position in global cooperation networks and value chains concerning knowledge production and competence, and it will be an attractive investment location for knowledge-intensive activity.

THE quality of Finland's higher education and research will derive from the country's genuinely international higher education community which is always ready to reform and adapt International interaction and mobility to and from Finland will foster diversity in education and research. To ensure that this really takes place, each higher education institution will have a clear set of aims and supporting measures for internationalisation. International activities will permeate each higher education institutions will expand their international mobility arrangements and ensure that such periods at home and abroad (incl. exchange programmes) are planned and realistic and can therefore be incorporated in students' studies and in the work of staff.

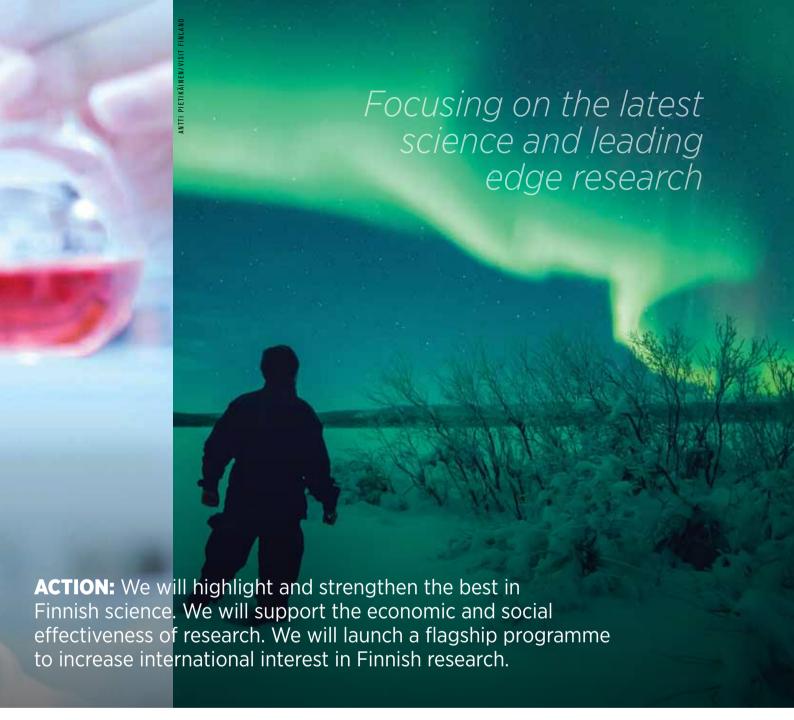




WE will launch a flagship programme to highlight leading areas in Finnish research and to increase international interest. The flagship programme will strengthen leading areas in Finnish science, and together with the innovation networks it will support the effectiveness of research that underpins social and economic advancement. The pro-

gramme will renew structures and operating methods and bring together some of the best experts and operators in terms of their scientific standing and their desire to be at the forefront internationally. The flagship programme will profile Finnish universities, at both national and international level.

THE flagship programme will create new kinds of robust, long-term development platforms that are world class. These platforms will produce solutions that are based on a high level of competence via seamless cooperation between higher education institutions, research institutes and companies. The programme will select re-



search themes that are of the highest standard and most effective nationally, as well as research groups that have the best scientific merits. The effectiveness of the research groups in supporting social and economic growth will be shaped into an essential part of their work using the development platforms and via separate financing.

TOP researchers and research environments are essential for gaining access to global networks, generating international interest and forming innovation hubs that attract talented experts, companies and investments. Top-level competence is also needed to support the emergence of innovative and successful new businesses in Finland. In addi-

tion to higher education institutions and the platforms and networks formed by them, companies, research institutes, public funding bodies, cities and regional actors also have an important role in creating attractive environments for research, work and innovation, and in building an intellectual environment that is stimulating and richly networked.

