ACTION PLAN FOR 2026–2028

of the University of Tartu strategic plan A2035

UNIVERSITY OF TARTU
1632

The University of Tartu strategic plan will be implemented through three-year action plans that define the objectives, activities, responsible persons [1] and resources. The achievement of the strategic plan's objectives is monitored using key performance indicators. The action plan is reviewed and updated annually to ensure that its objectives and activities are up to date and aligned with the university's budget.

This action plan outlines the activities that support the implementation of the strategic plan and the achievement of its objectives, and the development funding allocated for the three areas of the strategic plan. It also presents the key performance indicators for the strategic plan A2035, including their baseline and target levels. Finally, it provides an overview of the measures to be taken to reduce the strategic risks identified in the university's risk evaluation. Based on the action plan, the Rector's Office will separately agree on the main directions of the university's marketing and communication.

1 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.

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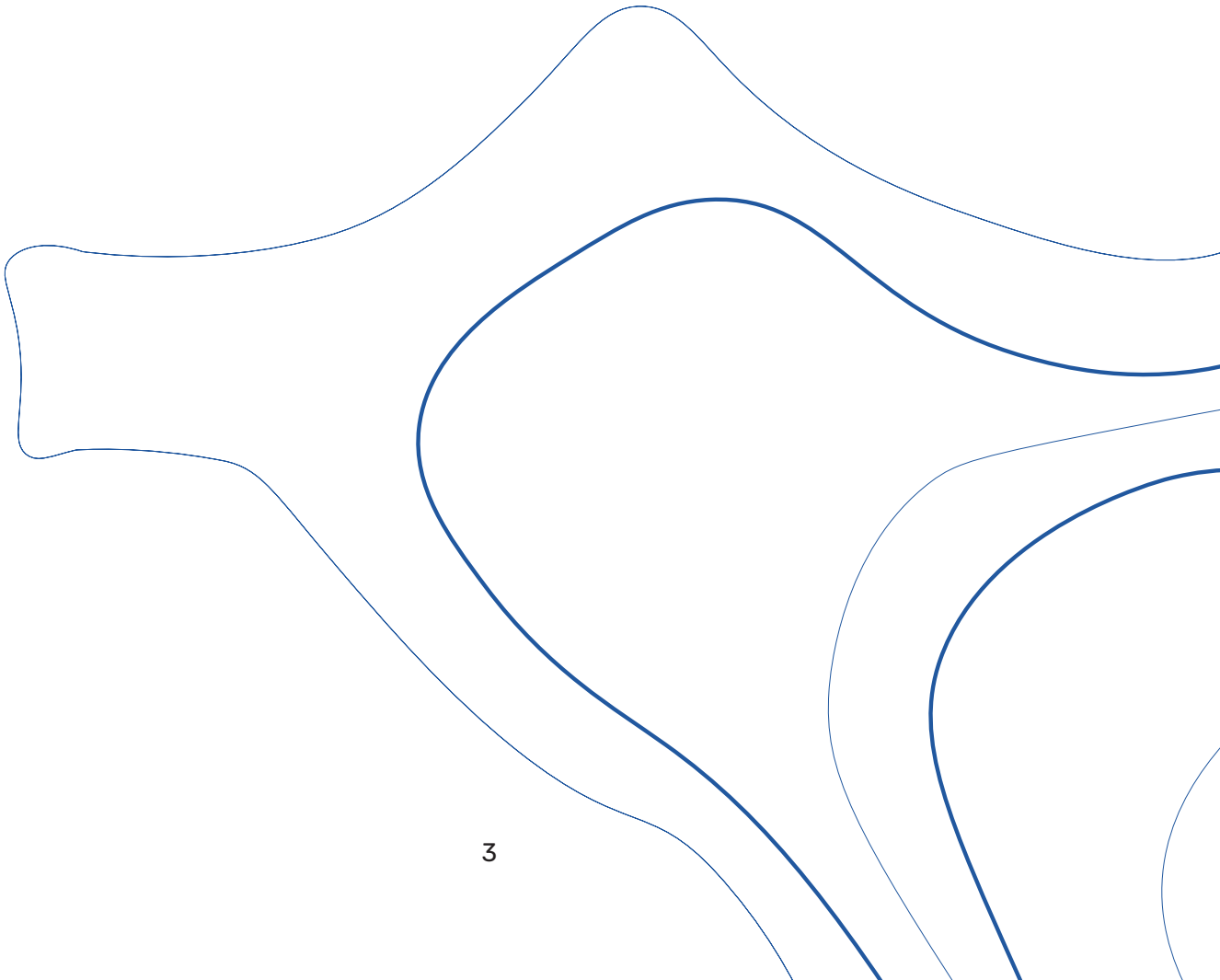

