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### ACTIVITY REPORT 2017

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Dear readers,

The University of Tartu has had a busy and eventful year. We had outstanding achievements in 2017, but also complicated situations to cope with and learn from. The university has been successful in studies and research, as well as financial performance. We have 4,113 new students and 2,625 new graduates, including 138 PhD graduates. Nearly 48,000 learners from all over Estonia took part in continuing education courses. The best evidence of our performance in research and development is the excellent external evaluation result in all six fields of research, continued growth in research funding, and a lot of valuable new research grants.

Progress in international rankings shows that our objectives have a solid footing. The year 2017 was an extraordinarily active year in international cooperation. We were invited to participate in networks of Europe’s top universities and we contributed to the preparation of education and research policy discussions during Estonia’s presidency of the European Union. This meant daily international attention for the university.

The new governance system and structure of the university, implemented in 2016, increasingly prove the foresightedness of the reform. Enhanced interdisciplinary cooperation and the better functioning of the academic units clearly reveal that two years ago the university received a fresh impetus for development.

In 2017, the university got new leaders. In March, Volli Kalm was re-elected as rector and considerably reformed the Rector’s Office. The university’s council started work in its new composition in March and the senate in July. Active work on renewing the university’s structure ensured the opening of Grant Office and Centre for Entrepreneurship and Innovation, and the smooth merger of Tartu Observatory and Estonian Biocentre with the university on 1 January 2018.

By the end of 2017, we finally completed work on revising the Job Descriptions of Academic Staff of the University of Tartu. This regulation had been in use since 1999; the Requirements for Teaching and Research Staff since 2000. Both documents were thoroughly updated. As a result, our academic staff have better opportunities now to combine their main activities and the university has clear guidelines for making, supporting and assessing work-related agreements.

There was much activity in the area of real property. Setbacks in the reconstruction of the library were successfully overcome under the leadership of vice rector for development acting in the capacity of director of administration. We started the construction of an extension to the sports hall at Ujula 4, as well as the Delta complex, so as to be soon able to offer excellent working conditions to our colleagues and to open the buildings for the public.

The end of the generally very successful year was difficult: the unexpected death of rector Volli Kalm is an irreparable loss. Although it is hard to accept the passing of an outstanding leader and colleague, the university is moving on, keeping together.

I am grateful to all colleagues and supporters of the university for their contribution in 2017 and for supporting and holding on to the university in the future.

Tõnu Lehtsaar
Acting Rector
## General data on the University of Tartu 2013–2017

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>3,739</td>
<td>3,708</td>
<td>3,479</td>
<td>3,447</td>
<td>3,435</td>
</tr>
<tr>
<td>Number of employees (FTE)</td>
<td>3,129</td>
<td>3,080</td>
<td>2,862</td>
<td>2,825</td>
<td>2,805</td>
</tr>
<tr>
<td>incl. academic staff</td>
<td>48.7%</td>
<td>49.3%</td>
<td>50.4%</td>
<td>49.6%</td>
<td>51.1%</td>
</tr>
<tr>
<td>Number of teaching and research staff (FTE)</td>
<td>1,525</td>
<td>1,520</td>
<td>1,443</td>
<td>1,402</td>
<td>1,432</td>
</tr>
<tr>
<td>incl. PhD holders</td>
<td>70.5%</td>
<td>70.2%</td>
<td>71.7%</td>
<td>73.0%</td>
<td>73.3%</td>
</tr>
<tr>
<td>incl. international research and teaching staff</td>
<td>9.4%</td>
<td>9.3%</td>
<td>8.5%</td>
<td>8.4%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Number of professors (FTE)</td>
<td>180</td>
<td>178</td>
<td>173</td>
<td>172</td>
<td>170</td>
</tr>
<tr>
<td>incl. female professors</td>
<td>20.8%</td>
<td>20.5%</td>
<td>22.7%</td>
<td>23.7%</td>
<td>22.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STUDENTS</th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Number of students</td>
<td>16,025</td>
<td>14,470</td>
<td>13,719</td>
<td>12,970</td>
<td>12,896</td>
</tr>
<tr>
<td>in first level of higher education</td>
<td>62.9%</td>
<td>61.7%</td>
<td>61.3%</td>
<td>60.6%</td>
<td>60.8%</td>
</tr>
<tr>
<td>in master’s studies</td>
<td>28.0%</td>
<td>28.6%</td>
<td>28.8%</td>
<td>29.7%</td>
<td>29.9%</td>
</tr>
<tr>
<td>in doctoral studies</td>
<td>9.1%</td>
<td>9.7%</td>
<td>9.8%</td>
<td>9.7%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Number of international students</td>
<td>579</td>
<td>686</td>
<td>821</td>
<td>980</td>
<td>1,195</td>
</tr>
<tr>
<td>percentage of all students</td>
<td>3.6%</td>
<td>4.7%</td>
<td>6.0%</td>
<td>7.6%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Number of graduates</td>
<td>3,117</td>
<td>2,907</td>
<td>2,887</td>
<td>2,871</td>
<td>2,625</td>
</tr>
<tr>
<td>incl. number of PhD graduates</td>
<td>114</td>
<td>117</td>
<td>107</td>
<td>120</td>
<td>138</td>
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</table>

<table>
<thead>
<tr>
<th>STRUCTURE</th>
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<tbody>
<tr>
<td>Number of curricula to which students were admitted</td>
<td>174</td>
<td>168</td>
<td>168</td>
<td>159</td>
<td>162</td>
</tr>
<tr>
<td>incl. English-taught curricula in the first and second level of higher education</td>
<td>13</td>
<td>14</td>
<td>19</td>
<td>21</td>
<td>26</td>
</tr>
<tr>
<td>Number of curricula with enrolled students</td>
<td>193</td>
<td>195</td>
<td>201</td>
<td>207</td>
<td>213</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESEARCH PUBLICATIONS</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of publications</td>
<td>2,879</td>
<td>2,870</td>
<td>2,644</td>
<td>2,676</td>
<td>3,409</td>
</tr>
<tr>
<td>incl. number of high-level publications</td>
<td>1,957</td>
<td>1,958</td>
<td>1,857</td>
<td>1,909</td>
<td>1,709</td>
</tr>
<tr>
<td>incl. number of publications of the category 1.1</td>
<td>1,175</td>
<td>1,335</td>
<td>1,252</td>
<td>1,358</td>
<td>1,231</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSITION IN INTERNATIONAL UNIVERSITY RANKINGS</th>
<th></th>
<th></th>
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<th></th>
<th></th>
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<tr>
<td>QS World University Rankings</td>
<td>461–470</td>
<td>379</td>
<td>400</td>
<td>347</td>
<td>314</td>
</tr>
<tr>
<td>Academic Ranking of World Universities (ARWU)</td>
<td>401–500</td>
<td>301–400</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Employee** figures are given as full-time equivalent (FTE) as at 31 December.

**Student** figures are presented as at 10 November. The number of students does not include external students, visiting students and medical residents. The first level of higher education includes professional higher education, bachelor’s studies and integrated bachelor’s and master’s studies.

The number of **graduates** of a given year refers to students who completed their studies during the period from 1 October of the previous calendar year to 30 September of the given calendar year.

The number of **curricula** in which students were enrolled includes curricula in which students were enrolled as at 10 November (including all joint curricula).

The number of **publications** includes Estonian Research Information System (ETIS) categories 1.1, 1.2, 1.3, 2.1, 2.5, 3.1, 3.2, 3.3, 4.1, 5.1, 6.3, 6.4. **High-level publications** include ETIS categories 1.1, 1.2, 2.1 ja 3.1. The number of publications includes those authored by persons who had a valid employment contract with the University of Tartu or who were enrolled as regular or external doctoral students in the corresponding calendar year. The data retrieved from ETIS as at 15 February.
The highest decision-making body of the UT is the council, who is responsible for the university’s economic activities and long-term development, approves the university’s statutes and adopts the strategic plan and budget. The council has eleven members: five nominated by the UT, five by the minister of education and research, and one by the Estonian Academy of Sciences. The first university council was appointed in 2011 for a five-year period. On 16 February 2017, the Government of Estonia approved the second composition of the UT council; without the member nominated by the Estonian Academy of Sciences. Members of the council are:

- **Ruth Oltjer** (Council Chair), GM of Chemi-Pharm AS,
- **Eva Åkesson**, Rector of Uppsala University, Professor,
- **Toomas Asser**, Professor of Neurosurgery, Academician,
- **Heidi Kakko**, CEO of EstBAN,
- **Birute Klaas-Lang**, Professor of Estonian as a Foreign Language,
- **Vahur Kraft**, Chairman of the Board of Sangar AS,
- **Tõnu Lehtsaar** (until 27/12/2017), Professor of Psychology of Religion,
- **Ants Nõmper**, Managing Partner of Raidla Ellex Law Firm,
- **Jüri Sepp**, Professor of Economic Policy,
- **Richard Villes**, Professor of Archaeogenetics, Academician.

**Toomas Asser**, **Jüri Sepp** and **Vahur Kraft** were also members of the first council. **Tõnu Lehtsaar** started to perform the duties of acting rector on 27 December 2017.

The senate is the university’s highest academic decision-making body, who is responsible for the university’s teaching, research and development activities and ensuring the excellent quality of these activities. The senate comprises 22 members: rector as the chair of the senate, four representatives of each faculty of the university, and five student representatives. The senate is elected for a term of three years. The third senate took office on 1 July 2017.