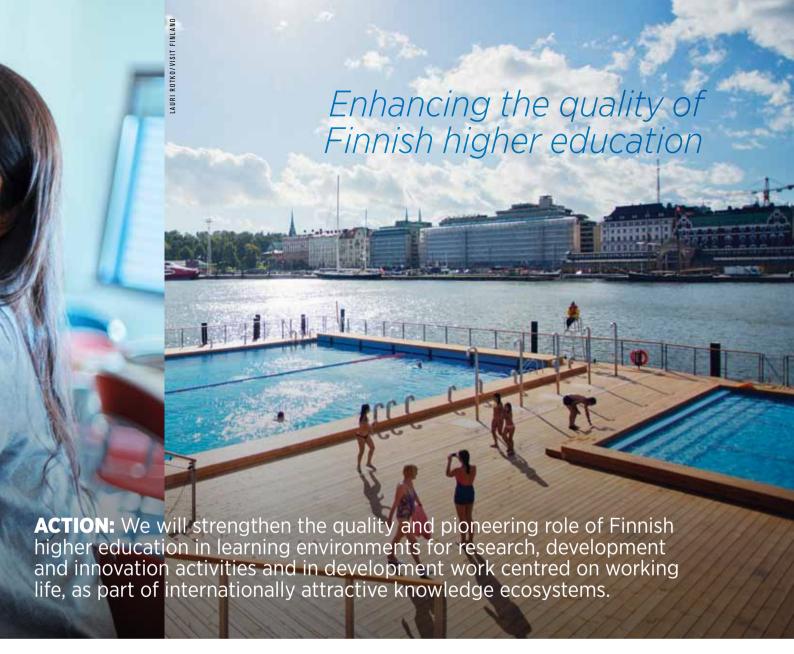


FINNISH higher education must offer something that is of interest internationally and is distinguishable from what is offered elsewhere. The strong learning outcomes (PISA, PIAAC and OECD Best Performing Higher Education Graduates) of Finnish pupils, students and the adult population and the high standard of Finland's teacher education, which is well-known globally. provide ample evidence of the quality of Finnish higher education. In addition to quality, the reputation of Finnish higher education owes much to the strong link between, on the one hand, education and research and development and, on the other, working life.

IN higher education and research, Finland already has high-quality and globally inspiring environments, and these have strong connections with working life. Extensive cooperation between higher education institutions, companies and other sectors, and the clear division of interests

between them, has been seen as a strength of the Finnish research and innovation system and as a factor that distinguishes Finnish higher education from that of many other countries. Finland provides a favourable environment for start-ups, where for instance student initiatives have led to business activity being incorporated into the higher education community.

INTERNATIONAL collaboration will further strengthen the quality of Finnish higher



education. To bolster the reputation of Finland's higher education we will introduce measures to support the pioneering nature of learning environments, methods and open innovation in Finnish higher education. Action under this goal has already been initiated using key project funding allocated by the Finnish Government. The funding is to be used to support, among other things, the development of learning environments, a more student-oriented focus

and new forms of cooperation between companies, working life and higher education institutions.

WE aim to incorporate the stakeholder cooperation of higher education institutions as part of international research, development and innovation cooperation and, with selected universities and universities of applied sciences, we will develop concepts for the improvement of learning environments. We also aim to strengthen innovation

platforms and competence centres where development projects based on working life are linked to the contents of programmes selected by higher education institutions as key elements of internationalisation.

THE Global Education
Brand Finland study that is under way is examining Finnish strengths and the possibilities for turning these into products and marketing them, and the requirements for further building the education brand.

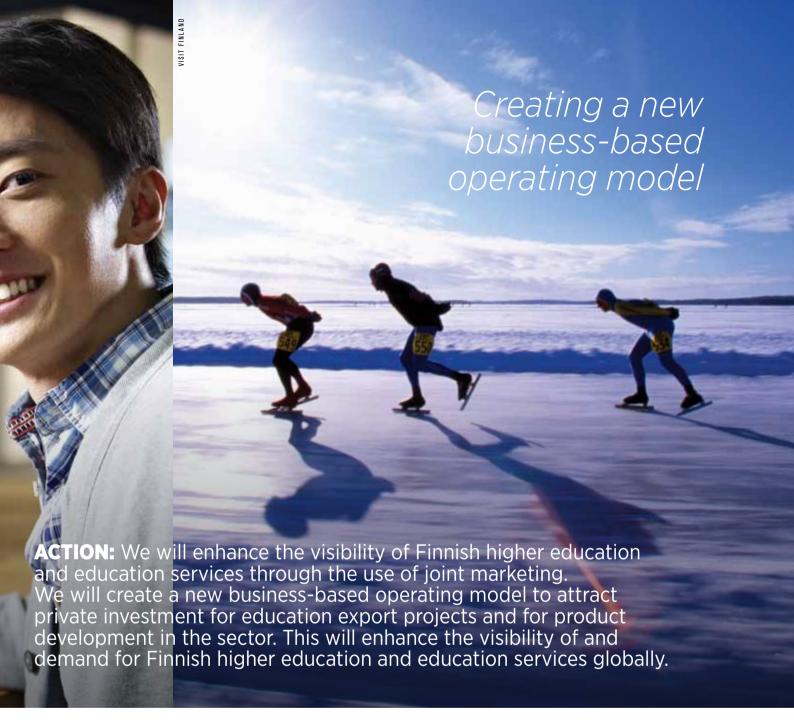


GLOBALLY, education exports and expert services are one of the most rapidly growing export sectors. The competition is fierce, especially among the degree programmes of higher education institutions. Even though Finnish higher education institutions will, in the future, have stronger individual profiles, it will be possible to support the work of

