STRATEGIC PLAN OF THE UNIVERSITY OF TARTU FOR 2015-2020 (A2020)

1. Mission

The University of Tartu as a national university of Estonia bears the responsibility for solving problems faced by the society by ensuring the continuity of Estonian intellectuals and language and culture and by contributing to the development of education, research and technology and other creative activities throughout the world.

2. Core values

2.1. Research-based activities providing us with a way of thinking that entails critical analysis, a search for connections and the pursuit of truth and that is targeted at solving problems. Research-based activities are the criterion for professionalism in everything we do.

2.2. The academic freedom and autonomy of the university through which we creatively and devotedly implement our mission.

2.3. Openness to new ideas. Relying on our traditions, we are always open to innovation and to contributing to positive changes within the university as well as in the world around us.

2.4. Cooperation between people, institutions and research areas at the university, in Estonia and at the international level. We use new knowledge arising from cooperation for the benefit of the society in the best and most responsible manner.

2.5. A human-centred approach and individual development. We value the people who work and study at the university and create the best conditions as well as an inspiring working and learning environment for their development and self-expression.

2.6. Responsibility. We realise the social impact of our actions and omissions. Our words and actions are filled with responsibility for the past, present and future.

3. Vision

The University of Tartu is a rapidly developing international research university, the centre of academic spirit in Estonia as a national university, and a leader in social development.

4. Development objectives

The objectives of the University of Tartu:

4.1. Graduates who change the world;
4.2. Research and development work that has a global impact and guides the development of Estonia;
4.3. Innovation and enterprising spirit through which knowledge finds its way into the economy;
4.4. Organisation that inspires and unites people;
4.5. Continuous development that reinforces the survival of Estonian language and national culture.

5. **Structure of the Strategic Plan**

![Diagram of the Strategic Plan]

6. **National research university at the international level**

**World**
- Developer of Estonian language and national sciences
- Producer of high-level research work

**Baltic Sea region**
- Recognised partner

**Estonia**
- Leader of knowledge-based society

**Tartu**
- Promoter of the region

**University of lifelong learning**
- Provider of research-based teaching of high quality corresponding to the needs of the society

**Enterprising university**
- Developer of enterprising spirit and entrepreneurship

**Developing organisation**
- Creator of inspiring environment
- Initiator of innovations
- Provider of balanced development of areas

6. **National research university at the international level**

**World**

6.1. The university is liable for the research, teaching and development of the Estonian language, culture and national sciences. The university:
6.1.1. values the high-level Estonian language skills of its employees and students and supports foreign employees and students upon studying Estonian language and cultural history;
6.1.2. promotes the use and development of Estonian terminology;
6.1.3. connects its alumni via cooperation networks throughout the world and provides them with opportunities to contribute to the development of Estonia and return to Estonia;
6.1.4. ensures the competitive level of the development of national sciences; and
6.1.5. supports the development of memory institutions of the university and the research and preservation of national cultural assets and heritage.

6.2. In the conditions of the rapid development of research and technology and global competition, the university must continuously engage in the preservation and strengthening of its position on the international research and education landscape. The university:
6.2.1. values and recognises research work characterised by a high level of scientific research, extensive international reach and global impact;
6.2.2. actively participates in international networks to promote cooperation in teaching, research and development;
6.2.3. develops existing curricula and creates new international curricula based on strong research fields, providing students with a motivating international learning environment of excellent quality and competitiveness in the labour market and thereby considerably contributing to the development of the Estonian economy;
6.2.4. contributes to the solving of global problems in cross-sectoral and cross-border cooperation within the European Union Framework Programme for Research and Innovation, preferring Estonian growth areas based on smart specialisation; and
6.2.5. participates in planning and implementing the policies of the European Union and European territorial cooperation.

Baltic Sea region

6.3. The university is a recognised and valued partner in the Baltic Sea region. The university:
6.3.1. expands the academic exchange of students and employees, contributing to the formation of regional cooperation and division of work considering mutual possibilities in scientific research, degree studies and continuing education; and
6.3.2. promotes the development of the networks of the universities of the region to become a strong joint partner to businesses and the public sector in the region.

Estonia

6.4. The university is a leader of Estonia’s knowledge-based society and an important partner to the state in developing and implementing respective policies. The university:
6.4.1. actively participates in developing and implementing policies required for the development of the fields of education, research, culture, health and other fields of
society in Estonia targeted at environmental sustainability and the balanced
development of the economy and social sphere;
6.4.2. initiates research and public debates on topics and problems crucial to the Estonian
society;
6.4.3. supports the development of the legal environment for democratic public
governance;
6.4.4. manages the creation and transfer of knowledge required for a more efficient use of
user-friendly and secure information and communication technology, health
technology and resources, and for the development of other forms of technology;
6.4.5. contributes to the designing and development of Estonian regional policy by
strengthening the colleges in Viljandi, Narva and Pärnu as centres of regional
development and cooperation; and
6.4.6. promotes cooperation between the Estonian public, business and third sector by
searching for and implementing new efficient forms and methods of cooperation.