1. AN INTERNATIONALLY COMPETITIVE RESEARCH UNIVERSITY

A2035

1.1. Increasing scientific impact. We promote excellence in research. The academic staff in all our fields of research are internationally recognised. We create a stimulating environment to enhance the stability and sustainability of high-level research groups and support our academic staff in applying for international research grants.

Objectives

- Research and development funding contributes to achieving the university's strategic objectives by providing academic staff with a sense of security and freedom to advance their research careers.
- Research results reach the wider academic community and other stakeholders, thus increasing the impact of research in society.

Activities and responsible persons

1.1.1. We update the model of internal distribution of research and development funding, taking into account the amendments to the national legislation (TAIKS) (P1, DF).

1.1.2. We establish the university's research ethics committee and cooperate with other higher education institutions in Tartu to develop competence in research ethics (P1, AS).

1.1.3. We develop services aimed at academic staff for successful application for external funding and effective project management (P1).

1.1.4. We update the criteria for research quality evaluation in the job descriptions of academic staff and update the academic career model (P1, AS).

1.1.5. We develop an open research policy and implement support for publishing open-access publications. We aim to preserve and make the university's research results (scientific articles, research data) accessible via the university's digital archive (P1).

1.1.6. We strengthen competitiveness in creative research and creative work (HV).

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1.2. International cooperation in research and teaching. We step up international mobility for students and staff. We strengthen our teaching and research cooperation with partner universities to provide a diverse and high-quality international learning and working environment for students and researchers. We develop international digital learning. We foster cooperation with international networks. We follow the principles of responsible internationalisation.

Objectives

- The university has internationally competitive and labour market-oriented non-Estonian-taught (joint) curricula at the first and second levels of study, with at least ten students starting their studies in each curriculum every year. In all four faculties, the university offers non-Estonian-taught online courses that meet the criteria for applying for the e-course quality label.
- We collaborate with the ENLIGHT network universities in teaching and studies, giving students the opportunity to gain an international learning experience.
- The university's international research cooperation has intensified, and the university has become an attractive place to conduct research for international staff holding doctoral degrees.

Activities and responsible persons

1.2.1. We promote non-Estonian-taught curricula and the related research, and work towards increasing the number of international visiting students. We use the help of the university's partner companies to attract top international students to our non-Estonian-taught curricula at the first and second levels (P6).

1.2.2. We increase the number of non-Estonian-taught joint curricula (incl. those provided jointly with universities abroad) and courses. We develop e-learning in foreign languages that supports learning mobility (incl. in the ENLIGHT network), and the offer of courses on the international market (P2, deans).

1.2.3. We plan international learning experiences, incl. learning mobility, within curricula. We develop virtual mobility (P2, deans).

1.2.4. In recruiting students and staff and selecting partners, we follow the principles of responsible internationalisation (deans).

1.2.5. We support internationalisation through networking (e.g., ENLIGHT ambassadors, mobility coordinators in faculties) (P2, P6).

1.2.6. We develop information systems and interfaces supporting learning mobility (P2, P6, K1).

1.2.7. We conduct international marketing to strengthen international research cooperation and attract international staff holding doctoral degrees, incl. postdoctoral researchers, to the University of Tartu (P6, P1).

1.2.8. We participate in the development of the EU's next programme for learning mobility and internationalisation Erasmus+ and the next framework programme for research and innovation Horizon Europe, and prepare for successful participation in them, incl. taking on leadership roles in consortia and actively engaging in partnership programmes (P6, P1).

