

# ACTION PLAN FOR 2025 OF THE UNIVERSITY OF TARTU STRATEGIC PLAN A2025



UNIVERSITY OF TARTU  
1632

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# *1. PROMOTER OF ESTONIAN LANGUAGE AND CULTURE*

**FUNCTION OF THE UNIVERSITY:** we preserve and develop the Estonian language and culture in the conditions of continuing globalisation and ensure the possibility to obtain research-based Estonian-language education in Estonia.

The Estonian language is and will be the primary language of instruction of a major part of the curricula in the national university. At the same time, to increase the competitiveness of students on the labour market, proficiency of other languages is also required and this is fostered by the international learning environment. This is made possible by strong research and research-based studies that support learning already in the earlier stages of the education system.

## **Courses of action of the strategic plan**

Strengthening the role of the Estonian language as a primary language of instruction in the international learning environment

Strengthening studies on national sciences, culture, history and heritage

Increasing the attractiveness of teacher education

**KEY TOPICS IN 2025:** teaching Estonian to international students and staff; substantive development of teacher education; repatriation of researchers and lecturers of Estonian descent

## **University-wide activities**

1. Ensuring opportunities for international employees to learn Estonian, including diversification of learning opportunities (language cafés, new additional courses and language camps, running the language learning hub and other activities supporting integration) and supporting communication (P2, HV, K1, AS) [development fund support €101,578]
2. Maintaining the high admission rates achieved so far in teacher education, creating flexible, learner-driven opportunities for degree studies and continuing education, e.g. through the teachers' academy and the transition to Estonian-language general education. Systematic marketing and communication to support the admission of teacher training. Development of the base modules of teacher education curricula and agreeing on the volume of specialisation studies (P2, SV, LT, HV, K1)

## **Activities in faculties or areas of responsibility**

1. Support for strategic recruitment, succession and repatriation of researchers and lecturers of Estonian descent (deans) [development fund support €160,000]
2. Increasing the share of international students and staff taking Estonian language courses (deans)
3. Supporting the language learning of students studying Estonian as a second language in order to reduce withdrawal from studies at Narva College (SV) [university council support €42,100]

## 2. INTERNATIONAL UNIVERSITY

**FUNCTION OF THE UNIVERSITY:** to be successful in international competition, we offer attractive working and learning opportunities, also by cooperating with partner institutions, and thereby increase the effectiveness of teaching and research at the university.

We reinforce our position among the best universities in Europe, connecting our activities more closely to those of the top universities of the Nordic countries and Western Europe and provide students with self-development and learning opportunities in partner universities throughout the world. The strong and well-known University of Tartu is an attractive employer and ensures the competitiveness of its alumni on the international labour market.

### Courses of action of the strategic plan

International and high-level academic staff

Motivated students with a diverse learning experience

Cooperation with strategic partners

**KEY TOPICS IN 2025: increasing student mobility; strategic cooperation within the ENLIGHT network**

#### University-wide activities

1. Increasing the share of students participating in mobility, including raising awareness of mobility opportunities; making more active use of the opportunities offered by the Erasmus programme and the ENLIGHT international network of universities (P2, P6, deans) [university council support €141,064]
2. More active participation of the university in the ENLIGHT network (P6, P2) [development fund support €50,000]
3. Survey of target markets in neighbouring countries and marketing of English-taught curricula (P6, K1)

#### Activities in faculties or areas of responsibility

Increasing the share of students participating in student mobility (SV and LT)

### **3. INSPIRING LEARNING ENVIRONMENT**

**FUNCTION OF THE UNIVERSITY:** to ensure our students cope successfully in an increasingly developing technology-rich living and work environment, we provide opportunities for self-development and obtaining the required future skills.

We prioritise the excellent quality of instruction and the development of teaching and learning skills at the university and ensure the high motivation of the teaching staff. We value an integrated university experience for students, part of which also includes studies outside classic courses. We promote the attitude of lifelong learning among the members of the university.