these institutions through joint marketing actions. This means marketing services digitally and worldwide, in close cooperation with the Team Finland network. There is a clear need for joint market surveys.

WE will establish a company to accelerate investments and the pace of product development in Finnish education exports, and to

encourage internationalisation among operators in the sector. The company will function as an investor and partner in large or otherwise interesting export projects which find it difficult to obtain capital financing. With the new company in place, risk sharing will be possible in education exports and development projects. The company could also invest



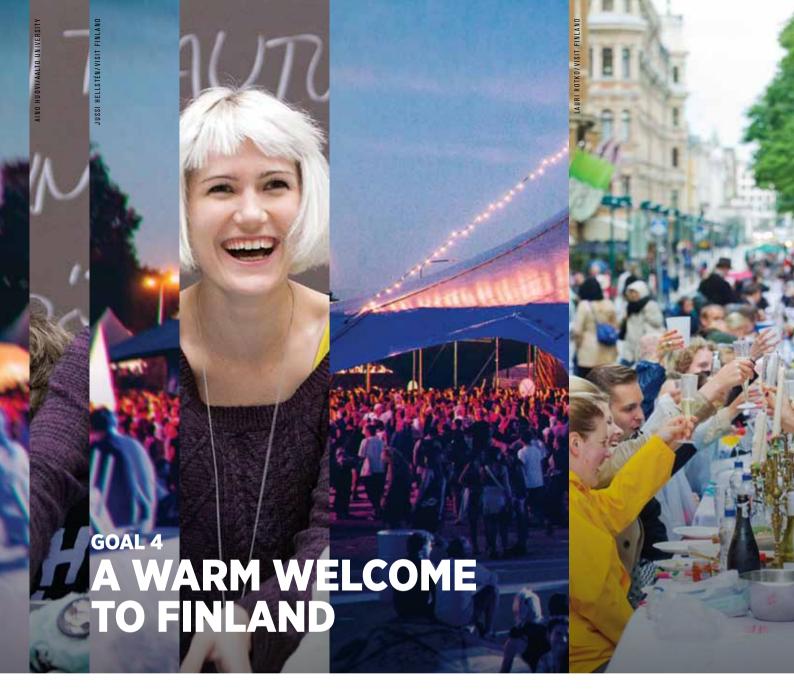
in the development of innovative educational products.

THE role of the Government will be central at the starting phase of the new company. Besides individual investors, the parties whose involvement is being sought at the early stage include higher education institutions, regions and others interested in education export growth.

IN addition to offering service modules related to exports of competence, the company will also be able to offer its services in support of internationalisation within Finnish higher education and in society at large. The service modules to be jointly developed will include service packages concerning immigration (see Goal 4) and joint services related to

teaching of Finland's official national languages.

QUALITY assurance for export products in education and competence will consist of processes that are internationally identifiable and linked to the strengths of the Finnish education system.