Faculty of Arts and Humanities:

- Professor **Aivar Kriiska**
- Associate Professor **Ene Kõresaar**
- Associate Professor **Bruno Mölder**
- Professor **Karl Pajusalu**

Faculty of Social Sciences:

- Lecturer **Anzori Barkalaja**
- Professor **Veronika Kalmus**
- Professor **Marju Luts-Sootak**
- Professor **Urmas Varblane**

Faculty of Medicine:

- Professor **Külli Kingo**
- Professor **Irja Lutsar**
- Professor **Pärt Peterson**
- Professor **Mihkel Zilmer**

Faculty of Science and Technology:

- Professor **Jaan Aarik**
- Professor **Maia Kivisaar**
- Professor **Tõnu Meidla**
- Professor **Varmo Vene**

Students:

- **Kristina Kutsar**
- **Indrek Peedu**
- **Sirelin Sillamaa**
- **Oto Tuul**
- **Mihkel Viru**

Some members of the second and third senate of the University of Tartu in July 2017
In 2017, the five-year term of office of Volli Kalm as Rector of the University of Tartu expired. The rector elections took place in March and the 250-member electoral council re-elected Volli Kalm as rector. He started his second term of office on 1 July 2017.

In the new Rector’s Office, Professor of Theatre Science Anneli Sara started work as Vice Rector for Academic Affairs, and Senior Research Fellow in Technology Research Kristjan Vassil as Vice Rector for Research. Erik Puura continued in the position of Vice Rector for Development. On 21 August 2017, former Board Member of Eesti Meedia Group Meelis Luht started as Director of Administration.

The year 2017 brought painful losses for the University of Tartu. Professor emeritus and Academician Peeter Tulviste, who was Rector of the University of Tartu from 1993–1998, died on 11 March. In October, Peeter Tulviste Memorial Fund was established to support and recognise active students and young researchers who contribute to the progress of the Estonian society with their outstanding studies and research.

On 23 December, the university and the general public of Estonia suffered a great loss when Rector of the University of Tartu Professor Volli Kalm passed away. On 27 December, the senate of the University of Tartu appointed Tõnu Lehtsaare as Acting Rector.

A2020 objective: the university follows the interdisciplinary balance and peculiarities of faculties when making strategic decisions

Studies and research are conducted at the University of Tartu in the 25 institutes and four colleges of four faculties:

- Faculty of Arts and Humanities (HV),
- Faculty of Social Sciences (SV),
- Faculty of Medicine (MV),
- Faculty of Science and Technology (LT).

The academic structure also comprises five non-faculty institutions:

- Estonian Genome Centre,
- Museum,
- Natural History Museum and Botanical Garden,
- Library,
- Youth Academy.

Minister of education and research Mailis Reps and Rector of the University of Tartu Volli Kalm signed the merger agreement of the university and Tartu Observatory on 13 December and the merger agreement of the university and Estonian Biocentre on 21 December.

As a result of the merger, Tartu Observatory will operate as an institute of the Faculty of Science and Technology as of 1 January 2018. The Institute of Genomics, established by the merger of Estonian Genome Centre and Estonian Biocentre, starts as a non-faculty institution on 1 January 2018 and will become an institute within the Faculty of Science and Technology on 1 January 2021.
Every year the rector approves the university’s goals in five fields of activities: teaching and studies, research and development, entrepreneurship, organisation, Estonian language and culture and national cultural assets. **18 key performance indicators** were agreed on in 2016 to monitor and evaluate the university’s development.

The objective of the University of Tartu [development fund](#) is to support the implementation of the strategic plan, incl. primarily, inter-faculty developments. For each development fund allocation, its role in implementing the university’s strategic plan, relations with the university’s RDI focuses and contribution to cooperation between units are taken into account. In 2017, the development fund received 32 funding applications for the total amount of 2,784,992 euros.

The development fund resources amounted to **1.56 million euros** in 2017.

In the following chapters, figures representing the results of the strategic key indicators are marked with “A2020”.

### Key performance indicators

<table>
<thead>
<tr>
<th>Key performance indicators</th>
<th>Result 2017</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of high-level research publications per academic staff member</td>
<td>1.2</td>
<td>&gt; 1.3</td>
</tr>
<tr>
<td>Percentage of publications among the world’s top 10% most cited research publications</td>
<td>14%</td>
<td>&gt; 12%</td>
</tr>
<tr>
<td>Percentage of revenue from R&amp;D not funded from national funding programmes in the total R&amp;D revenue</td>
<td>30%</td>
<td>&gt; 32%</td>
</tr>
<tr>
<td>Share of students admitted to the first level of higher education at the University of Tartu among all students admitted to the first level of higher education in Estonian higher education institutions</td>
<td>26%</td>
<td>≥ 23%</td>
</tr>
<tr>
<td>Number of continuing education learners</td>
<td>47,815</td>
<td>≥ 35,000</td>
</tr>
<tr>
<td>Percentage of completed entrepreneurship courses in the total volume of studies</td>
<td>0.8%</td>
<td>5%</td>
</tr>
<tr>
<td>Students’ overall satisfaction with teaching and courses</td>
<td>4.1</td>
<td>≥ 4.0</td>
</tr>
<tr>
<td>Interruption rate in the first and second level of higher education</td>
<td>16%</td>
<td>≤ 15%</td>
</tr>
<tr>
<td>Percentage of doctoral graduates in the number of students admitted four years (standard period of study) ago</td>
<td>77%</td>
<td>50%</td>
</tr>
<tr>
<td>Percentage of English-taught curricula in the first and second level of higher education</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Percentage of international students</td>
<td>9.3%</td>
<td>12%</td>
</tr>
<tr>
<td>Percentage of international academic staff</td>
<td>9.4%</td>
<td>≥ 10%</td>
</tr>
<tr>
<td>Percentage of academic staff who participated actively in teaching-related development activities</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Income per academic staff member</td>
<td>86,608</td>
<td>123,000</td>
</tr>
<tr>
<td>Percentage of structural units in a good or satisfactory financial standing</td>
<td>81%</td>
<td>100%</td>
</tr>
<tr>
<td>Employees’ overall satisfaction</td>
<td>93%</td>
<td>≥ 93%</td>
</tr>
<tr>
<td>UT master’s graduates’ satisfaction with their competitiveness in the labour market</td>
<td>–</td>
<td>90%</td>
</tr>
<tr>
<td>Evaluation of the University of Tartu’s entrepreneurial spirit (annual reputation survey of universities conducted by KANTAR EMOR)</td>
<td>7.7</td>
<td>≥ 9.0</td>
</tr>
</tbody>
</table>

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OPERATING ENVIRONMENT

Strategic management trends

The university’s operating environment depends on the strategies and the financial instruments of Estonia and the European Union.

In 2017, Estonia started to use the accrual-based system in state budgeting. To increase the transparency of the state budget, the government will gradually switch to activity-based budgeting by 2020.

In research, budgeting is based on the implementation plan of the Estonian Research and Development and Innovation Strategy 2014–2020 “Knowledge-based Estonia”. In education, achievement of the objectives of “Estonian Lifelong Learning Strategy 2020” and budgeting is based on nine programmes, incl. the higher education programme.

In 2018, the Ministry of Economic Affairs and Communications, the Ministry of Education and Research and the Government Office will conduct an evaluation of research and development activities and innovation system in Estonia. As a result, external experts will give their opinion on the current R&D system with recommendations on how to better apply research for the benefit of the society and economy. The evaluation will be completed in 2019 and helps to prepare for the European Union’s new financing period.

In spring 2017, the Government of Estonia formed the Economic Development Committee. This government committee is led by the Prime Minister and meets once a month to gain an overview of the state of economy, find solutions for issues requiring coordination across ministries, and involve experts and interested parties in the development of the economic environment. The expert council of the committee also comprises the University of Tartu’s School of Economics and Business Administration.

In May 2017, the Government of Estonia approved the State Reform Programme to audit and restructure public authority, review and revise its functions and tasks, ways of exercising authority and mechanisms of action.

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On 1 September 2017, the new Public Procurement Act was adopted, which allows innovation partnership as a new procurement procedure. This enables contracting entities to establish long-term partnerships with enterprises to develop, and later purchase, innovative solutions. It is also possible to procure research or innovation, services or construction within a single procedure.

Research and development investments in Estonia have decreased since 2012. The government’s action plan for 2016–2019 sets the target to raise the public R&D expenditure to 1% of GDP, increase the share of base funding of research to 50% and increase the amount of doctoral allowances. In 2017, base funding of research institutions grew 3 million euros compared to 2016, to 16.9 million euros. Doctoral allowance will be raised in 2018 from 422 euros to 660 euros.

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Research and development investments in Estonia have decreased since 2012. The government’s action plan for 2016–2019 sets the target to raise the public R&D expenditure to 1% of GDP, increase the share of base funding of research to 50% and increase the amount of doctoral allowances. In 2017, base funding of research institutions grew 3 million euros compared to 2016, to 16.9 million euros. Doctoral allowance will be raised in 2018 from 422 euros to 660 euros.

In 2018, the Ministry of Economic Affairs and Communications, the Ministry of Education and Research and the Government Office will conduct an evaluation of research and development activities and innovation system in Estonia. As a result, external experts will give their opinion on the current R&D system with recommendations on how to better apply research for the benefit of the society and economy. The evaluation will be completed in 2019 and helps to prepare for the European Union’s new financing period.

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Public expenditure in Estonia on research and development as percentage of GDP in 2007–2016. Sources: Ministry of Education and Research (MoER) and Statistics Estonia

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Total research and development expenditure as a percentage of GDP and per researcher in EU countries in 2016.

Source: Eurostat, Science and technology statistics (rd_p_persocc, rd_e_gerdtot, data accessed in February 2018)
The economic impact of universities in Estonia and abroad is **1.6 billion euros per year** (gross value added)

Universities Estonia in cooperation with Universities Finland ordered an **assessment of the economic contribution of universities in 2016**. BIGGAR Economics report shows that the combined contribution of the Estonian universities was an estimated 6.4% of Estonia’s GDP (6% for Finnish universities). The activities of Estonian universities supported an estimated 37,000 jobs and each euro invested in Estonian universities returned 4.6 euros to Estonia’s economy. For each euro invested in R&D, the universities created seven euros in total benefits for Estonia’s economy.

In November 2017, the Economic Development Committee approved the **ICT development programme**, which aims to relieve labour shortage in the ICT sector, develop the e-residency programme and increase the effectiveness of Estonia’s economy by starting a digital reform in industry and construction. The three-year programme’s budget for 2018–2020 is 28 million euros.