#### **Courses of action of the strategic plan**

Excellent quality of teaching	Personal development of students, development of new skills and creation of networks	Teaching future skills
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**KEY TOPICS IN 2025: implementation of chatbots; reducing withdrawal from studies; valuing mastery in teaching; developing the teaching infrastructure**

#### **University-wide activities**

1. Integrating the use of chatbots into learning and teaching (P2, deans) [university council support €200,000]
2. Reducing withdrawal from studies (deans, P2) [university council support €532,100]
3. Preparation and implementation of a pilot project on valuing mastery in teaching (P2, deans) [university council support €100,000]
4. Upgrading the teaching infrastructure and improving learning conditions in academic buildings (deans, K1) [university council support €531,779]
5. Digitisation of academic affairs processes and developing networking among academic affairs specialists within the project ÖppeDigi (P2) [development fund support €40,000]
6. Involvement of student organisations in the university's strategic plan targets, i.e. operation titled "Katalüsaator" ("Catalyst") (P2, Student Union) [development fund support €44,250]
7. Effective use of the measure KVARA on the quality and internationalisation of higher education for the development of teaching (P2)
8. Review of the system of internal evaluation of curricula and establishment of a framework and support system for curriculum development (P2)

#### **Activities in faculties or areas of responsibility**

1. Reform of the curriculum of Medicine (MV) [development fund support €173,915]
2. Modernising residency training: integrating elements of competency-based learning into residency training programmes (MV) [development fund support €300,000]
3. Increasing admission to the Estonian-taught curriculum of Medicine (MV) [university council support €125,000]
4. Reform of the curriculum of Pharmacy (3 + 2) (MV) [university council support €30,000]
5. Growing the next generation of study assistants (SV) [university council support €145,000]
6. Increasing the share of academic staff who actively participate in teaching-related development activities (LT, MV)

## 4. UNIVERSITY OF LIFELONG LEARNING

**FUNCTION OF THE UNIVERSITY:** the changing nature of work and ways of performing work require the repeated acquisition of new skills and, thus, we create opportunities to study at the university, regardless of the time, place and living arrangements of people.

We are the university of lifelong learning, providing diverse opportunities for research-based studies to people of different ages in cooperation with our partners. We care for our alumni, use their feedback and involve them as practitioners in the development of studies. We promote the attitude of lifelong learning among the members of the university.

### Courses of action of the strategic plan

Learning opportunities supporting personal development

Development of curricula and training programmes

Strengthening e-learning

### KEY TOPICS IN 2025: alumni relations, increasing flexible study options

#### University-wide activities

1. Creating an alumni engagement strategy and developing strategic cooperation with the University of Tartu Foundation to plan and implement alumni fundraising campaigns (K1, P2)
2. Development of flexible forms of study, incl. micro-credential programmes and student-funded curricula, involvement of private funding (P2, deans, K1)
3. Development and implementation of continuing education and microcredential programmes with the support of the Structural Funds (Green Skills Programme, VÕTI programme for the development of adult education and non-formal learning opportunities, Just Transition Fund, PRÖM+ programme for the development of vocational training and higher education, etc.) (P2, deans)

#### Activities in faculties or areas of responsibility

1. Increase in admission to IT master's studies and, for this purpose, payment of scholarships in the Conversion Master in IT curriculum (LT) [university council support €38,500]
2. Opening of the Social Sciences Combined curriculum consisting of microcredential programmes (SV)
3. Opening and first-time admission to the Robotics and Applied Data Science curriculum developed jointly by Narva College, the Institute of Computer Science and the Institute of Technology (SV, LT)

## 5. SUPPORTER OF THE DEVELOPMENT OF THE TALENTED

**FUNCTION OF THE UNIVERSITY:** in a situation where talented people can easily find self-realisation opportunities all over the world, we provide them with the best opportunities for self-development in Estonia, connecting them with the university as early as during general education or when making a decision to pursue an academic career.

We create opportunities that enable talented youth to prepare for university studies, devote themselves to self-development during their studies, be competitive as alumni and actively participate in the activities of the university. We connect talented youth from all over the world with Estonia and the university. We support the endeavours of students to become leading specialists through doctoral studies.