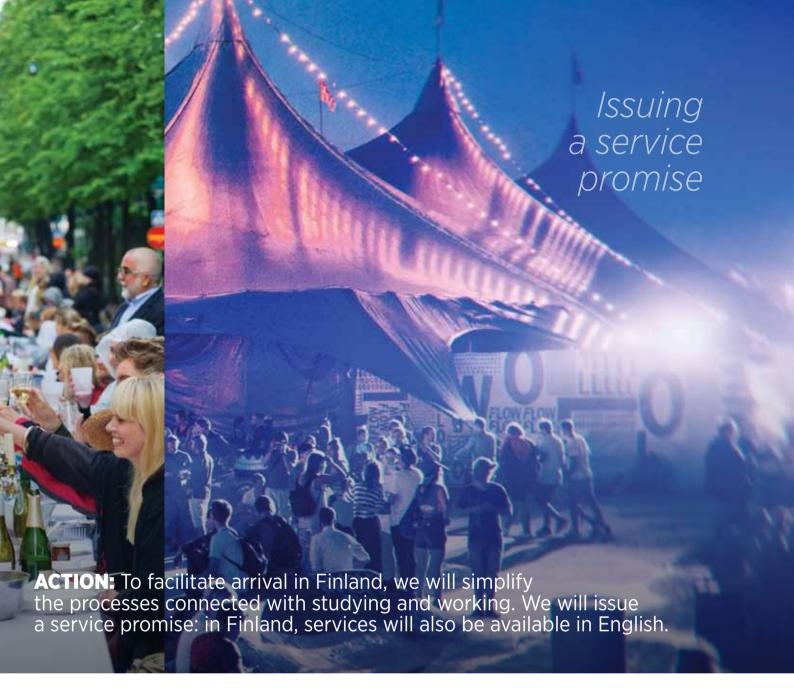


IN the regions and on a national scale we will improve cooperation between the various parties involved to make sure the processes connected with studying and working are more convenient, so that arriving in Finland is easy and inviting. Through cooperation at national level, we will make sure that permits and practices concerning the immigration (incl. return migration) and residence of people

with skills that are in demand are less onerous to deal with. In the cross-sectoral network 'Growth through attracting international talent', preparations will be made to boost regional cooperation and clarify respective responsibilities. A focus on improving the attractiveness of cities that are home to higher education institutions will support not only the aim of advancing internationalisation in higher

education institutions but also regional business activity.

FINLAND is already an attractive destination for students and researchers who value a high quality research environment and a society that functions well and is safe. Encouraging foreign basic degree students in Finland to continue their studies to doctoral level and use their talents in Finnish working life will require active measures



and attitude changes at all levels in higher education, public administration and business.

THE option of settling down in Finland will be deemed attractive if the environment is culturally diverse and if the mobility and residence services for students and researchers are unrivalled. These circumstances can be created by combining and promoting the best

practices of all the relevant parties.

IT is essential to improve the permit processes and the different services for new arrivals in Finland, and to streamline the handling of matters between various ministries and agencies and in higher education, and in cooperation with other parties involved. These cooperating parties may be found among companies, in the public sector and the third sector. They could provide employment, help talented individuals to integrate, and encourage whole families to stay in Finland. The possibilities for smoother residence permit processes and visa practices and for introducing tax concessions and other incentives will be examined in cooperation with various ministries and agencies.



WE will establish a higher education and research forum for promoting international engagement, and this forum will be given the task of reorientating, monitoring and evaluating the implementation of internationalisation policies

in higher education and research.

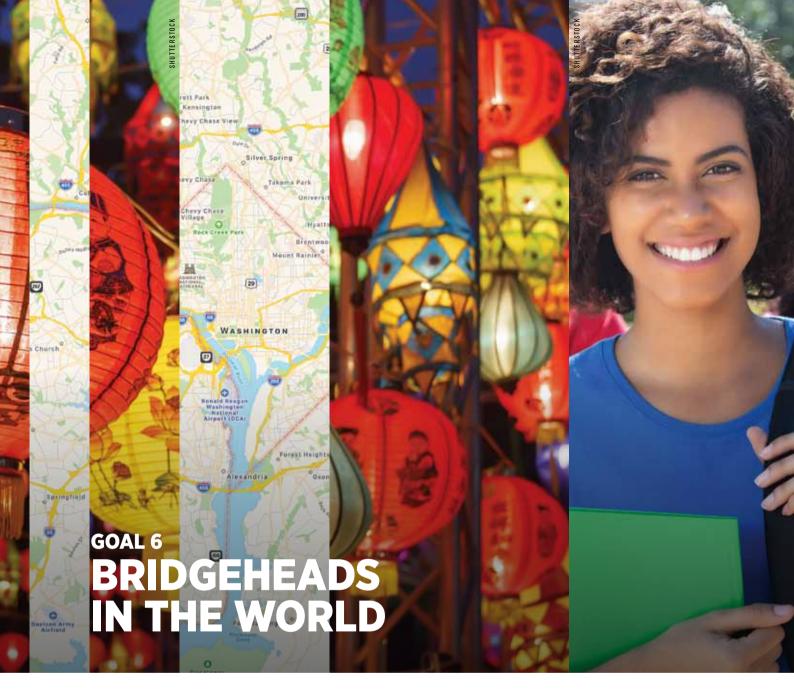
THE aim is that in 2020 Finland will have a pool of experts versed in presenting Finland's views in the international arena and they will formulate the message of Finnish higher education and research and ensure that the agreed policies are carried through at all levels.