**In future, 46% of people should have higher education** and every third employee vocational education

According to OSKA report “Estonian Labour Market Today and Tomorrow 2017”, working-age population will decrease by 43,000 people by the year 2025. To have enough employees, it is necessary to extend people’s working life and decrease the percentage of inactive people in the labour market. By 2025, the need for employees will grow the most in software development, telecommunications, timber industry, administrative and support activities, and due to ageing population, also in healthcare and social welfare. The number of jobs will decrease in public administration, education, retail business, agriculture, and transportation and warehousing.

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**47%** of people aged 30–34 had higher education in 2017

Performance indicators of higher education at the national level

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment rate of people aged 20–34 who completed higher education 1–3 years ago, %</th>
<th>Percentage of people with higher education in the age group 30–34, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>85.5</td>
<td>42.5</td>
</tr>
<tr>
<td>2014</td>
<td>86.7</td>
<td>43.2</td>
</tr>
<tr>
<td>2015</td>
<td>86.1</td>
<td>45.3</td>
</tr>
<tr>
<td>2016</td>
<td>75.5</td>
<td>45.4</td>
</tr>
<tr>
<td>2017</td>
<td>88.0</td>
<td>47.4</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td>40.0</td>
</tr>
</tbody>
</table>

**Gender gap in higher education** remains wide: 38.8% of men aged 30–34 have obtained higher education, and 52.4% of women (in 2011, 30.6% of men and 50.5% of women).

While not all people with higher education are able to immediately find a job suited to their qualification, the survey of adult skills (PIAAC) shows that in Estonia over-qualification among young people with higher education is a smaller problem than on average in OECD countries.

A survey conducted among the 2015 graduates of Estonian universities, completed in 2017, revealed that **nine out of ten graduates of Estonian universities were satisfied with obtained higher education** and eight out of ten felt they were competitive on the labour market. At the time of the survey, 84% of the graduates were engaged in the labour market and three fourths worked in a job that was close to their specialisation.

On average, Estonia’s public sector spent more on higher education than other European countries, but **expenditure per student was below the EU average**.

According to Statistics Estonia, **working-age unemployment rate in 2017 was 3.2% for people with higher education**, 6.7% for people with vocational or secondary education and 10.9% for people with primary or basic education.
Changes in operating environment

The number of students and the number of higher education institutions have decreased over the last five years.

In the 2017/2018 academic year, there are 20 higher education institutions in Estonia. In total, 46,155 students studied at the level of higher education, incl. 81% in free student places.

In 2017, Estonian Academy of Security Sciences, the University of Tartu and Ministry of the Interior signed the cooperation agreement to build an academic centre of the Academy of Security Sciences in Narva. The academic, training and dormitory building will be erected on a plot owned by the University of Tartu (Kerese 14). The complex is completed in 2020 and will be managed jointly by the Academy of Security Sciences and the University of Tartu.

According to Estonian Report of the international EUROSTUDENT VI survey, completed in 2017, no significant changes can be detected yet in the Estonian student body compared to the period before the higher education reform. Students’ commitment to studies has not grown; the proportion of working students has not decreased. Two out of three students work besides studies. Half of the students see themselves primarily as employees who study besides working. Participation of young people with poorer socio-economic background in the first level of higher education has not grown. However, there is an increase in the share of students whose parents have higher education. There is an increase in the percentage of students who do not plan to take short-term studies abroad, as the process of transferring the credit points earned at the university abroad to their own curriculum is considered too complicated.

The survey shows that the conditions of supporting students need reviewing. According to the current needs-based allowances system, students up to 24 years of age are usually considered as members of their parents’ household. However, the survey reveals that only 31% of students aged up to 19 live at their parents’ or relatives’ place and 41% of 20–24-year-old students have a regular paid job.

At the beginning of 2017, a new higher education funding model was implemented: money for supporting higher education is divided into activity support and support for specific purposes.

At least 80% of activity support is base funding, which is divided between higher education institutions based on their funding in the past three years. Up to 20% of the activity support is performance funding, of which up to 17% is determined based on achievement of performance indicators and up to 3% based on the implementation of the contract for allocation of activity support.

32% of higher education activity support was allocated to the University of Tartu in 2017.
In 2017, students were admitted to 162 curricula. The number of curricula open for admissions has decreased 7% in four years. The university continues to regularly review, update and join or close curricula.

<table>
<thead>
<tr>
<th>Level of study</th>
<th>2013/2014</th>
<th>2017/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>To which new students were admitted</td>
<td>64</td>
<td>56</td>
</tr>
<tr>
<td>With enrolled students</td>
<td>71</td>
<td>78</td>
</tr>
<tr>
<td>To which new students were admitted</td>
<td>76</td>
<td>100</td>
</tr>
<tr>
<td>With enrolled students</td>
<td>87</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>174</td>
<td>213</td>
</tr>
</tbody>
</table>

In 2017, 7,202 students completed general secondary education in Estonia. 3,674 of them (51%) continued studies at an Estonian higher education institution. Public universities admitted a total of 6,517 students to the first level of higher education, which shows that secondary school graduates of previous years and applicants to distance learning take up an important share of student places.

Compared to 2013, the number of students admitted to the University of Tartu at the first level of higher education has decreased primarily in the area of engineering, manufacturing and construction (36%) and social sciences (13%). Admissions have increased the most in the area of ICT (40%), and health and welfare (17%).

In 2017, a total of 4,113 students joined the university’s student body in the three levels of higher education. The majority – 3,976 students – started studies in the first year of their respective level of study, the rest continued previously interrupted studies or were transferred from another higher education institution, applying for a vacant student place.

In 2017, 2,394 students started their studies in the first level of higher education in UT: 1,657 in bachelor’s studies, 444 in professional higher education studies, and 293 in integrated bachelor’s and master’s studies. In 2017, recent graduates of upper secondary school amounted to 51% of the students admitted to the first level of higher education at the University of Tartu (55% in 2016).

**PERFORMANCE AGREEMENT:** the university increases the number of admitted students in the curricula group of computer science and IT

<table>
<thead>
<tr>
<th>Level of study</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>First level of higher education</td>
<td>163</td>
<td>175</td>
<td>213</td>
</tr>
<tr>
<td>Master’s studies</td>
<td>156</td>
<td>228</td>
<td>220</td>
</tr>
<tr>
<td>Doctoral studies</td>
<td>12</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>331</td>
<td>417</td>
<td>443</td>
</tr>
</tbody>
</table>

| Regular studies                     | 1,193 | 438   | 130   |
| Open university studies             | 38    | 41    | 37    |
| Percentage of students admitted to the first level of higher education at the University of Tartu in 2017 by year of graduating from general education school |

* Number of admitted students includes people who were matriculated between 11 November 2016 and 10 November 2017 and had student status as of 10 November 2017. This includes students of joint curricula. This is why the number of students admitted to the UT differs from the national statistics.
The number of new master’s students in 2017 was 1,405. The proportion of students coming to the University of Tartu from other universities is also growing year by year. Of students admitted to master’s studies at the University of Tartu in 2017, 49% had completed their previous studies elsewhere, incl. 27% at a university abroad, 7% at Tallinn University, 4% at Tallinn University of Technology and 2% at Estonian University of Life Sciences.

In 2017, 105% of student places were filled in the first level of higher education and 93% of student places in the second level of higher education.

Number of student places formed for admission* and filing of student places in 2016 and 2017

<table>
<thead>
<tr>
<th>Level of study</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of student places for admission</td>
<td>Student places filled</td>
</tr>
<tr>
<td>First level of higher education</td>
<td>2,342</td>
<td>101%</td>
</tr>
<tr>
<td>Master’s studies</td>
<td>1,417</td>
<td>96%</td>
</tr>
</tbody>
</table>

* Number of student places does not include the student places of joint curricula coordinated by other universities

A2020 objective: the university 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

The University of Tartu has followed the principle that in bachelor’s studies, an English-taught curriculum may be opened only if it is also possible to study in Estonian in that particular field of study.

In 2017, students were admitted to 26 English-taught curricula. Seven new English-taught curricula were opened:

- European Languages and Cultures
- Folkloristics and Applied Heritage Studies
- Educational Technology
- Innovation and Technology Management
- Actuarial and Financial Engineering
- Central and Eastern European, Russian and Eurasian Studies
- Geoinformatics for Urbanised Society

In 2017, three curricula of the University of Tartu received the European Commission’s Erasmus Mundus Programme funding for joint programmes and won international recognition. The joint curriculum of four universities “Excellence in Analytical Chemistry”, led by Professor Ivo Leito, got the grant for the second time already. Two more UT master’s curricula – “Computer Science” and “Central and Eastern European, Russian and Eurasian Studies” – were supported by Erasmus Mundus. With these two curricula, UT is a partner in consortia led by Aalto University and the University of Glasgow, respectively.

In 2017, 177 doctoral students started their doctoral studies, the same number as the year before.

177 doctoral students

33%

In 2017, 980 international students started studies at the University of Tartu. The majority of newly matriculated international students came from Russia (41), Ukraine (39), Georgia (31), Turkey (25) and India (23).

With the increased number of new English-taught curricula, the percentage of admitted international students in master’s studies has tripled compared to 2013. A fourth of the students admitted to master’s studies in 2017 were international students.

PERFORMANCE AGREEMENT: the university creates at least 164 doctoral student places in 2017

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In 2017, **12,896 students** studied at the University of Tartu, incl. 9% international students. 88% of students were in non-fee-paying student places. The number of students has decreased by 74 compared to last year, but 20% compared to 2013.

In 2017, the percentage of master’s and doctoral students was 39% of the university’s student body.

Central support services for students:
- 2 student advisors,
- 4 student mobility advisors,
- 2 psychologists,
- 2 career counsellors,
- 1 entrepreneurship counsellor,
- 120 tutors,
- 15 support students.

In 2017, students studied in four faculties according to a total of 213 curricula, incl. eight joint curricula. 179 students studied based on joint curricula managed by UT, and 252 students based on curricula managed by other higher education institutions. The largest number of students studied in the Faculty of Social Sciences (5,698).

