

ACTION PLAN FOR 2024 OF THE UNIVERSITY OF TARTU STRATEGIC PLAN A2025



UNIVERSITY OF TARTU

TABLE OF CONTENTS

<i>1. PROMOTER OF ESTONIAN LANGUAGE AND CULTURE</i>	<i>3</i>
<i>2. INTERNATIONAL UNIVERSITY</i>	<i>4</i>
<i>3. INSPIRING LEARNING ENVIRONMENT</i>	<i>5</i>
<i>4. UNIVERSITY OF LIFELONG LEARNING</i>	<i>7</i>
<i>5. SUPPORTER OF THE DEVELOPMENT OF THE TALENTED</i>	<i>8</i>
<i>6. INFLUENTIAL RESEARCH CENTRE</i>	<i>9</i>
<i>7. DEVELOPER OF RESEARCH-BASED SOCIETY</i>	<i>10</i>
<i>8. ACCELERATOR OF SMART ECONOMY</i>	<i>11</i>
<i>9. INSPIRING AND PIONEERING ORGANISATION</i>	<i>13</i>
<i>10. KEY PARTNER IN REGIONAL DEVELOPMENT</i>	<i>15</i>

Abbreviations: RE – rector; P1 – vice rector for research; P2 – vice rector for academic affairs; P6 – vice rector for development; LT – dean of the Faculty of Science and Technology; MV – dean of the Faculty of Medicine; HV – dean of the Faculty of Arts and Humanities; SV – dean of the Faculty of Social Sciences; K1 – director of administration; DF – head of finance; AS – academic secretary.

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 in 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 as the 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 2024: teaching Estonian to international students and staff; substantive development and increase in the volume of teacher education in connection with the country's transition to Estonian-language general education.

University-wide activities

1. Ensuring Estonian language learning opportunities for international staff, incl. diversification of learning opportunities (language cafés, new and additional courses and language camps, the language learning hub, and other integration support activities) (P2, HV, K1, AS) [development fund support €100,000]
2. Increasing admission to teacher education; creating flexible, learner needs-driven degree study and continuing education opportunities, incl. through teacher education academy and the actions of transition to Estonian-language general education. Systematic marketing and communication to increase admissions to teacher education (P2, SV, LT, HV, K1)
3. Preparing a strategy for the next five years to develop and ensure the future of mathematics education (P2, LT, SV)

Activities in faculties or areas of responsibility

1. Wider use of digital simulations in teacher education to practice communication skills (SV) [strategic development grant for higher education from the university council €57,660]
2. Increasing the percentage of international students and staff participating in Estonian language courses (deans)

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 increasing 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 2024: enhancing student mobility; strengthening cooperation in ENLIGHT network

University-wide activities

1. Increasing the percentage of students participating in student mobility, incl. students' better awareness of mobility opportunities; more active use of the opportunities of the Erasmus programme and the ENLIGHT international network of universities (P2, P6, deans)
2. Conducting market research in neighbouring countries on international marketing and international student recruitment (P6) [development fund support €80,000]
3. Planning and widening the ENLIGHT activities for the new period (P6, P2)

Activities in faculties or areas of responsibility

1. Developing the University of Tartu Ukraine Centre (UTUC) into an internationally influential and sustainable competence centre (SV) [support from the rector's reserve fund €40,000]
2. Marketing activities to help the School of Law international programmes reach target markets (SV) [strategic development grant for higher education from the university council €40,000]
3. Developing international marketing of the Faculty of Social Sciences (SV)
4. Further development of the mobility compass created by the Johan Skytte Institute for Political Studies, so that it can be used by other units of the Faculty of Social Sciences (SV)
5. Strategic recruitment of top-level researchers, supporting academic succession and repatriation (P1, 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 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 instruction



Personal development of students,
development of new skills and
creation of networks



Teaching of future skills

KEY TOPICS IN 2024: developing the teaching infrastructure; supporting the adoption of chatbots; curricula development

University-wide activities

1. Using AI chatbots in teaching and studies (P2, deans) [development fund support €100,000]
2. Starting up the Centre for Learning and Teaching (P2)
3. Supporting the development of curricula, with an overall focus on future skills (P2) [development fund support €20,000]
4. Involving student organisations in fulfilling the objectives of the university's strategic plan, i.e. operation Catalyst (P2, UTSU) [development fund support €35,000]