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1.3. State-of-the-art infrastructure and support services. To enhance international competitiveness and support research and teaching activities, we are developing modern, high-quality infrastructure, support services, and relevant technological solutions and capabilities. By building modern academic and research facilities, we will achieve better integration of research and teaching, interdisciplinary cooperation, and increased international attractiveness.

Objectives

- The quality of the university's support services meets the users' needs.
- The university's infrastructure meets the needs of teaching and research; it is modern, optimal and efficiently managed.
- Research and data collections are preserved in line with international standards, and their use in both research and teaching has increased.

Activities and responsible persons

1.3.1. We integrate the use of artificial intelligence (AI) in the university's core and support activities (K1, P1, P2, RE).

1.3.2. We develop and implement the digital development strategy incl. reduce technological debt and the proportion of legacy software, develop information systems supporting the core activities, automate central access management (K1, AS, DF).

1.3.3. We continue to update the basic infrastructure (network, servers, firewalls) based on the long-term plan and upgrade the basic architecture of central information systems (K1).

1.3.4. We continue keeping the research and teaching infrastructure up to date and at a high standard (P1, P2, deans, K1).

1.3.5. We increase the international usability of the university's research and data collections and cultural assets in research and teaching and studies, and develop the necessary digital infrastructure and required storage conditions (P1, P6).

1.3.6. We continue to invest in improving the university's real estate according to long-term capital budget plans; among other things, we construct a modern, collaborative building complex for the institutes in Maarjavälja, and enhance the visibility and presence in Tallinn (K1, LT, MV, SV).

1.3.7. We develop service management principles to ensure the services' continuity, quality, and value for users. We compile an overview of the university's support services. We update the feedback survey on support units (RE, AS).

1.3.8. We create a framework for information management. We compile an overview of the university's data assets, their principles of use, the target groups using the data, and the responsible persons (RE, P1, K1).

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1.4. Development cooperation in research and higher education. In a changing international context, we strengthen partnerships with universities, the integration of which into the European Research and Higher Education Area supports democracy and academic freedom. We offer cooperation opportunities to researchers and students whose academic activities are at risk, and support the free movement of knowledge through joint projects and academic programmes.

Objectives

- We are a reliable and supportive partner to universities in development cooperation countries and an advocate for European values in these countries.
- We advocate in Europe for the research and higher education needs of development cooperation countries.

Activities and responsible persons

1.4.1. We support the development of the organisation of research and higher education in Ukraine, Moldova and other EU candidate countries in cooperation with other strong research universities (P6).

1.4.2. We collaborate with Ukrainian partners to enhance the university's defence innovation capacity and operational resilience (P6).

1.4.3. We develop a short-term internship scheme for Ukrainian academic staff and offer additional learning opportunities to Ukrainian international visiting students with support from the Erasmus+ programme (P6).

1.4.4. We develop the University of Tartu Ukraine Centre (UTUC) into an internationally influential and sustainable competence centre (SV).

2. A SOCIETALLY IMPACTFUL UNIVERSITY

A2035

2.1. Forward-looking learning. We support students' engagement in studies and develop evidence-based and learning-centred teaching. We provide an attractive and cultivating learning environment to capable students from Estonia and abroad. We enhance and broaden flexible and lifelong learning opportunities that help people increase their competitiveness in the rapidly changing labour market. We develop teaching methods and content based on technological solutions and sustainable development. We support students' ability to cope in a changing world and contribute to the advancement of Estonia's economy and society.

Objectives

- The updated curricula are relevant, cohesive and function as a whole: they support the learner's development and learning mobility, are methodologically diverse and implemented collaboratively.
- The university has a learning-centred and evidence-based teaching culture, and teaching excellence is valued.
- The use of artificial intelligence in teaching is well thought out and substantive, and supports the development of students' and employees' skills.
- The flexible learning opportunities offered by the university to various target groups are diverse and of high quality.

Activities and responsible persons

2.1.1. We review and update the curricula at the first and second levels of higher education in the light of the new requirements of the higher education standard and institutional accreditation, and various other development needs (artificial intelligence, sustainable development, internationalisation) by the end of 2027 (P2, deans).

2.1.2. We develop courses, also aiming that the minimum volume of each compulsory course is generally at least 6 ECTS (P2, deans).