In 2017, **Business, administration and law** had 2,290 students, **Health and welfare** had 2,108 students, **Arts and humanities** had 1,943 students, **Journalism and information** had 1,720 students, **Education** had 1,607 students, **Natural sciences, mathematics and statistics** had 1,421 students, **ICT** had 1,144 students, **Services** had 354 students, and **Engineering** had 309 students.

The university aims to modernise study methods and forms, and to achieve that, web-based study opportunities are created and developed. E-learning is mostly used at the university in combination with classroom work to facilitate students’ individual work.

In 2017, the University of Tartu **offered 15 and piloted three MOOCs**, massive open online courses, which had altogether 11,935 learners of whom 5,976 graduated. The percentage of graduates was 52%, which is exceptionally high for MOOCs.

In 2017, the **e-course quality mark** was awarded to eleven UT’s courses by the Information Technology Foundation for Education (HITSA).

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The use of e-learning at the University of Tartu

<table>
<thead>
<tr>
<th></th>
<th>2014 (percentage of all courses)</th>
<th>2015 (percentage of all courses)</th>
<th>2016 (percentage of all courses)</th>
<th>2017 (percentage of all courses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of courses</td>
<td>1,841 (22%)</td>
<td>2,049 (25%)</td>
<td>2,413 (30%)</td>
<td>2,737 (35%)</td>
</tr>
<tr>
<td>Incl. number of fully web-based courses</td>
<td>130</td>
<td>130</td>
<td>122</td>
<td>116</td>
</tr>
<tr>
<td>Number of participants</td>
<td>50,729</td>
<td>56,761</td>
<td>64,996</td>
<td>74,789</td>
</tr>
</tbody>
</table>

---

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International students and student exchange

A2020 objective: the university supports the academic mobility of students and employees and values a diverse international and cultural learning and working environment.

9% international students

In 2017, the University of Tartu had 1,195 international students, which is 9% of the total number of students. Compared to 2016, the number of international students increased by 22%. Of all international students of the University of Tartu, 60% studied in master’s studies and 16% in doctoral studies. International students came from 93 countries.

Over the last five years, the percentage of international students has increased mostly in the Faculty of Science and Technology. 40% of all international students studied in the Faculty of Science and Technology, 33% in the Faculty of Social Sciences, 14% in the Faculty of Arts and Humanities and 12% in the Faculty of Medicine.

Counselling of international (visiting) students. At the beginning of each semester, an orientation course introducing Tartu and the university is offered for international (visiting) students; guidelines and information materials are available. Besides employees, also students help to support international (visiting) students. A new active group is the international student ambassadors of the University of Tartu. Student-to-student support service is also provided by tutors and members of the Erasmus Student Network.

According to the available data 447 students of the University of Tartu went abroad as exchange students, incl. 215 for traineeship, in the 2016/2017 academic year. Compared to the previous academic year, the number was slightly lower (7%). 250 students, i.e. 56% studied and trained in foreign universities with the support of the EU Erasmus+ programme. The most popular countries of destination were Germany (15%) and Spain (9%).

In the 2016/2017 academic year, 586 international visiting students studied at the University of Tartu. Within Erasmus+ programme, a total of 373 exchange students studied at the University of Tartu (increase 13%). Every third student in the Erasmus+ programme came from one of our partner universities in Germany. Also Italian and Czech students were very interested in studying at the University of Tartu.

To ensure that during studies or traineeship abroad, attention is also paid to general knowledge and experience, not just specialist knowledge, seminars are organised for students who are going abroad or have returned. The seminars help students to analyse their experience and make use of it in the labour market.
Graduation and interruption of studies

2,625 students graduated from the University of Tartu in 2017. Nearly a half (47%) studied in the Faculty of Social Sciences. The number of cum laude graduates was 284.

In 2017, a third of the UT graduates of the first level of higher education continued in our master’s studies. In 2017, 36% of the UT master’s graduates continued studies at the doctoral level here.

In 2017, 253 doctoral dissertations were defended in Estonia. 138 doctoral students graduated from the University of Tartu, 15% more than in 2016.

According to EHIS, the average interruption rate in Estonian higher education institutions was 14.5% in 2017, in the University of Tartu 14%. In the University of Tartu, the interruption rate was the lowest in the area of health and welfare (8.3%).

In the University of Tartu, 1,961 students interrupted their studies in 2017. Interruption rate in the first level was 13%, in master’s studies 15% and doctoral studies 12%. However, a part of them restarted studies at the University of Tartu within the year, which allows us to say that 11% of them did.

Main reasons for interrupting studies in 2017 were as follows:

- interruption at student’s request (41%),
- expiry of study period (31%),
- insufficient academic progress (15%).
Using feedback

Annual feedback survey conducted among the first-year students of the first level of higher education and master’s studies revealed that when choosing the university, the most important factors for the applicants were the quality of education (98% of respondents regarded it very important), interesting curricula (97%) and the reputation of the University of Tartu (88%). Master’s studies were usually taken up for personal development.

After the first semester, the majority (89% in the first study level, 83% in master’s studies) agreed that their studies at the UT had so far met their expectations. Results of the survey revealed that 42% of first-year students of higher education and 80% of first-year master’s students worked besides their studies. Compared to last year, the percentage of students who work besides studies has increased 3% at the first level of higher education and 14% in master’s studies.

Results of the feedback survey among first-year students of the first and second level of higher education in 2015–2017 (percentage of agreement)

<table>
<thead>
<tr>
<th>Statement</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>My earlier education is sufficient to manage well with my university studies</td>
<td>86%</td>
<td>85%</td>
<td>87%</td>
</tr>
<tr>
<td>After the first semester I would still apply to the UT</td>
<td>93%</td>
<td>95%</td>
<td>94%</td>
</tr>
<tr>
<td>After the first semester I would still apply to the same curriculum</td>
<td>87%</td>
<td>88%</td>
<td>87%</td>
</tr>
<tr>
<td>Studies at the UT meet my expectations</td>
<td>88%</td>
<td>90%</td>
<td>87%</td>
</tr>
</tbody>
</table>

At the end of each semester, students have the opportunity to give feedback to courses and the teaching skills of the teaching staff. When giving feedback, students analyse their experience, give feedback to the teaching staff, answer questions about the courses and may add recommendations to future students. A certain part of the results is accessible to all members of the university. Institutes and colleges are required to discuss the survey results once a semester and take measures to eliminate shortcomings.

In the 2016/2017 academic year, students completed 72,233 feedback questionnaires. In total, feedback was given to teaching staff who taught 2,682 courses. In the case of teaching-related statements, students agreed most with statements that the teacher’s attitude was supportive of learning and open to students (93% of respondents agreed) and the recommended study materials were relevant in terms of content and suitability (92%). Summarising the aspects of teaching and course arrangements, learners gave our courses the average grade 4.13 out of 5 (4.12 in 2016).

Based on student feedback, the University of Tartu gives out the annual best teaching staff award to acknowledge excellent teaching skills and recognise those who receive the highest scores in student feedback surveys. In each faculty the award is given to one member of teaching staff who received the highest grade in the feedback survey of that academic year. In 2017, the best teaching staff award of the University of Tartu was granted to:

Natalija Joonas
HV, Teacher of Russian Language

Reet Talpsepp
SV, Teacher of Legal English

Margot Peetsalu
MV, Associate Professor in Surgical Diseases

Joachim Matthias Gerhold
LT, Associate Professor in Plant Physiology

Annual feedback surveys are also conducted among final-year students (excl. PhD students) with regard to the organisation of curricula, study process and learning environment, support services and graduates’ further plans. Students agreed (92%) that they obtained the learning outcomes described in the curriculum and adequate general skills (communication, speaking skills, teamwork, etc.). They generally agree (86%) that the organisation of studies favoured learning and that they received necessary information in a timely manner.

The state awarded the Lecturer of the Year title to Maiti Merišalu. Engineer of Materials Science of the University of Tartu Institute of Physics. Associate Professor Mart Noorma received the Friend of Education award. Professor Alvo Aabloo was recognised for the best educational project of 2017 as one of the leaders of the technology and design hackathon series “Garage48 Hardware and Arts”.

The UT award for improving the quality of teaching was granted to the Institute of Clinical Medicine. The other strong candidate for the award was the Institute of Mathematics and Statistics. The title Best Programme Director was awarded to Vivian Puusepp, Alar Kilp, Merike Ristikivi, Ilona Faustova and Ain Raal.
In 2017, **47,815** learners participated in the continuing education courses of the UT. Compared to 2016, the number of courses decreased by 4%, but the number of participants grew by 7%. Income from continuing education increased by 16% in a year, exceeding 5.5 million euros.

Courses were ordered from the university by educational institutions, governmental agencies and institutions, public entities, professional associations, and companies, incl. Technical Regulatory Authority, Social Insurance Board, Estonian Maritime Administration, Agricultural Board, Statistics Estonia, Estonian Patent Office, Supreme Court of Estonia, Tartu Circuit Court, Chamber of Notaries, and Chamber of Bailiffs and Trustees in Bankruptcy.

In international continuing education there were more than 4000 learners from 134 countries. In a year, the number of participants in international courses increased by 37% and the number of courses by 40%. Participants from nearly 30 countries took part in International Summer University. Ten Summer University programmes offered the opportunity to learn the Estonian language, and acquire knowledge of semiotics of culture, the Russian-EU relations, and Baltic regional security.