Activities in faculties or areas of responsibility

1. Modernising the teaching infrastructure and improving learning conditions in academic buildings (deans, K1) [support from the rector's reserve fund €828,448], incl.
 - 1.1. modernising the lecture room equipment and upgrading specialised teaching infrastructure in the Faculty of Arts and Humanities (HV);
 - 1.2. improving the quality of teaching in the curriculum "Early Years Teacher in Multilingual Learning Environment" at Narva College through upgrading the teaching infrastructure, and modernising the teaching infrastructure of the School of Law (SV);
 - 1.3. purchasing a high-tech ultrasound diagnostics simulator and furnishing new study rooms in Biomedikum, Faculty of Medicine (MV);
 - 1.4. furnishing two microscopy classrooms in Oecologicum, upgrading the teaching infrastructure and improving the learning conditions in Chemicum, in the Faculty of Science and Technology (LT);
2. Strategic development of degree studies in faculties [university council support €1,808,868], incl.
 - 2.1. creating additional student places in the curricula of Mathematics; Mathematics and Statistics, and Physics, Chemistry and Materials Science (LT);

- 2.2. increasing the number of graduates of bachelor's curricula of the Faculty of Science and Technology (LT);
 - 2.3. compensating for exceeding the planned number of student places in admissions to bachelor's studies in Computer Engineering, Gene Technology and Computer Science (LT);
 - 2.4. increasing admissions to the Estonian-taught curriculum of Medicine from the 2024/2025 academic year by 12 additional student places (MV);
 - 2.5. reform of the Pharmacy curriculum (3 + 2) (MV);
 - 2.6. developing practical skills and a competence-based approach in the bachelor's curriculum of Physiotherapy (MV);
 - 2.7. developing the competence-based approach in the curriculum of Dentistry (MV);
 - 2.8. developing the final exam on practical medical skills (MV);
 - 2.9. compensating for exceeding the planned number of student places in admissions to the bachelor's curricula Economics and Business Administration and Law (SV);
 - 2.10. upgrading the master's curriculum in History (HV);
 - 2.11. developing the master's curricula European Languages and Cultures and Translation Studies of the Institute of Foreign Languages and Cultures (HV);
 - 2.12. traineeship reform in bachelor's studies (HV);
 - 2.13. improving the quality of thesis supervision and increasing the number of graduates (HV);
 - 2.14. creating, piloting and analysing the impact of a follow-up course for the course "Managing your studies: a survival guide" for the curricula of Viljandi Culture Academy (HV);
 - 2.15. increasing the next generation of academic staff, incl. teaching assistants (deans).
3. Increasing the percentage of academic staff actively participating in academic development activities (LT, MV). Strengthening the activities of the didactics centre of the Faculty of Science and Technology (LT).

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 a lifelong learning attitude among the university members.

Courses of action of the strategic plan



Learning opportunities supporting personal development



Development of curricula and training programmes



Strengthening e-learning

KEY TOPICS IN 2024: developing alumni activities; expanding flexible learning opportunities

University-wide activities

1. Development of flexible forms of study, incl. micro-credential programmes and student-funded curricula, thereby involving private funding (P2, deans)
2. Working out a new operating model of the e-university (P2)
3. Systematic development of alumni activities, creating an alumni coordinator's position, and cooperation with the University of Tartu Foundation for additional involvement of private donations (K1, P2)
4. Organising the alumni get-together on 18 May 2024, planning of alumni events in faculties (K1, deans) [development fund support €37,000]

Activities in faculties or areas of responsibility

1. Development of e-learning in the Faculty of Science and Technology (LT) [strategic development grant for higher education from the university council €20,000]
2. Stipends for students of the curriculum Conversion Master in IT (LT) [strategic development grant for higher education from the university council €50,000]

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 learners' endeavours 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 2024: improving the effectiveness of doctoral studies

University-wide activities

1. Development of doctoral studies, incl. implementing the doctoral schools action of the new period and cooperating with non-university partners from the private and the public sectors. Opening at least 100 doctoral student places with non-university partners during the administrative contract period (target for 2024: 33 student places across all faculties) (P1, deans)
2. Organising and improving cooperation with the olympiad juries. Organising 16 Estonian-wide subject olympiads and two international olympiads in Tartu (P2)
3. Supporting the talented youth in the 5th year of the programme “Talents to Tartu” and cooperating with 34 partner schools. Marketing to recruit talented youth (P2, K1)

6. INFLUENTIAL RESEARCH CENTRE

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 worldview, 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 the roadmap of the European Green Deal and the sustainable development goals.

