

APPROVED by the Rector of the
University of Tartu Directive no. 32
of 1 February 2022
(effective as of 1 February 2022)

Action plan for 2022 of the University of Tartu strategic plan A2025

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

1. Strengthening the role of the Estonian as the primary language of instruction in the international learning environment
2. Strengthening studies on national sciences, culture, history and heritage
3. Increasing the attractiveness of teacher education

Key topics in 2022: promotion of Estonian-taught higher education, teacher education

Activities of the Rector's Office in 2022

1. Support to making Estonian language courses compulsory for international students. Ensuring that all international students and employees have opportunities to learn Estonian. Offering flexible times, locations and learning options, preparing new teaching materials, incl. digital materials, development of reading materials suitable for the particular level, preparation of courses and events about the Estonian culture. Motivating employees to participate in language learning (HV, K1, P2)
2. Supporting the publishing of Estonian-language educational literature with a focus on the availability of textbooks in Estonian (AS)
3. Planning and implementing the action plan of the teacher education academy in cooperation with Tallinn University and the Ministry of Education and Research (P2)
4. Smooth organisation of the temporary increase in the admission to teacher education specialisations (P2, deans)
5. Implementing a common approach to develop teacher education. Strengthening the centres for didactics at the Faculty of Science and Technology and the Faculty of Arts and Humanities and fostering research capacities; strengthening cooperation via Pedagogicum (P2, deans).

Activities in faculties/areas of responsibility in 2022

- Transdisciplinary research into the ethnic development and modern times of Estonia and its neighbouring areas (HV, LT, SV)
- Supporting the language learning of students whose first language is Russian (HV)

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

1. International and high-level academic staff
2. Motivated students with a diverse learning experience
3. Cooperation with strategic partners

Key topics in 2022: strengthening the university's financial standing and salary competitiveness

Activities of the Rector's Office in 2022

1. Programme of strategic recruitment and new generation of top-level researchers, incl. recruitment of European Research Council (ERC) grant holders or top-level researchers with ERC perspective, future top-level academics and visiting professors (P1)
2. Continuing the instrument of UT's ERC Incentive Grants (P1)
3. Payment of competitive salaries to academic staff to retain and motivate high-level academic staff. Increase in satisfaction with salary in staff feedback (deans)
4. Active participation in the ENLIGHT and U4Society networks (P2, P6; deans according to their topics)
5. Development of the new concept of International Summer University and the start of its implementation (P6)
6. Faculty-based action plans for diversifying the sources of funding, fulfilment of the financial key performance indicators of the strategic plan (income per academic employee, income from teaching per student) (deans)

Activities in faculties/areas of responsibility in 2022

- Development of the Delta Management School (SV)
- Preparation of the opening of the professorship in environmental health (MV)
- Repatriation of young teaching staff and researchers as UT's teaching staff (LT)
- Development of marketing materials on international learning environment (P6)

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 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

1. Excellent quality of instruction
2. Personal development of students, development of new skills and creation of networks
3. Teaching future skills

Key topic in 2022: teaching future skills

Activities of the Rector's Office in 2022

1. Implementation of a new system of internal evaluation of curricula, incl. implementation of proposals arising from internal evaluation, also for using the strategic development support for degree studies in 2023 (P2)
2. Compulsory training of starting teaching staff members to value good teaching (P2, K1, deans)
3. Creation of a portfolio of future skills. Teaching future skills and integrating them in curricula (P2)
4. Fostering mobility (deans)
5. Taking student feedback into account and managing improvement activities (deans)

Activities in faculties/areas of responsibility in 2022

- Reform of the base module of bachelor's studies (HV)
- Development of sustainable creative courses (HV)
- Development of the Simulation Centre and using it in the assessment of practical skills acquisition (MV)
- Teaching-related cooperation with enterprises (LT)
- Activities to reduce dropout (HV)
- Implementation of the results of the external evaluation of Nursing Science (MV)
- Developing practical training for the two new English-taught master's curricula (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

1. Learning opportunities supporting personal development
2. Development of curricula and training programmes
3. Strengthening e-learning

Key topics in 2022: quality of teaching and studies, widening of study opportunities

Activities of the Rector's Office in 2022

1. Involvement of private funding in teaching, development of flexible forms of study, incl. micro-credential programmes and new student-funded curricula (P2, deans)
2. Digital university: development of e-learning (P2, K1, deans)

Activities in faculties/areas of responsibility in 2022

- Preparations for compiling a faculty-wide master's curriculum (SV)
- Further development of new international curricula ("Law in Entrepreneurship Process"; "Master of Digital Administration") (SV)

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

1. Supporting the development of the talented in cooperation with schools
2. Connecting talented youth from all over the world with the university and Estonia
3. Motivating doctoral students

Key topic in 2022: implementation of the plan for developing doctoral studies

Activities of the Rector's Office in 2022

1. Development and new implementation of the academic test, introduction of the academic test in admission to English-taught studies (P2)
2. Implementation of the doctoral reform (P1, K1, deans), incl.
 - launch of the centres for doctoral studies
 - motivating doctoral students: development and implementation of the recruitment processes of doctoral students / junior research fellows; agreeing upon and implementing the principles of remuneration
 - development of the instrument of industrial doctorate
 - implementation of the principles of the Universities Estonia quality agreement
 - improving the graduation rate of doctoral studies (deans)
3. Renewing the strategy of the University of Tartu Foundation and strategic cooperation with the university (P2)