THE forum will add weight to Finland's higher education and science policy messages in bilateral and multilateral



international activities and will ease the flow of information among higher education institutions, research institutes, research funding providers, ministries and other parties involved. A further task of the forum will be to ensure that the added value of the activities to be jointly carried out arises from shared knowledge and the common benefit that this brings. The forum will strengthen the role of Finns as opinion-formers and as solvers of global

challenges and problems common to all. It will also ensure that international activities in higher education and research advance national policies and action plans.



WE will put in place a Team Finland Knowledge network by establishing support stations for higher education and research that will supplement and strengthen the Team Finland network in order to expand research visibility and business cooperation in selected countries. The network will strengthen cooperation between the Finnish parties concerned and the higher

education, research and innovation participants in the selected regions/countries. This cooperation will take the form of joint projects, collaboration in research and education, and publications, and will enhance Finnish competitiveness. Finland will be visible, will communicate and will engage in marketing, while also bringing together its own competence for the benefit of the world at large

and to support the continued development of Finnish society.

THE job of the network will also be to create easier access to new knowledge for higher education institutions, research institutes, individual researchers and other parties and to facilitate contacts among them. This will be done by strengthening the existing networks and increasing cooperation between



Finland and the selected partner countries in education, research and innovation, for example with the help of EU programmes and other activities. Another task of the network will be to enhance the competence potential of Finland and each partner country both jointly and individually and to create benefits for both sides. This will enable more active involvement by the Finnish participants, and

an enhanced role for them, which will also apply in dialogue between the EU and third countries and regions. The network will build Finland's reputation as a country with high-quality education and science and as a member of international, innovative centres of competence, thus boosting Finland's position in, for example, the innovation and business activities of higher education institutions.

THE network will also be tasked with strengthening and increasing cooperation in higher education, research and innovation with the United States, China, India, Japan, countries of southeast Asia (e.g. Korea, Singapore and Vietnam), southern/western Africa, Brazil and other Latin American countries, and Russia.

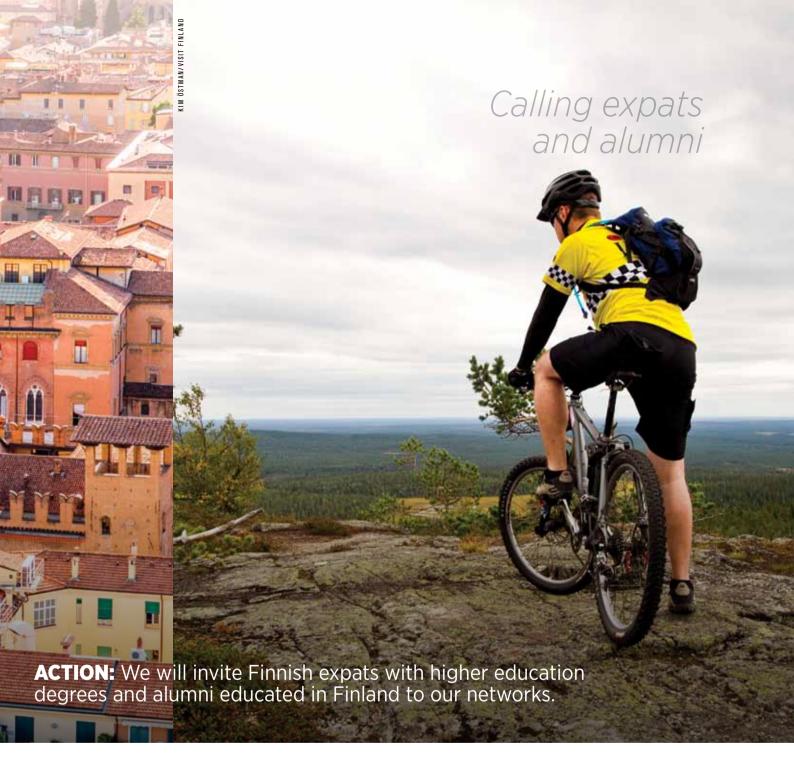


WE will establish a network in cooperation with various parties to draw together Finnish expats with higher education degrees and alumni educated in Finland who are residing in other parts of the world. It is of prime importance to gain their involvement in the promotion of internationalisation

in Finnish higher education and research.