Courses of action of the strategic plan



Research policymaking



International funding of research projects



Development of services of research infrastructure

KEY TOPIC IN 2024: supporting research excellence and sustainability; implementing the structural funds actions of the new period

University-wide activities

1. Allocating the bridging support intended for the research teams participating in centres of excellence and to relieve the periodic nature of research grants (P1) [development fund support €726,972]
2. Maintaining the growth in international research funding, incl. finding and using new international funding instruments, participating in the partnerships of the programme Horizon Europe (P1) [development fund support €200,500]
3. Offering incentive grants and counselling to researchers applying for European Research Council (ERC) grants, and creating a motivation package for ERC grant recipients (P1) [development fund support €180,000]
4. Creating an incentive package for supervisors of postdoctoral projects under the Horizon Europe Marie Skłodowska-Curie actions (MSCA) (P1) [development fund support €30,000]
5. Coordinating the regular evaluation of research and development at the University of Tartu (P1)
6. Implementing a research equipment support fund in cooperation with faculties (P1, deans)
7. Reviewing the work done so far by interdisciplinary consortia (P1, RE)
8. Participating in national research policymaking, incl. requesting an increase of the share of base funding from the state research budget, explaining the university's position on establishing a national centre for applied research and drafting the new Organisation of Research and Development Act. Participation in shaping the European Union's tenth framework programme for research and development in cooperation with universities, international partners and the government of Estonia (P1)

Activities in faculties or areas of responsibility

1. Participating in the new call for proposals under Teaming for Excellence action of Horizon Europe (P1, P6, LT)
2. Identifying the objects and use of the social science infrastructure, working out the development scheme (SV)

7. DEVELOPER OF RESEARCH-BASED SOCIETY

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

We show the way for societal development and 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 enhance the popularisation of research and the involvement of researchers in matters important to society, considering this as part of the researchers' everyday work. We favour the temporary and long-term employment of experts with academic degrees in the public sector.

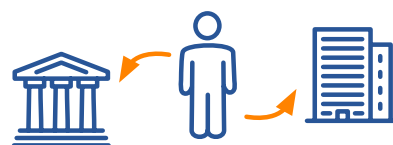
Courses of action of the strategic plan



Knowledge transfer to solve societal problems



Popularisation of research and involvement in matters important to society



Industry sabbatical in the public sector

KEY TOPIC IN 2024: sustainable development

University-wide activities

1. Supporting the UT Centre for Sustainable Development to promote cooperation between faculties, strengthening cooperation with state authorities in achieving Estonia's long-term development goals (P6, deans)
2. Increasing the university's visibility and amplifying its voice in societal issues (K1, deans)

Activities in faculties or areas of responsibility

Interdisciplinary collaboration in consortia: working out a clearer cooperation model (SV)

8. ACCELERATOR OF SMART ECONOMY

FUNCTION OF THE UNIVERSITY: to achieve sustainable development goals, increase the added value of businesses and contribute to the creation and development of new research-intensive companies, we develop research areas important for Estonian companies, 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 the innovation ecosystem, we favour and develop the enterprising spirit of university members 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



Establishing new businesses



Partnership in an
innovation ecosystem

KEY TOPICS IN 2024: development of research-intensive entrepreneurship, development of support services for business cooperation

University-wide activities

1. Developing the services of the Centre for Entrepreneurship and Innovation; closer cooperation with the Grant Office in writing business grant proposals (P6, P1)
2. Further developing and continuing the support measure for experimental development (P6) [development fund support €300,000]
3. Supporting the search for new portfolio companies for UniTartu Ventures OÜ in cooperation with the Centre for Entrepreneurship and Innovation. Developing collaboration with other research and innovation-intensive organisations and introducing the value proposition of UniTartu Ventures to key stakeholder groups (P6, K1) [development fund support €100,000]
4. Implementing the international business accelerator programme CDL-Estonia (P6, SV)
5. Preparations for launching the Estonian Multiomics Company (EMC) and step-by-step implementation of the biobank's commercialisation plan (P6)
6. Deployment of customer relationship management (CRM) and process management software in cooperation with the Centre for Entrepreneurship and Innovation and other units (P6) [development fund support €56,000]
7. Enhancing the reputation of the University of Tartu as a supporter of research-intensive entrepreneurship through proactive external communication of the university spin-offs and research and development cooperation. Bringing the University of Tartu's entrepreneurial activities together under a common visual identity (strategy, website, channels) (K1, P6)
8. Promoting entrepreneurship courses, services, events and programmes to researchers and students to ensure active and growing participation (K1, P6, P2, deans)

Activities in faculties or areas of responsibility

1. Developing the University of Tartu as an international hub for dual-use technologies in the field of defence, in cooperation with CDL-Estonia (LT, SV) [support from the rector's reserve fund €75,000]
2. Introducing industrial master's programmes in the Faculty of Science and Technology 2023–2024 (LT) [strategic development grant for higher education from university council €36,000]
3. Motivating researchers to increase business cooperation in 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 university members 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 working environment



Valuing the university staff



Developing an innovative digital university

KEY TOPICS IN 2024: an organisational culture that values cooperation and inclusion, developing the new strategic plan based on the principles of sustainable development, strengthening the competitiveness of the university employees' salaries, information security and digital development, energy efficiency