2.1.3. We implement artificial intelligence in teaching and studies, incl. develop the skills of responsible use of AI among students and academic staff, to support success in the labour market and prepare graduation theses and other written assignments (P2).

2.1.4. We develop flexible forms of study for different target groups (schoolchildren, adults), incl. micro-degree programmes, micro-credential programmes, e-courses, programmes supporting the national curriculum, non-formal education programmes, and initiatives promoting citizen science (P2, P6).

2.1.5. To ensure the quality and sustainability of medical education, we strengthen the position of Estonia's only university hospital in cooperation with Tartu University Hospital, and actively participate in the decision-making process regarding the potential establishment of a joint hospital in Tallinn (MV, RE).

2.1.6. We develop residency training, incl. implement competence-based studies in residency programmes and create a digital platform supporting the completion of residency (MV, P2, K1).

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2.2. Inter- and cross-disciplinary problem-solving. We promote interdisciplinary and cross-disciplinary cooperation to overcome societal and economic challenges. Interdisciplinary cooperation is essential in teaching, research and development, and in relationships with external partners. We design effective funding measures, structures and management processes that support interdisciplinary collaboration between our researchers and students at the university, in Estonia, and internationally.

Objective

- Interdisciplinary cooperation in teaching and research has increased, enabling the university to increase its societal impact and the quality of its core activities.

Activities and responsible persons

2.2.1. We enhance the capacity for interdisciplinary cooperation, incl. in defence innovation (P6, deans).

2.2.2. We develop formats supporting interdisciplinary cooperation initiatives, which also promote joint supervision, particularly at the master's and doctoral levels (P1, deans).

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2.3. Knowledge transfer. We actively participate in shaping a knowledge-based society by making the results of research available and applicable in the economy, policymaking and society at large. The university's business cooperation will grow, be knowledge-intensive, significantly contribute to Estonia's economy and make companies more future-proof. We contribute to the balanced regional development of Estonia.

Objectives

- Effective support services have been developed for realising the entrepreneurial potential of the university's research-intensive ideas. The quality of the university's patent portfolio has improved, supporting the sales and marketing of intellectual property.
- The university possesses high-level expertise in areas essential for public-sector applied research, helping to boost knowledge transfer and diversify research income.
- The university's academic staff members actively contribute as advisers in policymaking processes.

Activities and responsible persons

2.3.1. Through the work of innovation scouts, we compile an overview of the university's potential research-intensive ideas. To promote business cooperation, we launch a knowledge transfer and business development skills and knowledge programme for university employees (P6).

2.3.2. We create an evaluation framework for the protection and commercialisation of intellectual property. We prepare and implement a marketing and sales plan for the patent portfolio (P6).

2.3.3. We develop alternative entrepreneurial outputs for research-intensive ideas in addition to the venture fund framework of UniTartu Ventures OÜ (P6).

2.3.4. To enhance business cooperation and knowledge transfer, we increase applications for additional funding from Estonian and EU support programmes and strengthen business cooperation within suitable international networks (P6, P1, deans).

2.3.5. We develop and implement pricing principles for infrastructure services (P6).

2.3.6. We implement the University of Tartu strategy for Ida-Viru County (P6, deans, K1).

2.3.7. We develop cooperation in intersectoral doctoral studies with partners outside the university. We encourage intersectoral sabbaticals for academic staff to the private and public sectors (P1, deans).

2.3.8. We enhance the institutes' capacity and incentive structures to participate in public sector-commissioned research and development, incl. create a university-wide activity model for the Centre for Applied Social Sciences (SV, deans).

2.3.9. We support academic staff in research communication, incl. publishing popular-science articles, organising public lectures and exhibitions, ensuring open access to research results, organising Olympiads, etc. We promote citizen science and the involvement of various societal groups in research communication (P2, P1, P6).

2.3.10. We support the development of creative entrepreneurship and the university's role as a promoter of cultural innovation (HV, P6).

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2.4. Maintaining and developing the Estonian scientific language. We are responsible for maintaining and developing the Estonian language as a language of research and higher education. We support the creation of Estonian terminology and scientific texts, as well as stronger research communication in Estonian, to ensure that the university's knowledge reaches wider society.