WE will create and maintain contacts with Finns around the world and with alumni who have studied in Finland, and we will keep in touch with the relevant Finnish bodies involved, for example by means of a newsletter

from the Ministry of Education and Culture and through social media. Networking will help alumni and those returning to Finland in their decisions about moving here, by facilitating the creation of contacts and communication with the authorities. Return to Finland must be made easy



in terms of the paperwork and procedures involved, and from the viewpoint of study and work it should be interesting and socially refreshing. The network created will encourage improved cooperation between different administrative branches, highlighting legislative provisions that can impede return migration and pointing out shortcomings in administrative practices. In such cases, the network will make proposals addressing the deficiencies, in collaboration with the Finland Society and other parties involved. The network will also enhance the inter-

national character of Finnish higher education and research through publications, projects and joint programmes and will make use of the networks and contacts created, also in cooperation with companies.

FINNISH HIGHER EDUCATION AND RESEARCH IN BRIEF

THE Ministry of Education, Science and Culture is responsible for the planning and implementation of higher education and science policy, and it prepares statutes, national budget proposals and Government decisions that apply to these policy areas. The Ministry also guides the operation of the higher education and science systems and supports the operating capacity of research organisations.

THE Finnish higher education system consists of universities and universities of applied sciences. A total of 23 universities of applied sciences and 14 universities operate within the Ministry of Education. Science and Culture's administrative sector. In addition. 12 research institutes, two higher education institutions. the National Defence University and the Police University College operate under other ministries. Högskolan på Åland operates in Åland.

THE Finnish National Agency for Education is responsible for the development of education, early childhood education and life-long learning, and for the promotion of internationality. The Academy of Finland finances high-quality scientific research, acts as an expert on science and science policy and strengthens the position of science and research.



The amount of research carried out in Finland's higher education sector totalled 15,500 person-years, 86% of which was in universities, 10% in universities of applied sciences and 4% in university hospitals.

The higher education sector's expenditure on research and development totalled EUR 1,480 million. Of the total R&D expenditure, EUR 1.280 million was by universities.

EUR 140 million by universities of applied sciences and just over EUR 60 million by university hospitals.

Some EUR 440 million, or 30%, of the higher education sector's R&D expenditure was in the natural sciences. The corresonding amount in social sciences was EUR 330 million, in medicine and health sciences EUR 290 million and in technology EUR 265 million. EUR 120

million was spent on research in the humanities, and EUR 40 million in agriculture and forestry.

The universities of applied sciences concentrate mainly on development work (55%) and applied research (43%). In the university central hospitals, 63% of R&D is applied research, while 22% is basic research and the remaining 15% development work.

STATISTICS FINLAND 2015

UNIVERSITIES OF APPLIED SCIENCES (UAS)

UAS ARCADA WWW.ARCADA.FI/EN Centria uas https://web.centria.fi Diaconia uas www.diak.fi/en

