Principles for making strategic choices for the University of Tartu

1. Strategic choices take into consideration the external environment of the university and the changes within it, especially the demographic situation where the number of student candidates decreases, and the estimation of different financing options.

2. The role of the university in Estonian society is to ensure the sustainability and development of the intellectual capital on all specialties that are taught in the university. Additionally, the university must not only be able to keep pace with the development of the society but be ahead of it, analysing and directing the development trends necessary for the society.

3. The university acknowledges that cooperation, division of work and specialisation are necessary for the best implementation of resources in the field of Estonian higher education. However, it is also necessary to ensure the high and internationally competitive quality of higher education. When making choices related to the division of work and specialisation, quality shall be the first priority. Cooperation and division of work shall be thereat handled much more widely than only in Estonian context, taking, above all, consideration the common interest in the Baltic Sea region.

4. The prerequisite of the quality of education of the University of Tartu is the scientific nature of the studies, development of evidence based way of thinking and modus operandi. The choices take into consideration that the quality and development of the curricula of the university shall be ensured through learning and research work and through the integration of applied output.

5. In research work the university can be world-class only in the strongest specialties. The university shall analyse in which specialties the university can be competitive in
the world and in which specialties we have the expectancy to reach world-class level, and promotes and supports the development of such specialties.

6. The university is open to the development of new, above all, interdisciplinary specialties and is ready to react quickly by analysing and assessing their perspective.

7. When making strategic choices the financial sustainability of the university shall be ensured. New developments are possible either through the increase of financing, whereas in addition to activating resources, long-term coverage of fixed costs shall also be assured, or through rearranging current activities, specialties and curricula.

8. The internal strategic choices of the university shall also be based on the aims of the main activities and choices about the necessities and main values of the personnel and students of the university, and the main values of the university as a whole.

9. When making strategic decisions about the university as a whole, it is reasonable to create a hierarchical system where every subunit has its own development priorities, their common part serves as the basis for field related choices and the strategic choices of the university form the common part for field choices, determining also the broader horizontal choices. According to the principles of preparing the development plan, it is reasonable to rely on the 6-scale approach (the university and its subunits, the city of Tartu, Estonia, the Baltic Sea region, the European Union, the world).