Objectives

- The Estonian language proficiency of international staff is at a level that allows them to participate in university life, and Estonian is preferred for communication in the working environment.
- Besides compulsory courses, international students also participate in additional Estonian language courses.
- Terminology work done at the university is visible both in the university and in society, and awareness of the principles of clear research language is at a high level.

Activities and responsible persons

2.4.1. We ensure Estonian language learning opportunities for international students and international staff (P2, HV, K1, AS, deans).

2.4.2. We support terminology work and the development of specialised vocabulary, and offer terminology advice. We promote linguistic clarity in Estonian-language doctoral theses and summaries via terminology support and raising awareness of language editing (P1, K1).

2.4.3. We digitise Estonian-language (scientific) texts for the development of language models (P1).

2.4.4. We support the repatriation of individuals of Estonian origin with a high academic profile (deans).

3. UNIVERSITY WITH THE BEST LEARNING AND WORKING ENVIRONMENT

A2035

3.1. Retaining students and staff and supporting their development. We promote an excellent leadership culture that ensures a cultivating and safe working and learning environment. We guarantee that every employee has the opportunity to develop professionally at every stage of their career. We promote work-life balance and support equal treatment, an inclusive and values-based organisational culture. We maintain connections with alumni so that they can contribute to the university's progress.

Objectives

- Workplace wellbeing has increased, and overworking has decreased.
- Students' satisfaction with the learning environment has improved.
- We have created an environment that supports our members' mental and physical wellbeing and values an active lifestyle. The university's sense of unity has grown stronger.
- The university management is of high quality and values people; the managers use the development opportunities offered to them.
- The university members are aware of the principles of equal treatment and know how to apply them.
- The university has active alumni who shape a knowledge-based society, support the development of the university, and keep alive a strong academic and community spirit.

Activities and responsible persons

3.1.1. We offer staff and managers training courses supporting a diverse, inclusive working culture, workplace wellbeing and equal treatment, and broaden the training options. We support new managers, incl. research group leaders, through training courses, coaching, or peer group counselling (AS).

3.1.2. We create and implement initiatives that promote a sense of unity and wellbeing at the university, encourage the mental and physical activity of staff and students, healthy lifestyles, and strengthen collaboration across structural units (K1, AS).

3.1.3. We further develop the system for resolving and preventing unequal treatment cases, incl. create a network of experts to help resolve complex cases; we update the guidelines for equal treatment, incl. on sexual harassment topics; we develop a basic course on this topic for students and staff. We conduct a survey on experiences of sexual harassment, discrimination and bullying, and based on its results, we develop measures to improve the situation (AS).

3.1.4. We continue to support the cooperation and development of student organisations and professional associations (P2, UTSU).

3.1.5. We implement the alumni relations strategy, incl. launch an alumni survey, promote a culture

of donating in cooperation with the University of Tartu Foundation, implement an alumni relations network and management system, etc. (P2, K1, deans).

3.1.6. We prepare an action plan for the 400th anniversary of the founding of the University of Tartu (RE, AS, P6).

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3.2. Academic succession. We ensure the next generation of academic staff by connecting talented young researchers with the university early on and supporting their academic careers. We aim to increase the value of the doctoral degree in society and to expand doctoral studies. We take into account demographic and labour market changes, and improve the flexibility and attractiveness of the academic career model for both Estonian and international students.

Objectives

- The percentage of Estonian students admitted to doctoral studies has increased.
- The integration and career opportunities of early-stage researchers are supported, and they are motivated to connect their future with the university.

Activities and responsible persons

3.2.1. We engage in marketing activities to invite talented young people to the university. We support the talented young people participating in the "Talents to Tartu" programme and the cooperation with partner schools. We involve school students by fostering participation in supplementary programmes of general education and citizen science projects, and the use of research and data collections in teaching and studies at school (P2, P6, P1, K1).

3.2.2. We increase the number of doctoral researcher positions, using also external research funding (P1, deans).

3.2.3. Together with other universities, we are taking a more proactive approach to the marketing and communication of doctoral admissions to increase the number of Estonian applicants and broaden the awareness of doctoral study opportunities and the value of a doctoral degree. We also engage in marketing and communication to involve postdoctoral researchers and early-stage researchers to support those at the start of their academic careers (P1, K1, P6, deans).