Tartu

6.5. The university plays an important role in ensuring social and economic welfare in Tartu
and southern Estonia and in transforming Tartu into an open-minded city, an
international learning, working and living environment and an attractive travel
destination. The university:
6.5.1. cooperates with the city of Tartu and other organisations operating in the city and
southern Estonia in developing an inspiring, safe and sustainable living
environment that meets social needs and provides diverse cultural and sporting
possibilities;
6.5.2. analyses and researches development topics important to the city and possibilities
for innovative solutions, including for the purpose of improving international
transport connections;
6.5.3. contributes actively and internationally to the dissemination of information about
the city and the university as an attractive learning, working and living
environment;
6.5.4. promotes a favourable learning and business environment in the city and region;
and
6.5.5. as a founding member of Tartu University Hospital, ensures the development of
Tartu as a medical centre.

7. University of lifelong learning

7.1. University studies are inseparably connected with the development of scientific research
skills and a research-based way of thinking. The university:
7.1.1. considers studies and research equally important, taking this into account in
recruiting employees, developing self-improvement and career opportunities and
assessing work productivity;
7.1.2. improves the efficiency of doctoral studies by motivating doctoral students and
their supervisors; and
7.1.3. intensifies cooperation with schools to generate scientific interest in pupils and involve talented pupils in research.

7.2. The function of the university is to provide studies of the highest quality. The university:

7.2.1. in improving the quality of studies, proceeds from the principle of supporting the development of students for the benefit of society;
7.2.2. supports the development of the teaching and instructing skills of academic staff and learning skills of students;
7.2.3. develops studies between areas and specialisations, using resources rationally;
7.2.4. supports the learning mobility of students and employees and values a diverse international and cultural learning and working environment; and
7.2.5. supports innovation and the use of technology and cooperation in studies.

7.3. The function of the university as a leader and supporter of lifelong learning is to consider the needs of society when devising and providing study opportunities and to ensure the competitiveness of graduates in the labour market. The university:

7.3.1. provides various target groups with flexible learning opportunities in both degree studies and continuing education, cooperating with partners and other stakeholders to identify the respective needs and devise the content and forms of studies;
7.3.2. creates opportunities for various target groups based on their abilities, needs and interests to develop specialised and transferable competencies; and
7.3.3. develops different forms of practical studies and traineeships and involves specialists and creative individuals in studies.

8. **Enterprising university**

8.1. One of the key factors of the development of the university is its members’ enterprising attitude that values entrepreneurship. The university:

8.1.1. enables students to develop their general and area-related business competencies based on their needs and interests;
8.1.2. provides employees with opportunities of self-improvement in the field of enterprising spirit and entrepreneurship;
8.1.3. assists students in following the interests and needs of businesses and society in choosing topics of research papers and encourages cooperative supervision of such papers; and
8.1.4. contributes to the creation and growth of knowledge-based businesses and innovation.

8.2. The university cooperates with businesses and increases the awareness of people of the importance of the role of knowledge-intensive entrepreneurship in the development of the economy and welfare of society. The university:

8.2.1. develops good cooperation with both Estonian and foreign businesses;
8.2.2. inspires businesses to more actively use the research infrastructure of the university, the opportunities of degree studies and continuing education and the knowledge and skills of academic staff; and
8.2.3. improves innovation and research communication, increasing the interest in and awareness of innovation and science among Estonian residents and businesses through various forms of cooperation.

9. **Developing organisation**

9.1. The learning and working environment of the university is inspiring and the members, structure and infrastructure of the university support the attainment of the mission and the achievement of the development objectives of the university. The university:

9.1.1. considers financial sustainability when making choices;
9.1.2. develops a performance-based financing model within the university to ensure the achievement of the objectives of the university;
9.1.3. increases the motivation and confidence of employees through a transparent personnel policy that takes into account work productivity;
9.1.4. supports the constant improvement of specialised and professional knowledge and skills of employees, including the development of the managerial skills of managers;
9.1.5. develops infrastructure, following the principle of ensuring the quality of study and research and optimal use of resources; and
9.1.6. creates opportunities for joint use of infrastructure within the university and for the provision of integrated services to stakeholders outside the university.

9.2. The university sets an example of the application of innovation, readiness to develop and responsibility in the functioning of the organisation. The university:

9.2.1. sets an example with its environmentally friendly behaviour, improving the energy efficiency of buildings and implementing the best practices of environmentally sustainable organisations;
9.2.2. uses and develops efficient and high-quality technological solutions to ensure its work processes;
9.2.3. develops its learning and working environment following the principles of universal design, attempting to create learning and working opportunities suitable for various target groups;
9.2.4. cares for the well-being of its members, contributing to healthy learning and working conditions; and
9.2.5. searches for additional ways to ensure its employees a dignified retirement.

9.3. The strength of the university lies in balanced development in terms of areas and interdisciplinary cooperation. The university:

9.3.1. follows the interdisciplinary balance and peculiarities of areas when making strategic decisions;
9.3.2. follows the objective of achieving the best possible quality in cooperation between and across areas and specialisations; and
9.3.3. supports innovative interdisciplinary initiatives and the implementation thereof.