Activities in faculties/areas of responsibility in 2022

- Further development of admission exams and curricula (MV)
- Forecasting the labour market need for doctors (MV)

6. INFLUENTIAL RESEARCH

Function of the university: to ensure the sustainability of top-level 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

1. Making research policy
2. International funding of research projects
3. Development of services of research infrastructure

Key topics for 2022: research infrastructure, involvement of international funding

Activities of the Rector's Office in 2022

1. Participation in research policy-making, incl. in the planning of structural funds for the new period; economic recovery funds; participation in the preparation and implementation of the new Estonian Research and Development and Innovation Strategy (P1)
2. Maintaining growth in international research funding, incl. finding and opening new international funding instruments, further development of the Grant Office's project writing service and extending it to teaching-related grants, participation in European partnerships, etc. (P1)
3. Implementing the bridging fund to relieve the periodic nature of research grants (P1)
4. Preparation of the development fund for research equipment; development of research infrastructure by using the opportunities of budget management exception in LT (P1, MV, LT)

Activities in faculties/areas of responsibility in 2022

- Research hackathon and writing boot camps (HV)
- Creation and project development of the personalised medicine consortium (MV)
- Development of the centre for analysing patient safety and treatment quality (MV)
- Development of the research centre for sports and physiotherapy (MV)
- Launch of the Centre for Applied Semiotics (HV)
- Fostering research and development activities related to Asia (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

1. Knowledge transfer to solve societal problems
2. Popularisation of research and involvement in matters important to the society
3. Industry sabbatical in the public sector

Key topics in 2022: evidence-based governance, quality of communication activities

Activities of the Rector's Office in 2022

1. Launch of the marketing and communication network. Development of research communication: network, monitoring, information exchange and visibility (K1, deans)
2. Promoting the University of Tartu Library as the main research library in Estonia by digitising research and study literature (P1)

Activities in faculties/areas of responsibility in 2022

- Cooperation with Tartu University Hospital, incl. the implementation of the cooperation agreement, launch of the joint Clinical Research Centre, joint conduct of doctoral studies (MV)
- Increasing the accessibility of the museum's research or art collections (P6)
- Update of the biodiversity portal "Kõrv loodusesse" (P6)

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

1. Strengthening cooperation with businesses
2. Establishment of new businesses
3. Partnership in ecosystem supporting innovation

Key topic in 2022: applications to solve societal problems

Activities of the Rector's Office in 2022

1. Continuation of the kick-off period of UniTartu Ventures OÜ (P6)
2. Commercialisation plan for biobank, incl. drafting the plan for developing the biobank's data accelerator and data processing environment (P1)
3. Designing a technological platform, which is a prerequisite for the development of business cooperation in the field of genomics (P1)
4. Continuation of the feasibility fund programme (P6)
5. Creation and development of the virtual centre for green technologies (P6, LT)

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

1. Making the university open and prone to dialogue
2. Valuing our staff
3. Creating an attractive work environment
4. Developing an innovative digital university

Key topics in 2022: digital university, sustainable development, quality of management

Activities of the Rector's Office in 2022

1. Implementing the strategic plan, other strategy documents and action plans (P6)
2. Activities to improve the quality of management, incl. the follow-up of the 360° feedback (seminars, feedback to new managers, etc.); improvement of the system of feedback sessions. Induction programme for starting managers; increasing awareness of equal treatment, incl. gender equality; development of managerial competencies; valuing and recognising good management (K1, AS)
3. Improving the quality of management, incl. the applications for performance management and supporting the new generation of managers (deans)
4. Institutional accreditation (RE)
5. Implementation of an action plan on wellbeing and mental health (K1, P2, AS, deans)
6. Creation and renewal of modern study and rest areas for students in academic buildings (Ülikooli 18, Näituse 2, Ravila 19)
7. Drafting and implementing the action plan for a sustainable university. Preparation and implementation of faculty-based measures (K1, P6, deans)
8. Developing the digital university (K1, P2, DF), incl.
 - further development of university-wide IT development projects and digital workflows
 - further development of SIS2 according to the schedule
 - further development of the new website
 - refactoring the database of central information systems and the renewal of architecture

Activities in faculties/areas of responsibility in 2022

- Formulating the five-year action plan of the IT Office, incl. the principles of the processing of IT projects, information security and service provision (K1)
- Reorganisation of the management of the P6 responsibility area (RE)

10. KEY PARTNER OF 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

1. Assuring the best quality of higher education in Estonia in cooperation with other higher education and research institutions in Estonia
2. Continuation and strengthening of cooperation with the city of Tartu and partners in the Tartu region
3. Development of colleges in Narva, Viljandi and Pärnu and the presence of the university in Tallinn

Key topic in 2022: preparation of fair transition in Ida-Viru County

Activities of the Rector's Office in 2022

1. Presence of the University of Tartu in Tallinn (SV, K1)
2. Planning fair transition activities in Ida-Viru County (P1, P2, P6, SV), incl.
 - launch of the transition's socio-economical monitoring programme
 - launch of the centre for IT studies in Narva College
 - development of degree studies in Narva College (incl. micro-credential programmes)
3. Stage 1 of the activities of the European Capital of Culture Tartu 2024 (P6, K1)
4. Carrying out the landscape architecture competition for the Maarjavälja green area in cooperation with the Estonian Landscape Architects' Union. Further development of the "green field" (LT, K1)
5. Drafting of the strategy for the development of buildings and infrastructure for molecular biology, genetics and technology (K1, LT)