3.2.4. We support the development of doctoral researchers' competencies and the establishment of research contacts through the Estonian Doctoral School. We increase the effectiveness of completing doctoral programmes (P1, deans).

3.2.5. We develop support measures for integrating postdoctoral and early-stage researchers into the university's working environment (P1, AS, deans). We continue offering an incentive package for postdoctoral researchers (P1).

A2035

3.3. Ensuring the university's operational resilience. We ensure the University of Tartu's crisis resilience in a changing security environment. We enhance security and develop risk management capabilities. We are an active cooperation partner to the state, local governments, and other partners in increasing preparedness for crises. In line with the Sustainable Development Goals, we aim to reduce the university's harmful environmental impact.

Objectives

- The university is prepared to act in crisis situations and ensure operational resilience.
- The university is a safe working environment.
- The university's environmental impact has been reduced, and the university contributes to achieving environmental goals, incl. the target set by Estonia to achieve climate neutrality by 2050.

Activities and responsible persons

3.3.1. We strengthen the university's crisis management capacity, develop a crisis plan and create an action plan for preventive measures to ensure the continuity of core activities. We organise crisis exercises (RE, P6, K1).

3.3.2. We safeguard research security and design and implement the measures necessary for this purpose (P6, P1, K1).

3.3.3. We implement and keep updated a comprehensive information security management system that encompasses training for staff and students, guidelines, automated logging, monitoring, and response systems (K1, RE).

3.3.4. We develop and implement the university's environmental policy, incl. the plan to improve energy efficiency (of buildings) and to reduce greenhouse gas emissions, and a guide for sustainable travel (P6, RE, K1).

3.3.5. We work systematically to ensure that the university's working environment is comprehensively safe and supportive of health. We update the principles for organising the working environment, ensuring compliance with occupational health and safety requirements in all structural units, particularly in higher-risk units. We improve the management and supervision of occupational health and safety, as well as the quality of risk assessments, instructions, and medical examinations. We strengthen prevention and instruction to reduce occupational accidents, occupational diseases, and the risk of overload (K1, AS, deans).

4. DEVELOPMENT SUPPORT

Support from the development fund and strategic development support for degree studies	Responsible person(s)	Support 2026
4.1. An internationally competitive research university		
4.1.1. Motivation package for European Research Council (ERC) grant holders and supervisors of postdoctoral researchers of Horizon Europe Marie Skłodowska-Curie Actions (MSCA)	P1	192,000
4.1.2. Supporting the strategic recruitment, succession and repatriation of academic staff of Estonian descent	deans	240,000
4.1.3. Bridge funding to enhance the stability and sustainability of high-level research groups and reduce the impact of the periodic nature of research grants	P1	500,000
4.1.4. Participation in Horizon Europe partnership activitiesosalemine	P1	35,000
4.1.5. Supporting the publication of high-quality open-access research publications	P1	100,000
4.1.6. Developing a support system for managing the university's research and development projects	P1	49,900
4.1.7. Supporting the internationalisation of curricula and increasing learning mobility (strategic development support for degree studies)	deans	273,784
4.1.8. Developing the teaching infrastructure (strategic development support for degree studies)	deans	535,323
4.1.9. Digitisation of academic affairs processes and developing a network for academic affairs specialists through the "ÕppeDigi" project	P2	30,000
4.1.10. Implementing artificial intelligence in support activities	K1	140,000
4.1.11. Digitisation of learning mobility processes	P6	90,000
4.1.12. Developing an IT solution supporting the preparation of work plans and the evaluation of academic staff	AS	60,000
4.1.13. Aligning central access management with ISO international information security standards and best practices	K1	79,000
4.1.14. Ensuring digital information management and data protection in the development of SIS2	P2	40,000
4.1.15. Maintenance and development of the document management system, the human resources and financial software, the intranet and the website	K1, DF	359,500
4.1.16. Preliminary analysis of the personal files digitisation project	K1	12,400