### Number of continuing education courses and participants at the UT in 2017

<table>
<thead>
<tr>
<th>Continuing education in total</th>
<th>Participants</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing education courses</td>
<td>47,815</td>
<td>1,530</td>
</tr>
<tr>
<td>incl. partly or fully web-based or distance learning courses (in brackets: percentage of all continuing education programmes)</td>
<td>22,559 (47%)</td>
<td>417 (27%)</td>
</tr>
<tr>
<td>incl. MOOCs</td>
<td>11,935</td>
<td>27</td>
</tr>
<tr>
<td>incl. international continuing education</td>
<td>4,045</td>
<td>67</td>
</tr>
<tr>
<td>incl. fully web-based study (in brackets: percentage of international continuing education)</td>
<td>2,605 (64%)</td>
<td>14 (21%)</td>
</tr>
<tr>
<td>Degree study courses</td>
<td>724</td>
<td>273</td>
</tr>
</tbody>
</table>

In 2017, 4,493 learners participated in the main programme of the UT University for Senior Citizens. In addition, the programme included 32 computer study or language courses, workshops or study tours, with a total of 828 participants. Study groups of the University for Senior Citizens also operate in Tallinn (in Estonian and Russian), Tartu, Keila, Kuressaare, Narva (in Russian), Pärnu, Türi, Valga and Viljandi.

**A2020 objective:** the university contributes to the designing of Estonian regional policy by strengthening the colleges in Viljandi, Narva and Pärnu as centres of regional development and cooperation.

In accordance with the aim of the strategic plan, continuing education was successfully provided outside Tartu as well. Training courses with the highest participation rate were conducted in the counties of Harju, Ida-Viru, Pärnu and Viljandi and Saaremaa, i.e. mostly in regions where the university has a college or an office.
Research and development at the University of Tartu was positively evaluated in all six fields of science. In 2017, Estonian Research Council (ETAg) conducted the regular evaluation to assess the level of research in Estonian R&D institutions following internationally recognised criteria in six fields of science. For the first time, also the societal impact of research was assessed. A positive evaluation decision will be valid for seven years and entitles the institution to apply for R&D funding from the state budget and to open doctoral studies in evaluated fields of science.

Evaluation committee said natural sciences were the strength of the university, and in most cases, at an excellent level. Particularly, centres of excellence were highlighted. The Institute of Computer Science was recognised for significant growth over seven years, great interest among students and international attractiveness.

For engineering and technology, innovation of fundamental research in the field and international cooperation in applying the results, incl. in the business sector, was pointed out. The sustainability and potential of engineering and technology sciences is supported by an adequate number of PhD students, state-of-the-art infrastructure and equipment.

According to the evaluation, the impact of medical and health sciences is high. In the aspect of societal impact, the work of Estonian Genome Centre was mentioned. The committee pointed out modernised infrastructure, but also the low attractiveness of PhD studies in medicine, which leaves unanswered the question of the sustainability of clinical research in the current volume.

In agricultural and veterinary sciences, the university’s research groups work successfully on biodiversity, environmental ecology, plant biology and processes of climate change. The societal impact of research, which extends beyond Estonia, was acknowledged.

In social sciences, active participation in applied research and valuing the related activities was appreciated. According to the evaluation, the impact of this field of science is great. Communication of research results and other ways of disseminating information of the faculty’s activities were highlighted.

The strength of humanities and the arts consists in a unique comprehensive approach. Researchers’ active and influential engagement in the societal dialogue both at the national and international level was mentioned. Also the work of the Centre for Ethics was recognised, incl. activities related with values education.

### Results of regular evaluation of research and development

<table>
<thead>
<tr>
<th>Field of Science</th>
<th>Scientific Impact</th>
<th>Sustainability and Potential</th>
<th>Societal Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural sciences</td>
<td>UT: excellent</td>
<td>EULS: good</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>TUT: good</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EULS: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>TU: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td>Engineering and technology</td>
<td>UT: excellent</td>
<td>EULS: good</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>TUT: excellent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EULS: good</td>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>Medical and health sciences</td>
<td>UT: excellent</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>TUT: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td>Agricultural and veterinary sciences</td>
<td>UT: excellent</td>
<td>EULS: good</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>TUT: excellent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EULS: good</td>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>Social sciences</td>
<td>UT: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>TUT: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>TU: good</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td>Humanities and the arts</td>
<td>UT: good</td>
<td>TUT: satisfactory</td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>TU: satisfactory</td>
<td></td>
<td>Good</td>
</tr>
</tbody>
</table>

The UT Code of Conduct for Research Integrity was completed after nearly two years of discussions. The code of conduct is divided into two parts: fundamental values that serve as a basis for research (freedom, responsibility, honesty and objectivity, respect, caring, justice, openness and cooperation) and principles of action in research; and describes the conduct expected from researchers and the responsibility of research institutions in ensuring research integrity. Appendices include a glossary, cases of research-ethical dilemmas, and an overview of other codes of conduct for research integrity. The values and principles of action of the university’s code of conduct are consistent with the Estonian Code of Conduct for Research Integrity.

The Estonian Code of Conduct for Research Integrity is a framework document providing guidelines to all Estonian research institutions and researchers working there. On 1 November 2017, this framework document was signed by 21 research institutions, Estonian Research Council, Ministry of Education and Research.
Financing

A2020 objective: in the conditions of the rapid development of research and technology and global competition, the university preserves and strengthens its position on the international research and education landscape.

In 2017, Estonian R&D institutions were financed from major national financing programmes in the amount of 50.4 million euros, nearly 53% of it was allocated to UT.

Research funding allocated to Estonian R&D institutions from major national financing programmes* for 2013 and 2017 in millions of euros

<table>
<thead>
<tr>
<th>R&amp;D institution</th>
<th>2013</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>UT</td>
<td>20.6</td>
<td>26.5</td>
<td>5.9</td>
</tr>
<tr>
<td>TUT</td>
<td>8.6</td>
<td>10.1</td>
<td>1.5</td>
</tr>
<tr>
<td>TU</td>
<td>2.0</td>
<td>2.6</td>
<td>0.6</td>
</tr>
<tr>
<td>EULS</td>
<td>2.6</td>
<td>3.4</td>
<td>0.8</td>
</tr>
<tr>
<td>Other</td>
<td>5.5</td>
<td>7.8</td>
<td>2.3</td>
</tr>
<tr>
<td>Total</td>
<td>39.3</td>
<td>50.4</td>
<td>11.1</td>
</tr>
</tbody>
</table>

* Targeted funding of research topics, Estonian Science Foundation grants, institutional research funding, personal research funding, national programmes and base funding. Source: MoER

The value (in million euros) of R&D contracts on the basis of concluded contracts (excl. EU Structural Funds) in 2013–2017

<table>
<thead>
<tr>
<th>Year</th>
<th>UT</th>
<th>TUT</th>
<th>TU</th>
<th>EULS</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>23,1</td>
<td>16,6</td>
<td>26,0</td>
<td>18,0</td>
<td>37,0</td>
<td>20,4</td>
</tr>
<tr>
<td>2014</td>
<td>9,9</td>
<td>6,1</td>
<td>3,2</td>
<td>7,1</td>
<td>6,5</td>
<td>16,6</td>
</tr>
<tr>
<td>2015</td>
<td>6,1</td>
<td>7,8</td>
<td>7,3</td>
<td>6,2</td>
<td>7,7</td>
<td>26,0</td>
</tr>
<tr>
<td>2016</td>
<td>6,1</td>
<td>6,5</td>
<td>6,2</td>
<td>7,7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The volume of personal research funding grants in Estonia was 9.6 million euros, of which funding to UT researchers was 5.8 million euros. In 2017, 46 of the new personal research funding applications were successful (total amount 2.6 million euros). The success rate of UT’s new applications was 58%.

Research and development contracts (except public financing) were made with Estonian and international partners for 20.4 million euros in 2017. This was 29 million euros less compared to 2016; the decrease resulted from structural funds contracts. The total price of public contracts has grown by 1.5 million euros and that of international contracts by 0.4 million euros compared to 2016.

In 2017, the total financial volume of institutional research funding for research themes in Estonia was 22.5 million euros. No new calls for institutional funding applications are announced and therefore the number of themes has remained the same for the second year.

The University of Tartu had 76 IUT themes in the amount of 12.6 million euros in 2007.

The council allocated the national sciences support of the 2017 base funding to the Faculty of Arts and Humanities and divided the rest of the base funding amount as follows:

- 42% to academic units according to their contribution to earning the base funding;
- 26% for investment in academic and research buildings;
- 20% to the university’s development fund;
- 12% to the rector for performance-based financing of academic units.

After distribution of performance-based amounts and making allocations from the development fund, 73.8% of the 2017 base funding was directed into the budgets of academic units.

Professor of the University of Tartu Tambet Teesalu was the first Estonian scientist to win the European Research Council’s prestigious Proof of Concept Grant for investigating the innovation and market potential of the research results. In 2012, Teesalu received the starting grant of the European Research Council for four years. In his research project he focused on developing an anticancer drug which, if injected into blood vessels, would find cancer cells and leave the healthy tissue unharmed. Before scientific research results in a real drug sold in pharmacies, usually a considerable amount of money is needed. Therefore, the European Research Council has decided to support the Estonian scientists’ work and its way to production.
According to the Estonian Research Information System (ETIS), in 2017 UT members published 2,511 research publications; 1,709 were high-level publications, incl. 1,231 ETIS category 1.1 publications.

The average number of high-level publications published per academic staff member (FTE) was 1.2.

According to ESI (Essential Science Indicators), which is standardised by fields of science but does not include the humanities and focuses on only the 1% of the world’s most successful publications, the University of Tartu continues to be the most successful research and development institution in Estonia by the number of publications and citations, in the majority of research fields in ESI.

According to ESI, 50 researchers affiliated with the University of Tartu belonged to the 1% most cited researchers in their field of science in 2017.

In the world’s leading research information database Web of Science Core Collection, 1,299 publications by authors from the University of Tartu were indexed in 2017, cited 1,518 times. Scopus database covers 1,469 publications related with the University of Tartu, cited 1,690 times. In Scopus and Web of Science, the h-index of the University of Tartu’s publications in 2013–2017 is 91 and 89, respectively.