### Courses of action of the strategic plan

Supporting the development of the talented in cooperation with schools

Connecting talented youth from all over the world with the university and Estonia

Motivating doctoral students

**KEY TOPIC IN 2025: success rate of doctoral studies, industrial doctorate**

### University-wide activities

1. Developing doctoral studies in cooperation with external partners from the private and public sectors. Opening of at least 100 doctoral study places in cooperation with external partners during the period of the administrative contract (the target for 2025 is 33 study places across all faculties). Marketing and communication support to increase the number of Estonian-speaking doctoral students (P1, deans, K1)
2. Supporting talented young people through the “Talents to Tartu” programme and cooperation with partner schools. Marketing to recruit young talent (P2, K1)
3. Organising 16 olympiads in Estonia and preparing school teams for participation in 16 international olympiads. Celebration of the 60th anniversary of the Youth Academy (P2)

## 6. INFLUENTIAL RESEARCH CENTRE

**FUNCTION OF THE UNIVERSITY:** to ensure the sustainability of top-tier research and meet the research and development needs of Estonia, we create conditions that support the sectoral diversity of scientific research and cooperation, and we actively apply for funds required for that.

We stand for a research- and evidence-based world view, value top-level researchers, favour the development of future academic staff and actively use international support to finance research. Our researchers contribute to achieving the goals of sustainable development and the roadmap of the European Green Deal.

### Courses of action of the strategic plan

Shaping research policy

External funding of  
research projects

Development of services of  
research infrastructure

**KEY TOPIC IN 2025: supporting scientific excellence and sustainability; developing project management; open science**

#### University-wide activities

1. Participation in the development of national research policy, including the drafting of implementing legislation for the Organisation of Research and Development Act and in the tasks of the working group on research funding set up by the Ministry of Education and Research (P1)
2. Participation in shaping the next European Union funding programme Horizon Europe in cooperation with the Estonian state, other universities and international partners (P1)
3. Increasing the stability and sustainability of high-level research teams by means of a bridging grant to smooth the periodicity of research grants (P1) [development fund support €500,000]
4. Maintaining the growth of external funding for research, including the identification and deployment of new external funding instruments, participation in the Horizon Europe programme partnership (P1) [development fund support €50,000]
5. Support for the researchers writing applications for the European Research Council (ERC) and the Marie Skłodowska-Curie Action (MSCA) within the Horizon Europe programme (P1) [development fund support €50,000] and the provision of an incentive package for grant recipients (P1) [development fund support €130,000]
6. Setting up a support system for the management of university research and development projects (P1) [development fund support €51,400]
7. Creating an open science competence network and upgraded e-infrastructure (P1) [development fund support €96,112]
8. Upgrading scientific equipment in partnership with the faculties (P1, deans)

#### Activities in faculties or areas of responsibility

1. Development of a system for keeping laboratory animals (LT, MV) [development fund support €98,400]
2. Testing a shared project manager base (SV) [development fund support €63,000]
3. Creation of a database of well-being and health assessment tools and a competence centre (MV) [development fund support €58,750]
4. Supporting cross-disciplinary and interdisciplinary research (SV)
5. Approval of principles and support conditions for the social sciences infrastructure and support for new infrastructure (SV)

## *7. DEVELOPER OF RESEARCH-BASED SOCIETY*

**FUNCTION OF THE UNIVERSITY:** the efficient resolution of the problems of the society presumes the development of the research-based world view of the members of the society and, thus, we participate in an open discussion and cooperate with the public sector in implementing studies on major challenges in the society and in providing evidence-based solutions to develop state policy areas.

We show the way for societal development, value democracy and the rule of law. In collaboration with state authorities, we create a motivating environment for researchers to find solutions to societal problems by involving experts from different fields. We extend the popularisation of research and the involvement of researchers in matters important to the society, considering this as part of the researchers' everyday work. We favour the temporary and long-term employment of experts who hold a scientific degree in the public sector.

### **Courses of action of the strategic plan**

Knowledge transfer to solve  
the problems of the society

Popularisation of research  
and involvement in matters  
important to the society

Industry sabbatical in the public sector

### **KEY TOPIC IN 2025: increasing the visibility of the university**

#### **University-wide activities**

1. Increasing the visibility of the university and enhancing its involvement in public affairs (K1, deans)
2. Contributing to the development of a long-term national plan for higher education, including funding principles (RE, P2, DF)

#### **Activities in faculties or areas of responsibility**

Anti-misinformation collaborative platform: boosting misinformation investigations and building resilience to misinformation (SV) [development fund support €75,000]

## 8. ACCELERATOR OF SMART ECONOMY

**FUNCTION OF THE UNIVERSITY:** to achieve the sustainable development goals, increase the added value of businesses and contribute to the creation and development of new research-intensive businesses, we develop research areas that are important for Estonian businesses, favouring cooperation between top researchers and businesses and the development of start-ups.