HAAGA-HELIA UAS WWW.HAAGA-HELIA.FI/EN

HUMAK UAS WWW.HUMAK.FI/EN

HÄME UAS WWW.HAMK.FI/ENGLISH

JAMK UAS WWW.JAMK.FI/EN

SOUTH-EASTERN FINLAND UAS - XAMK

WWW.XAMK.FI/EN

KAMK UAS WWW.KAMK.FI/EN

KARELIA UAS WWW.KARELIA.FI/EN

LAHTI UAS WWW.LAMK.FI/ENGLISH

LAPLAND UAS WWW.LAPINAMK.FI/EN

LAUREA UAS WWW.LAUREA.FI/EN

METROPOLIA UAS WWW.METROPOLIA.FI/EN

OULU UAS WWW.OAMK.FI/EN

SAIMAA UAS WWW.SAIMIA.FI/EN-FI

SATAKUNTA UAS WWW.SAMK.FI/EN

SAVONIA UAS HTTP://PORTAL.SAVONIA.FI/AMK/EN

SEINÄJOKI UAS WWW.SEAMK.FI/EN

TAMPERE UAS WWW.TAMK.FI/WEB/TAMKEN/HOME

TURKU UAS WWW.TUAS.FI/EN

VAASA UAS WWW.PUV.FI/EN

NOVIA UAS WWW.NOVIA.FI/NOVIA-UAS

POLICE UNIVERSITY COLLEGE WWW.POLAMK.FI/EN

ÅLAND UAS

WWW.HA.AX/TEXT.CON?IPAGE=28&ILAN=1

UNIVERSITIES

AALTO UNIVERSITY WWW.AALTO.FI/EN

UNIVERSITY OF HELSINKI

WWW.HELSINKI.FI/EN

UNIVERSITY OF EASTERN FINLAND

WWW.UEF.FI/EN

UNIVERSITY OF JYVÄSKYLÄ

WWW.JYU.FI/EN

UNIVERSITY OF LAPLAND

WWW.ULAPLAND.FI/EN

LAPPEENRANTA UNIVERSITY OF TECHNOLOGY

WWW.LUT.FI/WEB/EN

UNIVERSITY OF OULU

WWW.OULU.FI/UNIVERSITY

HANKEN SCHOOL OF ECONOMICS

WWW.HANKEN.FI/EN

UNIVERSITY OF THE ARTS

WWW.UNIARTS.FI/EN

TAMPERE UNIVERSITY OF TECHNOLOGY

WWW.TUT.FI/EN

UNIVERSITY OF TAMPERE

WWW.UTA.FI/EN

UNIVERSITY OF TURKU

WWW.UTU.FI/EN

UNIVERSITY OF VAASA

WWW.UVA.FI/EN

ÅBO AKADEMI UNIVERSITY

WWW.ABO.FI/?LANG=EN

NATIONAL DEFENCE UNIVERSITY

HTTP://MAANPUOLUSTUSKORKEAKOULU.FI/EN

NATIONAL ACTORS IN HIGHER EDUCATION AND SCIENCE

ACADEMY OF FINLAND WWW.AKA.FI/EN

CSC – IT CENTER FOR SCIENCE WWW.CSC.FI/HOME

FINNISH EDUCATION EVALUATION CENTRE HTTPS://KARVI.FI/EN

FINNISH NATIONAL AGENCY FOR EDUCATION WWW.OPH.FI/ENGLISH

RESEARCH AND INNOVATION COUNCIL HTTP://VALTIONEUVOSTO.FI/TIN

STATE RESEARCH INSTITUTES

FINNISH FOOD SAFETY AUTHORITY – EVIRA WWW.EVIRA.FI/EN

GEOLOGICAL SURVEY OF FINLAND – GTK HTTP://EN.GTK.FI

FINNISH METEOROLOGICAL INSTITUTE - FMI http://en.ilmatieteenlaitos.fi/home

NATURAL RESOURCES INSTITUTE FINLAND – LUKE www.luke.fi/en

NATIONAL LAND SURVEY OF FINLAND - NLS WWW.MAANMITTAUSLAITOS.FI/EN

FINNISH ENVIRONMENT INSTITUTE - SYKE WWW.SYKE.FI/EN-US

RADIATION AND NUCLEAR SAFETY AUTHORITY – STUK WWW.STUK.FI/WEB/EN

TECHNICAL RESEARCH CENTRE OF FINLAND - VTT WWW.VTTRESEARCH.COM

NATIONAL INSTITUTE FOR HEALTH AND WELFARE - THL WWW.THL.FI/EN/WEB/THLFI-EN

FINNISH INSTITUTE OF OCCUPATIONAL HEALTH - FIOH WWW.TTL.FI/EN

FINNISH INSTITUTE OF INTERNATIONAL AFFAIRS – FIIA

INSTITUTE FOR ECONOMIC RESEARCH - VATT HTTP://VATT.FI/EN/FRONTPAGE

UNIVERSITIES 2016

STUDENTS 160.725 Master's degrees 15.316 Doctorates 1.881

UNIVERSITIES OF APPLIED SCIENCES 2016

STUDENTS 142.381 DEGREES 26.082 (2015)





BEST EDUCATION IN THE OECD

- 1 FINLAND | 9.3
- 2 ESTONIA | 8.2
- 3 DENMARK | 8.2
- 4 POLAND | 8.1
- 5 AUSTRALIA | 8.0
- 6 KOREA | 8.0
- 7 GERMANY | 8.0
- 8 SLOVENIA | 7.7
-
- 9 SWITZERLAND | 7.6
- 10 JAPAN | 7.6

BETTER LIFE INDEX: EDUCATION OFCO

FIRST IN HUMAN CAPITAL

- 1 FINLAND | 85.86
- 2 NORWAY | 84.64
- 3 SWITZERLAND | 84.61
- 4 JAPAN | 83.44
- 5 SWEDEN | 83.29
- 6 NEW ZEALAND | 82.79
- 7 DENMARK | 82.47
- 8 NETHERLANDS | 82.18
- 9 CANADA | 81.95
- 10 BELGIUM | 81.59