Field division of fractionated publications by authors from Estonia and the UT among the 1% of most cited publications in the Web of Science ESI database in 2006–2017 and the impact of UT publications (as of January 2018)

<table>
<thead>
<tr>
<th>Field</th>
<th>Clinical medicine</th>
<th>Plant and animal sciences</th>
<th>Chemistry</th>
<th>General social sciences</th>
<th>Environmental science and ecology</th>
<th>Molecular biology and genetics</th>
<th>Biology and biochemistry</th>
<th>Neuroscience and behaviour</th>
<th>Psychiatry and psychology</th>
<th>Geosciences</th>
<th>All fields</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of Estonian publications</td>
<td>1,542</td>
<td>1,649</td>
<td>1,460</td>
<td>1,410</td>
<td>1,288</td>
<td>743</td>
<td>747</td>
<td>465</td>
<td>458</td>
<td>1,188</td>
<td>16,458</td>
</tr>
<tr>
<td>Total number of UT publications</td>
<td>990</td>
<td>921</td>
<td>901</td>
<td>857</td>
<td>757</td>
<td>607</td>
<td>482</td>
<td>390</td>
<td>340</td>
<td>483</td>
<td>9,185</td>
</tr>
<tr>
<td>Percentage of UT publications</td>
<td>64%</td>
<td>56%</td>
<td>62%</td>
<td>61%</td>
<td>59%</td>
<td>82%</td>
<td>65%</td>
<td>84%</td>
<td>74%</td>
<td>41%</td>
<td>56%</td>
</tr>
<tr>
<td>Division of UT publications by field of study</td>
<td>15%</td>
<td>14%</td>
<td>13%</td>
<td>13%</td>
<td>11%</td>
<td>9%</td>
<td>7%</td>
<td>6%</td>
<td>5%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Number of citations to UT publications</td>
<td>15,029</td>
<td>15,596</td>
<td>11,550</td>
<td>4,024</td>
<td>15,873</td>
<td>32,944</td>
<td>10,902</td>
<td>6,897</td>
<td>5,142</td>
<td>5,937</td>
<td>124,427</td>
</tr>
<tr>
<td>Number of UT citations per publication</td>
<td>15.2</td>
<td>16.9</td>
<td>12.8</td>
<td>4.7</td>
<td>21.0</td>
<td>54.3</td>
<td>22.6</td>
<td>17.7</td>
<td>15.1</td>
<td>12.3</td>
<td>14.6</td>
</tr>
</tbody>
</table>
**ENTERPRISING UNIVERSITY**

**Cooperation with companies**

**A2020 objective:** inspires businesses to more actively use the research infrastructure of the university and the knowledge and skills of academic staff

8.2 million euros was the value of contracts signed by the University of Tartu in 2017 for providing measuring, analysis, consultation or R&D services

This is 3.8 million euros more than the year before. Most of all, orders from Estonian businesses who actively use national R&D cooperation measures have increased. Compared to 2016, fewer small and medium-sized enterprises used the innovation voucher of Enterprise Estonia for cooperation with the university; the use of development vouchers remained at the same level.

Investments by Estonian enterprises in R&D have grown year by year. In 2015, businesses invested nearly 230,000 euros in R&D jointly with the University of Tartu, in 2017 they invested more than 740,000 euros.

The university’s partners for measuring, analysis, training or consultation services and the value and number of R&D contracts with businesses supported from various financing schemes in 2017

<table>
<thead>
<tr>
<th>Value of contract (in euros)</th>
<th>Number of contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGOs, foundations and public institutions</td>
<td>2,153,132</td>
</tr>
<tr>
<td>State institutions, ministries, local governments</td>
<td>2,728,450</td>
</tr>
<tr>
<td>Business associations</td>
<td>3,335,043</td>
</tr>
<tr>
<td>Participation in financing schemes with businesses</td>
<td>1,991,302</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,207,928</strong></td>
</tr>
</tbody>
</table>

In 2016 and 2017, Archimedes Foundation co-financed by the European Regional Development financed 21 applied research and product development projects in smart specialisation growth areas, incl. 11 projects implemented in cooperation with the University of Tartu. In 2017, the University of Tartu entered into R&D contracts valued at 2.2 million euros within the action “Support for applied research in smart specialisation growth areas”.

**A2020 objective:** the university increases the interest in and awareness of innovation and science among Estonian residents and businesses through various forms of cooperation

The University of Tartu’s partnership programme, launched in 2016, has helped the university to create close relationships with 60 enterprises, with whom to cooperate or plan future cooperation in studies and research. In 2017, close cooperation started with Swedbank, SEB Pank, Eesti Energia and Värska Sanatorium. In the course of the partnership programme, in October 2017 a Demo Day was organised for enterprises, introducing the R&D possibilities of the University of Tartu. At the event, 26 UT researchers made short presentations, giving an overview to the entrepreneurs of the skills and knowhow available at the

Four new partners joined the ADAPTER network which connects entrepreneurs with scientists: National Institute of Chemical Physics and Biophysics, Software Technology and Applications Competence Centre (STACC), Tallinn University of Applied Sciences, and Centre of Food and Fermentation Technologies (CFFT). Via adapter.ee portal, 159 enterprises sent their request for development. 21 cooperation agreements were made with enterprises; the University of Tartu researchers perform eight of them.

In November, the yearly ADAPTER cooperation festival “Right time, right place” was held at Tallinn University of Applied Sciences, bringing together 280 entrepreneurs and researchers. The keywords of the third festival were man, environment and resources. At the festival, researchers gave 3-minute presentations on their field of science; contacts were made, and both current and forward-looking issues were discussed in workshops.

In December, the largest business festival in the Baltic countries, “sTARTUp Day” was organised for the second time by the University of Tartu, the City of Tartu and Tartu Science Park. The festival had more than 2,600 participants and 100 speakers, and its seminars and workshops gave the participants countless new ideas.

At “sTARTUp Day”, a match between Estonian and Finnish spin-offs took place. This was a joint initiative of the University of Tartu, Tartu Science Park, University of Turku and Turku Science Park. Four spin-offs of different stage of development from each country took part in the competition.

53 enterprises were in the list of the University of Tartu spin-offs by the end of 2017

In 2017, UT researchers announced 18 new objects of intellectual property, three times more than the year before. Direct income from the commercialisation of the university’s intellectual property was 65,500 euros. In 2017, intellectual property of the University of Tartu was used the most by Tere AS and Linde AG.
Entrepreneurship education

A 2020 objective: the university enables students to develop their general and area-related business competencies based on their needs and interests

The entrepreneurship education programme “Edu ja tegu” was launched in 2016, to be implemented by the Ministry of Education and Research in 2016–2018. The programme’s lead partners are the University of Tartu and Innove Foundation. In 2017, the decision was made to extend the programme until the year 2020. The programme aims to promote entrepreneurship education at all levels and types of study (incl. vocational and teacher education) and develop an enterprising spirit and attitude in young people. The programme is financed by the European Social Fund, with public national co-financing.

In the 2016/2017 academic year, 41% of the curricula, incl. 92% of professional higher education programmes included at least one entrepreneurship course. The percentage of successfully passed entrepreneurship studies accounted for 2.6% of the total volume of studies. The university aims for each student to pass entrepreneurship courses for at least 6 ECTS during the first and second level of higher education. In 2016/2017, traineeship courses were included in 76% of the bachelor’s curricula and 88% of the master’s curricula.

To advance students’ enterprising and innovative spirit, the University of Tartu Idea Lab has been created, where active students and pupils can work together to find innovative and practical solutions to interesting problems. In “Edu ja tegu” STARTER pre-incubation programme, participants can develop their idea into a business model with support from mentors and, if desired, set up a business.

Two UT Idea Lab teams – Cody (mobile app for teaching computer coding) and The Coulomb Sailing Group (technology to eliminate space debris) – won the main prize in the international business development programme “Network Globally, Act Locally”. The programme is financed by Harry and Reba Huge Foundation and participants are students of the University of Tartu, Tallinn University of Technology, College of Charleston, the Citadel Military College of Charleston and Nebraska Wesleyan University. The first half of the programme was conducted in Tartu and Tallinn, and the last week in the USA, where the young startups pitched their ideas to leaders of the local enterprises.

In February, 200 university and secondary school students worked at Idea Lab’s season opening event “Idea Storm. 100 Ideas That Change the World” together with 22 inspiring new-generation entrepreneurs to create innovative ideas to be carried out in the Idea Lab’s STARTER programme. STARTER also took place in Narva and Pärnu Colleges. All in all, there were 36 STARTER teams.

The first prize of the business ideas competition “Kaleidoskoop” was awarded to WillDigital who provides digital legacy management service.

In business and project ideas competition “Kaleidoskoop”, 25 teams took part in the preliminary round and 10 made it to the finals in spring. A record number of teams – 45 – participated in the preliminary round in autumn. The first prize was awarded to Decomer Technology who develop bioprotein-based bioplastics, which they currently use for packaging honey. Decomer Technology won the title of the best STARTER team at “sTARTUp Day” business festival.
CONTRIBUTION TO SOCIETY

A2020 objective: the university ensures the competitive level of the development of national sciences

The University of Tartu is the only classical university in Estonia who has the double role of an international research university and the Estonian national university. The responsibility of the national university is to preserve and develop the Estonian language and culture. For that purpose, the university advances the sciences investigating Estonia and its people, promotes education in Estonian, and preserves the national cultural heritage in the possession of the university.

In 2012, ten national sciences professorships were established in UT to perform these tasks. In February 2017, the UT professorship of Estonian history and the Estonian National Archives started a public lecture series that aims to analyse and interpret the radical events in the process of Estonia’s independence, the basic documents and the decisions made in the turbulent political situation of that time.

Sharing knowledge

A2020 objective: the university intensifies cooperation with schools to generate scientific interest in pupils and to involve talented pupils in research

In 2016/2017, 1,629 pupils from 170 schools studied in the 49 courses of the UT Youth Academy. Workshops in physics, chemistry and biology were organised in 44 schools; 713 pupils completed the programme. In 2017/2018, 3,796 students started studies in 48 e-courses and four workshops.