We are a development partner and consultant for businesses, proceed from the principles of open innovation and increase the impact of research results on economic development through business agreements, consultation and creation, protection and rapid commercialisation of intellectual property. As the main partner of ecosystem supporting innovation, we favour and develop the enterprising spirit of the members of the university and create an even better development environment for start-up activities and cooperation with businesses.

### Courses of action of the strategic plan

Strengthening cooperation  
with businesses

Establishment of new businesses

Partnership in ecosystem  
supporting innovation

### KEY TOPICS IN 2025: developing research-intensive entrepreneurship

#### University-wide activities

1. Further development and continuation of the measure to support experimental development (P6) [development fund support €315,000]
2. Development of the core services of UniTartu Ventures OÜ, including the identification of new portfolio companies in cooperation with the Centre for Entrepreneurship and Innovation (P6) [development fund support €100,000]
3. Development of Estonian Multiomics Company OÜ (EMC) (P6)
4. Enhancing the reputation of the University of Tartu as a supporter of research-intensive entrepreneurship through proactive external communication of the university's spin-offs and R&D cooperation (P6, K1)

#### Activities in faculties or areas of responsibility

Motivating researchers to intensify business cooperation across all faculties (deans)

## 9. INSPIRING AND PIONEERING ORGANISATION

**FUNCTION OF THE UNIVERSITY:** to successfully cope with constant changes in the external environment, as an international organisation with members of diverse cultural backgrounds, we proceed from the common values, involving our members in the achievement of common goals, offering our staff opportunities to use their best potential and smartly developing infrastructure.

We are an innovative organisation focused on sustainable development, providing equal opportunities and following best practices. We move towards a more open, environmentally aware and cooperation-minded organisational culture. We increase the opportunities of the members of the university to develop and use their potential in the best manner, carrying the values of the university and taking pride in the university and their participation in the everyday life and development of the university.

### Courses of action of the strategic plan

Making the university open and prone to dialogue

Creating an attractive work environment

Valuing our staff

Developing an innovative digital university

**KEY TOPICS IN 2025:** developing a new strategic plan, organisational culture, digital development and information security

### University-wide activities

1. Valuing the university's staff, incl.
  - 1.1. increasing staff salaries to retain and motivate high quality academic and support staff and increase salary competitiveness (all members of the Rector's Office);
  - 1.2. improvement of the leadership culture and implementation of best practices (all members of the Rector's Office) and implementation of leadership development activities, central training and development programmes (AS) [development fund support €83,500];
  - 1.3. the university's activities as an employer valuing diversity and inclusion, e.g. compliance with the diversity agreement, including support for adaptation of international staff, implementation of the gender equality plan and preparation of the new period plan, promotion of equal treatment principles; conducting an equal treatment survey and raising awareness through communication activities (AS, K1, P2, deans) [development fund support €78,500].
2. Developing an innovative digital university, incl.
  - 2.1. implementation of an information security management system, preliminary information security audit and launch of a key audit (K1, RE) [development fund support €150,000];
  - 2.2. further development of information systems development projects and digital flows, e.g.
    - 2.2.1. implementation of the Study Information System 2 improvement project (P2, K1),

- 2.2.2. development of economic and human resources software (AS, DF, K1) [development fund support €100,000],
  - 2.2.3. development of the intranet, UT website and the document management information system (K1) [development fund support €403,076],
  - 2.2.4. development of the plan and review compilation and submission application TEEK for doctoral students (P2, K1) [development fund support €90,000],
  - 2.2.5. IT solution to support the preparation of work plans and the review of academic staff (AS, K1) [development fund support €60,150],
  - 2.2.6. upgrading of the project working time reporting system (AS) [development fund support €30,600];
- 2.3. upgrading the IT infrastructure on the basis of a long-term plan (K1).
- 3. University buildings and spatial development, incl.
    - 3.1. managing investments in line with the capital budget in the modernisation of academic, research and administrative buildings, energy efficiency, valorisation of historic buildings (K1), e.g.:
      - 3.1.1. continuation of the building design and start of the first phase of the construction of the new joint institute building in Maarjavälja (K1, LT, MV),
      - 3.1.2. continuation of the project to rebuild and extend the Tallinn Office of the School of Law, including moving to temporary premises (K1, SV),
      - 3.1.3. renovation of the von Bock building (Ülikooli 16) (K1, HV),
      - 3.1.4. renovation of the area in front of the main building (K1);
    - 3.2. creating a common visual identity for the university buildings (K1).
- 4. Crisis resilience and ensuring the safety of the working environment, incl.
    - 4.1. promoting the crisis resilience of buildings, increasing the preparedness of technical systems (K1);
    - 4.2. improving environmental safety in laboratories and workplaces, updating relevant bylaws (K1, AS, deans).
- 5. Development of the organisation:
    - 5.1. preparation of the university's new strategic plan A2035 (RE, P6, K1);
    - 5.2. preparation of a new multi-annual administrative contract through negotiations with the Ministry of Education and Research (RE, P2, DF);
    - 5.3. strategic risk assessment and mitigation planning (RE).