University-wide activities

1. Valuing the university staff, incl.
 - 1.1. raising employees' salaries to retain and motivate high-level academic and support staff and to increase the competitiveness of salaries (all area directors);
 - 1.2. fostering a leadership culture through centralised training, development programmes and sharing the best practices (AS) [development fund support €41,000];
 - 1.3. the university as an employer that values diversity and inclusion: compliance with the Diversity Charter, incl. support for the induction of international staff, implementing the gender equality plan, compliance with the principles of equal treatment; raising awareness of equal treatment through communication (AS, K1, deans);
 - 1.4. completing the reorganisation of the system of giving recognition, incl. recommendations to units to establish new or reorganise their existing awards, and ensuring that information on the university awards and recognition is available and reported in a dignified manner (AS, P6);
 - 1.5. harmonising and improving the evaluation procedure; specifying the faculties' promotion requirements in the job descriptions of academic staff; training for evaluation committees and the persons evaluated, reviewing the existing practice (AS, deans);
 - 1.6. forming and launching the junior researchers' advisory council to involve young researchers more in the institutional development of the university (P1);

- 1.7. ensuring a health-promoting, safe work environment, incl. systematic assessment and mitigation of work-related health risks (K1);
- 1.8. continuing the activities of the emeritus fund (AS, P1) [support from the rector's reserve fund up to €995,472].
2. Developing an innovative digital university, incl.
 - 2.1. introducing the cybersecurity management system and related communication (K1) [development fund support €73,000];
 - 2.2. upgrading the IT infrastructure based on a long-term plan (K1);
 - 2.3. 2.3. further development of information systems and digital workflows (SIS2, refactoring and rearchitecting the database of central information systems, learning pathway application TEEK, management and human resources software, creating an IT helpdesk chatbot, digital workflows in the document management system) (K1, P2, those ordering the systems);
 - 2.4. detailed analysis and software development for the learning pathway application TEEK for doctoral students and resident doctors (TEEK) (P2, K1) [development fund support €341,000];
 - 2.5. ensuring data quality and reporting based on SIS2 data (creating a data management and data quality concept, ensuring high-quality data exchange with EHIS and accelerating the development and testing of the ÕIS2 database) (P2, K1) [development fund support €240,600];
 - 2.6. digitalisation of the learning process (making it a more automated and integrated service for students) (P2, K1) [development fund support €143,000].
3. The university's buildings and spatial development (K1), incl.
 - 3.1. managing investments in line with the capital budget: modernising and improving the energy efficiency of academic, research and administrative buildings, enhancing the value of historic buildings;
 - 3.2. planning a new academic and research building in the Maarjamõisa field (K1, LT, MV);
 - 3.3. creating a common visual identity for the university's buildings in Tartu;
 - 3.4. improving the crisis preparedness of buildings, enhancing the operational continuity of technological systems;
 - 3.5. sustainable waste management in the university's buildings [support from the rector's reserve fund €60,000];
 - 3.6. preparing the spatial development strategy of the University of Tartu for the next period.
4. Development of the organisation
 Developing the university's new strategic plan, incl. setting broad strategic goals for the sustainable development of the university (RE, P6) [development fund support €20,000]

Activities in faculties or areas of responsibility

1. Launching the Institute of Bioengineering in the Faculty of Science and Technology as of 1 January 2024, preparing the premises and recruitment, offering institutional support (LT)
2. Preparing and organising the series of gallery events "Order and Chaos" (LT) [support from the rector's reserve fund €40,000]
3. Compiling and implementing the faculties' action plans to implement the 2024 action plan of the university's strategic plan (deans)

10. KEY PARTNER IN REGIONAL DEVELOPMENT

FUNCTION OF THE UNIVERSITY: we cooperate with the state and local authorities to prevent the increase in regional inequality by making higher education and knowledge transfer available in different regions of Estonia.

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 2024: Preparing the University of Tartu's regional strategy for activities in Ida-Viru County

University-wide activities

1. Launching the activities funded by the Just Transition Fund in Ida-Viru County, and the related communication (P1, P2, P6, K1, deans)
2. Preparing the University of Tartu's regional strategy for activities in Ida-Viru County in cooperation with Narva College and other units of the university, and coordinating its implementation (P6, SV) [development fund support €75,000]
3. Enhancing the visibility of the specialisations of the University of Tartu among the youth of Ida-Viru County (K1, deans)
4. Coordinating the university's activities related to the programme of the European Capital of Culture Tartu 2024. Completing the University of Tartu Museum's lighting project of Tartu Cathedral and renovating the White Hall into a modern hall (P6) [support from the rector's reserve fund €96,000]
5. Renewal of the cooperation agreement between the city of Tartu and the University of Tartu. Participating in the community agreement of the City of Tartu's climate plan (RE, K1, P6)

Activities in faculties or areas of responsibility

Supporting the Tallinn Office of the School of Law, the presence of the University of Tartu in Tallinn (SV, K1)



UNIVERSITY OF TARTU



www.ut.ee/en