862 pupils participated in the finals of Olympiads in 13 subjects. In regional contests there were nearly 10,000 participants. In addition to Olympiads, Youth Academy organised open competitions in mathematics, computer science, chemistry, physics and astronomy (with 771 competitors). Pupils appreciate the online competitions Kobras, Spekter, Pulsar and Kuubik, but the most popular is the mathematics contest Känguru.

Estonian Genome Centre completed the genotyping of 50,000 gene donor samples in 2017. This database is continuously supplemented with information from other health databases and registers. Based on existing information, new methods for forecasting health risks are developed, allowing better prevention of diseases and more effective treatment based on genetic data.

In 2017, the Genome Centre started sharing genetic information with gene donors. This is the first step in implementing the Estonian national personalised medicine programme. In December 2017, the Ministry of Social Affairs, the National Institute for Health Development and the University of Tartu signed a protocol for collecting samples of 100,000 new gene donors in 2018, to genotype them and prepare gene cards. The project aims to make the results of genetic research available to gene donors and doctors. This enables to provide better healthcare services, prevent diseases and determine the most appropriate medicine and dose for each patient.

In 2017, photographic artist Peeter Laurits was elected the Professor of Liberal Arts at the University of Tartu

In 2017, the University of Tartu award for contribution to Estonian national identity was granted to populariser of nature, biologist Fred Jüssi

In 2016 and 2017, a total of 2,415 pupils and 145 teachers from 58 schools visited the Investigation Lab in UT Chemicum

In the national science communication competition, the Youth Academy’s Investigation Lab received the second prize in the category “Best new science and technology communication initiative”.

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The University of Tartu Museum provided active learning programmes focusing on the humanities, science and technology to the schools of Tartu. In May, the Crazy Scientist’s 3rd scientific conference on waste sorting was held, with schools all over Estonia participating.

In 2017, in cooperation with the Vanemuine theatre, the monodrama “Ghost in the Machine. G. F. Parrot” (author Meelis Friedenthal and director Tiit Palu) premiered in the rotund of the Old Anatomical Theatre to celebrate the 250 anniversary of Parrot.

The Vanemuine theatre played the summer production “Julie and the Stars” in the observatory garden, and the summer production “The Name of the Rose” in the ruins of the cathedral.

High-level interdisciplinary teams analysed the portrait of G.F. Parrot (project leader Ingrid Sahk) and ancient Egyptian mummies (project leader Jaanika Anderson). The former project was nominated for the Conservation Award and the latter won the Best Curator of Collection award at the 2017 Annual Estonian Museum Awards gala.

At the same event, the 2017 Best Scientific Event award was granted to UT Museum for the 28th Baltic Conference on the history and philosophy of science “On the Border of the Russian Empire: The German University of Tartu and its first Rector Georg Friedrich Parrot”.


UT Natural History Museum celebrated its 215th anniversary and was awarded the title of the most tourist-friendly museum. The exhibition “Estonian Plant Repository”, dedicated to Estonia’s 100th anniversary, was prepared in cooperation with schoolchildren and teachers all over Estonia. Their herbariums are preserved in the museum as a repository that helps researchers to study changes in nature over time. In 2017, the collections of UT Natural History Museum grew by 21,074 items to nearly 1.2 million items.

At the end of 2017, there were 10,983 plant species and varieties in the Botanical Garden. The department of Estonian native plants was completed. With the exhibition “Oil Palm and Palm Oil – in the Footsteps of the Green Plague” in summer 2017, the Botanical Garden drew visitors’ attention to a serious environmental problem, asking whether consumer choices can save the environment. Led by the Natural History Museum and Botanical Garden, the third Nature Festival was held in Tartu in 2017, focusing on urban nature and offering numerous workshops and nature tours in the City of Tartu.

In 2017, UT Library was closed for readers due to renovation works. Only open-shelf books were available for borrowing, and temporary reading rooms and groupwork rooms could be used. By the end of the year, the library had 56,608 registered users. Students accounted for 50% of the total number of readers. During the year, 15,437 physical and 161 million virtual visits were registered in the main library. By the end of 2017, access to 119 online databases had been created via the library.

The University of Tartu Museum provided services to 80,163 visitors in 2017. Thanks to support from the Integration Foundation, audio and video guides are available now for visitors of the museum.

In February 2017, UT Art Museum opened the Chamber of Mummies, which attracted new audience. UT Museum opened the annual exhibition “Glory of the Cathedral” to display the archaeological heritage of the cathedral in its treasury. As a result of the preparations for the “National University 100” programme, the travelling exhibition “Get Ready! 100 Faces of the University of Tartu” was opened in December 2017.

A2020 objectives: the university supports the development of memory institutions of the university and the research and preservation of national cultural assets and heritage
National research awards are issued by the Government to Estonian researchers and research groups for outstanding research work in eight fields of research.

**Research award for long-term research and development achievements** was given to UT Professor emeritus, Academician Gennadi Vainikko, an outstanding mathematician whose main research focus is specific integral, differential and operator equations.

The award in **technical sciences** was granted to Professor of Software Engineering Marlon Gerardo Dumas Menjivar for his research on the foundations of process mining.

In **medical sciences**, Visiting Professor Tambet Teesalu of the Institute of Biomedicine and Translational Medicine received the award for the development of homing peptides for precision-guided cancer therapy.

The award in **geology and biology** was given to Senior Research Fellow Olev Vinn of the Department of Geology, Institute of Ecology and Earth Sciences for the series of works “Paleoecology and Bimonalisation of Annelids in the Phanerozoic”.

The award in **social sciences** was granted to Professor of International Law Lauri Mälksoo for his research “Russian approaches to International Law and Human Rights”.

In the **humanities**, Head of the Centre for Archaeological Research Heiki Valk was awarded for the series of papers “Rural Archaeology in Estonia in the Late Iron Age and the Middle Ages: Society and Culture” (incl. the monograph “Siksälä Mound”).

President Kersti Kaljulaid recognised Senior Research Fellow Tõnu Esko of the Estonian Genome Centre with the **Young Scientist Award of the Cultural Foundation of the President**.

The Special Young Scientist Award for the popularisation of scientific ways of thinking went to Lecturer and Senior Research Fellow in Physical Optics Heli Lukner of the Institute of Physics.

Senior Research Fellow in Estonian and Comparative Folklore Merili Metsvahi received the **Folklore Collection Award** for supervising fieldwork courses of UT folklore students and for handing over the archive in 2001–2016.

Director of Estonian Genome Centre Professor Andres Metspalu was awarded the **Science Prize of the Baltic Assembly** for his innovative, diverse and lasting contribution to gene technology and molecular diagnostics.
Professor of International Business **Urmas Varblane** received the 2nd class Badge of Honour of the Estonian Chamber of Commerce and Industry, which is awarded for outstanding contribution to the development of the Chamber or the economy of Estonia.

The daily Postimees gave the title **Person of the Year 2017** to Head of the Chair of Natural Resources of the Institute of Ecology and Earth Sciences **Asko Lõhmus**.

Professor of Archaeology **Valter Lang** was elected an external member of the Finnish Academy of Science and Letters.

On the 15th anniversary of the Estonian-language Wikipedia, Associate Professor in Optical Metrology **Mart Noorma** was recognised with the title **Friend of Wikipedia 2017** for initiating and actively promoting the Million+ project.

Junior Chamber International Estonia awarded the title **Outstanding Young Person 2017** (TOYP) **Estonia** to Professor in Media Studies **Andra Siibak**. The title serves to recognise people aged 18–40 who excel in their chosen field and initiate positive changes.

Professor emeritus at Johan Skytte Institute of Political Studies, political scientist and public figure **Rein Taagepera** was awarded with the title **Honorary Citizen of Tartu**.

In 2017, the University of Tartu improved its position in two most important **university rankings**. In the **Shanghai ranking** (ARWU), UT rose 100 positions to the 301–400 range.

In **QS World University Rankings**, UT advanced to the 314th place among the nearly 4000 analysed universities (347th in 2016). The university improved its position thanks to reputation survey conducted among employers, the improved faculty-to-student ratio and the percentage of international students. In addition to the general ranking, QS compiles rankings by 46 subjects. In 2017, the University of Tartu was represented in 13 subject rankings.

In the **Times Higher Education (THE)** overall ranking, the university maintained its last year’s position. In the subject rankings, UT was placed between 126–150 in biological sciences, 201–250 in clinical and health sciences and computer science, and 301–400 in arts and humanities, physical sciences and social sciences.
3,435 people worked for the University of Tartu at the end of 2017

2,805 employees 51%

- Academic staff (1,432)
- Support staff (1,373)

Number of employees (FTE) of the University of Tartu in 2017

3,129 2,862 2,805

2013 2014 2015 2016 2017

Number of employees (FTE) in 2013–2017

57% of support staff worked in faculties, 27% in support structure and 16% in UT institutions.

1,604 1,419 1,373

2013 2014 2015 2016 2017

Number of support staff members (FTE) in 2013–2017

210 foreign nationals from 55 countries worked in the University of Tartu

169 of them held an academic position. International teaching and research staff members made up nearly 9% of the total UT academic staff. Most of them (59 persons) worked as research fellows. 22 foreigners were employed as professors (11% of all professors).

69% of the academic staff hold a PhD

There were 1,240 academic staff members with a PhD at UT. The requirement to hold a PhD or an equivalent qualification applies to UT professors, associate professors, research professors and senior research fellows, and is also extended to lecturers in 2018.

In 2017, 32 professors were elected, incl. 15 who assumed the position for the first time. Eight of the elected professors are women. At the end of 2017, UT had 193 professors, incl. 42 women (22%).
1,567 euros was the average gross monthly salary of UT employees in 2017.

Average gross monthly salary increased by 6.8% in a year. In 2017, the salary rise was the quickest among teaching staff (7.8%), followed by support staff (7.1%) and research staff (4.2%). By positions of academic staff, the largest salary increase was for professors (8.3%), associate professors (8.2%), lecturers (6.8%), and assistants and teachers (6.8%). In 2017, women’s average salary in academic positions was 1–10% lower than men’s.