## ***10. KEY PARTNER IN REGIONAL DEVELOPMENT***

**FUNCTION OF THE UNIVERSITY:** we cooperate with the state and local authorities to prevent the increasing of regional inequality, making higher education and knowledge transfer available to different Estonian regions.

We combine higher education provided by colleges with the possibilities and needs of regions and act as a cooperation partner of sustainable development and innovation to businesses all over Estonia. We are one of the major cooperation partners of the city of Tartu, complementing each other and strengthening cooperation in the areas of the smart city, the development of entrepreneurship, tourism and transport connections, education and culture.

### **Courses of action of the strategic plan**

Assuring the best quality of higher education in Estonia in cooperation with other higher education and research institutions in Estonia

Continuation and strengthening of cooperation with the city of Tartu and partners in the Tartu region

Development of colleges in Narva, Viljandi and Pärnu and the presence of the university in Tallinn

**KEY TOPIC IN 2025: preparing the University of Tartu's regional strategy for activities in Ida-Viru County**

### **University-wide activities**

Preparation of a strategy for regional activities in Ida-Viru County of the University of Tartu in cooperation with Narva College and other units of the university and coordination of its implementation (P6, SV) [development fund support €55,000]

# PROGRESS TO DATE OF KEY INDICATORS OF THE STRATEGIC PLAN AND 2025 TARGETS

	Lähtetase 2020	Tulemus 2023	Sihttase 2025	Trend 2020–2023
<b>Rahvusvaheline rahvusülikool</b>				
Õpetajakutset andvate õppekavade lõpetanute arv	276	320	350	
Eesti keele kursustel osalenud välistöötajate osakaal	28%	42%	45%	
Eesti keele kursustel osalenud välisüliõpilaste osakaal	28%	44%	75%	
Lõpetanud välisüliõpilaste osakaal	15%	17%	13–15%	
Välispäritolu akadeemiliste töötajate osakaal	12,5%	14,5%	15–20%	
Õpirändes osalenud üliõpilaste osakaal lõpetanute hulgas	12,7%	11%	18%	
<b>Haridus</b>				
Väljalangenud üliõpilaste osakaal	9,5%	9,6%	< 9%	
Õpetamisalases arendustegevuses aktiivselt osalenud akadeemiliste töötajate osakaal	41%	48%	50%	
Üliõpilaste rahulolu õppeainete õpetamisega	86%	89%	95%	
Täiendusõppijate arv	40 493	58 698	43 000	
Silmapaistvate õpitulemustega sisestunute osakaal	57%	78%	60%	
Doktoriõppe lõpetamise efektiivsus	35%	36%	50%	
<b>Teadus</b>				
10% maailmas enim viidatud teaduspublikatsioonide hulka kuuluvate publikatsioonide osakaal	17,1%	20%	17–20%	
Teaduse välisrahastuse maht mln €	12,8	27,5	17,8	
Ettevõtetega sõlmitud lepingute maht mln €	6,8	6,1	8	
Ülikooli uute hargettevõtete arv aastas	3	4	5	
<b>Organisatsioon</b>				
Tulu akadeemilise töötaja kohta €	124 158	151 399	150 000	
Nende üksuste osakaal, mille töötajad on oma tööga rahul	66%	60%	70%	
Tulu õppetegevusest üliõpilase kohta €	5662	7027	6500	

A more detailed overview is available at [statistika.ut.ee](http://statistika.ut.ee)



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