4.2. A societally impactful university		
4.2.1. Implementing artificial intelligence in teaching and studies (strategic development support for degree studies)	P2, deans	166,000
4.2.2. Curriculum development (strategic development support for degree studies)	deans	328,500
4.2.3. Reducing dropout rates (strategic development support for degree studies)	deans	645,954
4.2.4. Modernisation of residency training, incl. developing competence-based studies in residency programmes and developing digital systems	MV	400,000
4.2.5. Feasibility fund (supporting experimental development)	P6	315,000
4.2.6. Developing the university's defence innovation capacity	P6	115,000
4.2.7. Consolidating and building capacity in interdisciplinary applied research	SV	63,920
4.2.8. Modernisation of research communication and creating new opportunities to support academic staff	HV, LT	30,000
4.2.9. Developing artificial intelligence competencies of university staff	P2	170,000
4.3. University with the best learning and working environment		
4.3.1. Supporting the development of professional management	AS	56,500
4.3.2. Needs-based support of research mobility of early-stage researchers who are parents	AS	51,154
4.3.3. Conducting a survey on promoting equal treatment at the University of Tartu	AS	41,500
4.3.4. Physical activity and wellbeing programme "Active UT"	K1	130,000
4.3.5. Involving student organisations in fulfilling the objectives of the university's strategic plan, i.e. "Catalyst 2.0"	P2, UTSU	50,000
4.3.6. Fostering alumni relations	P2, K1	69,000
4.3.7. Displaying the university's gift shop's products in the most visited academic buildings	K1	28,000
4.3.8. Building the university's crisis management capacity	P6, K1	84,500

5. KEY PERFORMANCE INDICATORS OF THE STRATEGIC PLAN A2035

Indicators	Baseline 2024	Target 2030
An internationally competitive research university		
Percentage of publications among the world's top 10% most cited research publications	20.1%	22%
Volume of international research funding (mEUR)	33.6	35
Number of high-level research publications per academic staff member	1.07	1.20
Percentage of international academic staff	20.1%	20–25%
Percentage of international students	8.1%	7–15%
Percentage of graduates who participated in learning mobility	13.9%	18%
A societally impactful university		
Students' satisfaction with the teaching of courses	88%	92%
Number of continuing education learners	44,944	50,000
Dropout rate	8.1%	6.7%
Volume of business contracts (mEUR)	1.67	10
Volume of contracts with the public and third sectors (mEUR)	11.2	13
Number of university's spin-offs	58	80
Percentage of joint publications between institutes	12.5%	14%
Percentage of international staff with at least B1 proficiency in Estonian	14.4%	30%
Percentage of international students taking Estonian language courses	51%	75%
Percentage of high-level publications in Estonian	5.6%	7%
University with the best learning and working environment		
Percentage of newly admitted students with outstanding study results	41.6%	50%
Number of doctoral graduates	126	164
Academic succession (ratio of academic staff aged under and over 50)	1.4	1.6
Alumni involvement in further studies at the University of Tartu	43%	46%
Employees' workplace wellbeing (index range –3 ... +3)	1.73	2.0
Employee satisfaction with university's support units	88.8%	92%
Greenhouse gas emissions per person (kg CO2 e)	1.383	1.000

6. RISK REDUCTION

In 2024–2025, risk assessment (risk identification, analysis and evaluation) was conducted at the university. Based on the results of risk evaluation, the rector, together with the Rector's Office, designated 12 of the 54 risks as strategic risks. In line with risk management principles, the measures taken to reduce them are described in this action plan. The risk reduction measures presented in the table include the activities and development support described above as in January 2026. Ongoing permanent activities already implemented at the university are not included in the table. More detailed risk treatment plans are entered into the electronic risk register in Jira.