HUMAN CAPITAL INDEX 2018 WORLD ECONOMIC FORUM

SAFEST COUNTRY IN THE WORLD

- 1 **FINLAND** | 6.7
- 2 QATAR | 6.6
- 3 UAE | 6.6
- 4 ICELAND | 6.5
- 5 AUSTRIA | 6.5
- 6 LUXEMBOURG | 6.5
- 7 NEW ZEALAND | 6.4
- 8 SINGAPORE | 6.4
- 9 OMAN | 6.4
- 10 PORTUGAL | 6.3

TRAVEL AND TOURISM COMPETITIVENESS Report 2015 / World Economic Forum

BEST BASIC EDUCATION IN THE WORLD

- 1 FINLAND | 6.9
- 2 BELGIUM | 6.6
- 3 SINGAPORE | 6.6
- 4 NETHERLANDS | 6.4
- 5 NEW ZEALAND | 6.3
- 6 JAPAN | 6.3
- 7 ESTONIA | 6.3
- 8 CANADA | 6.3
- 9 ICELAND | 6.2
- 10 SWITZERLAND | 6.2

GLOBAL COMPETITIVENESS REPORT 2016-2017 | WORLD ECONOMIC FORUM

FIRST IN HUMAN WELLBEING

- 1 FINLAND | 9.0
- 2 GERMANY | 8.8
- 3 NETHERLANDS | 8.8
- 4 ICELAND | 8.8
- 5 NORWAY | 8.8
- 6 SWEDEN | 8.8
- 7 SLOVENIA 8.7
- 8 BELGIUM | 8.7
- 9 DENMARK | 8.6
- 10 IRELAND | 8.6

MAIN RESULTS 2016 SUSTAINABLE SOCIETY INDEX

ONE OF THE LEAST CORRUPTED COUNTRIES

- 1 DENMARK | 90
- 1 NEW ZEALAND | 90
- 3 FINLAND | 89
- 4 SWEDEN | 88
- 5 SWITZERLAND | 86
- 6 NORWAY | 85
- 7 SINGAPORE | 84
- 8 NETHERLANDS | 83
- 9 CANADA | 82
- 10 GERMANY | 81

CORRUPTION PERCEPTIONS INDEX 2016 TRANSPARENCY INTERNATIONAL

ONE OF THE MOST INNOVATING COUNTRIES

- 1 SWITZERLAND | 5.8
- 2 ISRAEL | 5.7
- 3 FINLAND | 5.7
- 4 UNITED STATES | 5.6
- 5 GERMANY | 5.6
- 6 SWEDEN | 5.5
- 7 NETHERLANDS | 5.4
- 8 JAPAN | 5.4
- 9 SINGAPORE | 5.3
- 10 DENMARK | 5.1

GLOBAL COMPETITIVENESS REPORT 2016-2017 | WORLD ECONOMIC FORUM

FIRST IN ENVIRONMENTAL PERFORMANCE

- 1 FINLAND | 90.68
- 2 ICELAND | 90.51
- 3 SWEDEN | 90.43
- 4 DENMARK | 89.21
- 5 SLOVENIA | 88.98
- 6 SPAIN | 88.91
- 7 PORTUGAL | 88.63
- 9 MALTA | 88.48
- 40. 55.440.54.00.00
- 10 FRANCE | 88.20

ENVIRONMENTAL PERFORMANCE INDEX 2016 / YALE UNIVERSITY

ONE OF THE MOST EQUAL COUNTRIES

- 1 ICELAND | 0.874
- 2 FINLAND | 0.845
- 3 NORWAY | 0.842
- 0 NORWAI | 0.012
- 4 SWEDEN | 0.815
- 5 RWANDA | 0.8
- 6 IRELAND | 0.797
- 7 PHILIPPINES | 0.786
- 8 SLOVENIA | 0.786
- 9 NEW ZEALAND | 0.781
- 10 NICARAGUA | 0.78

GLOBAL GENDER GAP INDEX 2016 World Economic Forum





Ministry of Education and Culture

MINISTRY OF EDUCATION, SCIENCE AND CULTURE WWW.MINEDU.FI

NATIONAL AGENCY FOR EDUCATION WWW.OPH.FI
ACADEMY OF FINLAND WWW.AKA.FI