Strategic risks of the University of Tartu and measures to reduce them

	Strategic risk	Rector's Office member responsible	Activity and support reducing the risk
1.	Project-based funding for research and development hinders the achievement of the university's strategic objectives (e.g., high-level and sustainable research disciplines, academic succession)	P1	Activities: 1.1.1. updating the model of distributing research and development funding, 1.1.3. developing services for applying for external funding and for project management, 1.1.4. updating the job descriptions of academic staff and the career model, 3.2.2. increasing the number of doctoral researcher positions. Support: 4.1.1. Motivation package for ERC grant holders and MSCA supervisors, 4.1.3. bridge funding for research groups.
2.	Due to underfunding, the quality of research declines (hindering inter- and cross-disciplinary collaboration in developing societally and economically significant lines of research)	P1	Activities: 1.1.1. updating the model of distributing research and development funding, 1.1.3. developing services for applying for external funding and for project management, 1.1.4. updating the job descriptions of academic staff and the career model, 2.2.1. increasing interdisciplinary cooperation, 2.2.2. creating formats for interdisciplinary cooperation, 2.3. developing knowledge transfer.
3.	Insufficient academic succession threatens the university's competitiveness and the quality of doctoral studies	P1	Activities: 1.2.7. international marketing to strengthen international research cooperation and recruit international staff, 2.4.4. repatriation of academic staff of Estonian descent, 3.2. ensuring academic succession.

			Support: 4.1.1. motivation package for ERC grant holders and MSCA supervisors, 4.1.2. support for the repatriation of academic staff of Estonian descent, 4.3.2. needs-based support of research mobility of early-stage researchers who are parents.
4.	Employee overload undermines the quality of research	AS	Activities: 1.3.1. integrating AI into core and support activities, 2.1.3. implementing AI in teaching and studies, 3.1.1. training for managers and staff, 3.1.2. fostering wellbeing and sense of unity at the university, 3.3.5. purposeful development of working environment.
5.	The university is unable to offer competitive salaries	RE	Activities: 1.1.3. developing services for applying for external funding and for project management, 1.2.2. developing non-Estonian-taught curricula and online learning to increase international income, 2.3. developing knowledge transfer.
6.	A cyberattack results in a data leak	K1	Activities: 1.3.2. developing a digital development strategy, 1.3.3. updating basic infrastructure and central information systems, 1.3.5. increasing the use of data collections and ensuring digital infrastructure, 1.3.8. creating a framework for information management, 3.3.1. strengthening crisis-management capacity and ensuring operational resilience, 3.3.3. implementing a comprehensive information security system. Support: 4.1.13. developing access management, 4.1.14. developing SIS2, 4.1.15. maintenance and development of information systems, software and the website.
7.	In case critical data backups are missing and a physical attack occurs, data preservation cannot be guaranteed	K1	Activities: 3.3.1. strengthening crisis-management capacity and ensuring operational resilience, 3.3.3. implementing a comprehensive information security system.
8.	Interruptions in information systems caused by software or hardware failures paralyse the university's operations	K1	Activities: 1.3.2. developing a digital development strategy, 1.3.3. updating basic infrastructure and central information systems, 1.3.4. developing research and teaching infrastructure, 1.3.5. increasing the use of data collections and ensuring digital infrastructure,

			1.3.7. compiling an overview of support services, 1.3.8. creating a framework for information management, 3.3.1. strengthening crisis-management capacity and ensuring operational resilience, 3.3.3. implementing a comprehensive information security system.
9.	The UT fails to comply with data protection requirements arising from legal acts in its IT systems	K1	Activities: 1.1.2. developing research ethics and the related competence, 1.1.5. developing an open research policy, 1.3.2. developing a digital development strategy, 1.3.8. creating a framework for information management, 3.3.3. implementing a comprehensive information security system. Support: 4.1.13. developing access management, 4.1.14. developing SIS2, 4.1.15. maintenance and development of information systems, software and the website.
10.	Achieving the sustainability of international teaching and studies is difficult	P2	Activities: 1.2. developing international cooperation, 1.4.3. supporting the mobility of academic staff and students from Ukraine, 2.1.1. updating curricula, 2.1.4. developing flexible forms of study, 2.4.1. ensuring that international students and international staff have opportunities to learn Estonian. Support: 4.1.7. supporting the internationalisation of curricula, 4.1.11. digitisation of learning mobility processes, 4.2.2. curriculum development.
11.	The university's precautions for mitigating security threats are inadequate	RE	Activities: 1.4.2. collaboration with Ukraine to enhance defence innovation capacity, 3.3.2. planning research security measures. Support: 4.2.6. developing defence innovation capacity.
12.	The university is not prepared for crisis situations	RE	Activities: 1.4.2. collaboration with Ukraine to enhance defence innovation capacity, 3.3. ensuring operational resilience. Support: 4.3.8. building crisis management capacity.