**Training courses for employees**

A2020 objective: the university supports the development of the teaching and instructing skills of academic staff and the learning skills of students.

The University of Tartu supports the development of teaching and supervision skills with training and through collegial feedback communities.

In 2017, UT teaching staff were offered 47 continuing education courses and 50 seminars for the development of teaching skills, with 634 participants. 36 teaching staff members completed the base training course “Learning and Teaching in Higher Education” and 24 completed the first course for supervisors of student papers. 14% of academic staff members participated in long-term teaching development activities.

In the spring semester of 2017, there were seven collegial feedback communities in the university with 63 participants, and in the autumn semester, six communities with 56 participants. In addition, the awardees of the UT good teaching grant (for conducting research on their teaching) held meetings all through the year. Collegial feedback communities discuss various teaching-related issues, for example, how to shape the learning environment, involve students, give feedback on teaching, assess teaching, and prepare teaching materials. Reciprocal observation of teaching and its analysis have an important role in the process. Some of the communities focused on a new topic: the development of university-wide courses or methodology.

In order to develop teaching skills in a new way, faculty methodology sessions were introduced, where participants introduced new methodological approaches and together discussed the ways to implement them.

The conference “From Lecturer to Lecturer 2017: Development of Own Teaching” concentrated on changes that have supported the implementation of the principles of the good practice of teaching. Based on the presentations, a poster e-book was made.

A2020 objective: the university 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.

A comprehensive Estonian language e-course was organised for the Estonian-speaking employees of the university. With the support of numerous exercises and thorough feedback, the learners received excellent training on the accurate use of standard Estonian.

International staff members were offered regular events to support their settling in (for example, guided trips to introduce Estonian culture, seminars, sports day), which attracted 121 participants, incl. 27 family members. 44 international employees and 15 family members used the opportunity to learn the Estonian language.

A2020 objective: the university plays an important role in transforming Tartu into an international learning, working and living environment.

“Tartu – Rich in Culture” is a series of seminars for university members and townspeople, where international staff and students introduce the culture, nature and customs of their country. In the culture evenings in 2017, the traditions of Lithuania, Italy and America were introduced, and 200 people participated in the events.

Lithuanian Days at the University of Tartu in March 2017
In 2017, the organisation of management training was changed. The former broad-based single training courses were replaced by long-term systematic development of the skills of beginning managers. All in all, 171 employees participated in the 20 professional leadership courses (on 279 occasions).

In March 2017, the senate approved the university’s good practice of leadership. More than 125 university employees contributed to preparing this document by participating in discussions and supplementing the text. The principles of good leadership practice were also introduced at the three performances by Juhtmisteater, which were attended by nearly 200 UT employees. Besides describing expectations to leaders, this initiative resulted in launching the new manager’s development programme and a self-analysis tool for managers.

In autumn 2017, the one-year training programme for beginning managers was launched to develop their leadership skills, give new knowledge and create a social network to support good leadership. The programme is taught by UT teaching staff and other experienced instructors. Each participant in the programme gets a coach, if requested. 24 employees joined the new manager’s development programme.

In 2017, 17 managers participated in the mentorship and coaching programme designed to advance professional leadership. 13 employees completed the coach training programme to act as mentors or coaches to other employees in the future. Nine co-vision seminars were held with 31 participants.

University employees actively use the Erasmus+ staff training and academic staff mobility programmes. In 2017, all in all 136 employees delivered lectures or participated in trainings in universities abroad. Most often they went to Germany, France, Latvia and Austria. The most popular International Credit Mobility destinations were Vietnam, Moldova and the United States of America.

For the development of a fair and ethical organisation, a series of seminars focusing on students and staff with special needs was organised. In the seven seminars, a total of 63 employees participated (on 158 occasions).

**Work environment**

To improve the work environment, management, work of support units and availability of services, annual surveys on the work environment and the work of support units have been organised since 2011. In the 2017 survey, the number of respondents was record high: 1,641 employees, i.e. 47.4% of all UT staff.

92.5% of employees were generally satisfied with work at the university

Above all, UT employee satisfaction was dependent on interesting work, work atmosphere and salary. Important factors determining the level of job satisfaction were also the importance of work, support of colleagues, level of work stress, adequate time for personal life and the leadership style of immediate supervisor.

Most of all, the university members are satisfied that their job is interesting – 98.3% of respondents said so. Workplace atmosphere is an area that most needs improvement: every eighth respondent did not consider it positive (12.3%). Only 61.4% of respondents regard their salary as fair, which is similar to last year’s result.

Responses to management questions show steady improvement over years in two areas: receiving feedback on one’s work, and recognition of good work results. Constant improvement is also evident in professional development opportunities and work-life balance. Job satisfaction has increased considerably among international staff.

<table>
<thead>
<tr>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriateness of communication</td>
<td>93.0%</td>
</tr>
<tr>
<td>Availability of service</td>
<td>93.9%</td>
</tr>
<tr>
<td>Adherence to agreements</td>
<td>93.8%</td>
</tr>
<tr>
<td>Obtaining solution to problem</td>
<td>92.2%</td>
</tr>
<tr>
<td>Proceeding from university’s objectives</td>
<td>85.7%</td>
</tr>
<tr>
<td>Competence of initiatives</td>
<td>85.6%</td>
</tr>
<tr>
<td>Overall satisfaction with work of units</td>
<td>90.1%</td>
</tr>
</tbody>
</table>

Satisfaction with the work of support units has constantly increased over years. The opinion that actions initiated by support units are proficient and that one can get a solution or an answer to problems have improved the most.

Staff satisfaction with the work of the support units (share of respondents who strongly, generally or slightly agreed with the statement), 316 respondents
Events for university employees

2 January
Rector’s New Year’s reception for UT employees in the Estonian National Museum

8 February
Winter sports day of UT employees and their family members in Kääriku Sports Centre

23 February
Ceremony and concert dedicated to the 99th anniversary of the Republic of Estonia in the assembly hall. UT awards ceremony

23 May
Rector’s appreciation event for retired employees

4 September
Opening ceremony of the academic year

28 September
UT Memorial Day in Raadi cemetery

2 October
Rector’s reception for international staff

1 December
Celebration of the 98th anniversary of the Estonian national university
International cooperation

Minister of Culture of Moldova Monica Babuc visited the University of Tartu. The visit was dedicated to the 25th anniversary of the establishment of diplomatic relations between the Republic of Moldova and the Republic of Estonia.

The delegation of German parliament members who visited Tartu had a meeting with Rector Volli Kalm and Vice Rector for Research Kristjan Vassil.

14 March

During their visit to Estonia, the Committee of the Permanent Representatives of the Governments of the EU Member States (COREPER I) had a meeting with Rector Volli Kalm and attended a lecture by Mart Noorma on Estonia as a space country.

25 May

The University of Tartu hosted the education attachés of EU member states. The presentations and discussions focused on modern approaches to teaching and learning and monitoring the progress of graduates.

14 July

During the German-Estonian academic week Academica, funded by the Federation of Employers’ Associations of North Rhine-Westphalia, the international symposium on the media of the Enlightenment “Medien der Aufklärung. Aufklärung der Medien” was held.

31 August

Head of the Europe office of the US National Science Foundation (NSF) Sonia Ortega (second from the right) visited the university to gain a better overview of the competence of Estonian research institutions, primarily in the area of IT, and to enhance cooperation with European scientists and technology developers. Together with the host country, NSF plans to start financing short visits by outstanding young US researchers to Estonia.

24 April

In the lecture series named after J. G. Granö, Professor of Computer Science at the University of Helsinki, member of the Estonian Academy of Sciences Esko Ukkonen delivered a lecture “The Era of Algorithms”.

25 April

Rector Volli Kalm hosted his colleagues from Vihjuus University and the University of Latvia. To promote cross-border cooperation and joint studies in the leading universities of the Baltic countries, and to popularise the learning of the languages and culture of other Baltic countries, the rectors signed an agreement to establish a scholarship for students who know the languages of all three Baltic countries.

11–12 January

Ambassador of the People’s Republic of China H. E. Qu Zhe delivered a public speech “China’s Belt and Road Initiative: Rise above Challenges and Build Common Prosperity” during the Chinese Week organised by UT Asian Centre. The lecture focused on China’s “One Belt, One Road” (OBOR) initiative and the EU-China relations.

19 July

The University of Tartu hosted the business delegation of South Carolina, USA, led by Honorary Consul of the Republic of Estonia Harry Huge. For promoting the Estonian-US educational relations and outstanding achievements in introducing Estonia and the University of Tartu in the USA, Harry Huge was conferred the title of Honorary Fellow of the University of Tartu at the ceremony dedicated to the 98th anniversary of the national university.

8 September

Commissioner for education, culture, youth and sport at the European Commission Tibor Navracsics and Rector Volli Kalm discussed issues concerning young people and education in the European Union.

4–6 September

The delegation of German parliament members who visited Tartu had a meeting with Rector Volli Kalm and Vice Rector for Research Kristjan Vassil.

31 August
The University of Tartu hosted the delegations of the Ukrainian Pharmacology University, Moldova University of Pharmacy, Turk University of Applied Sciences, Hang Seng Management College (Hong Kong), Tajik State University of Law, San Ignacio de Loyola University (Peru), Beijing International University, Malaysian University of Technology, University of Greifswald (Germany), Parul University (India), University of Fukui (Japan), Sophia University (Japan), Radboud University (Netherlands), KU Leuven (Belgium) and University of Konstanz (Germany).

The ambassadors of the United States of America, China, Armenia, Germany, Italy, Sweden and Chile paid a traditional visit to the university in 2017.

Members of the University of Tartu Rector’s Office visited Uppsala University, the University of Helsinki and Aalto University. Rector Volli Kalm was a member of the Estonian delegation during the President’s working visit to Switzerland and state visit to Georgia.
By the end of 2017, about 5,600 graduates had joined the UT alumni network UTalumni. 83% of them are willing to contribute to the university’s activities, incl. to offer traineeship opportunities for students, introduce their enterprise, answer professional questions and supervise students’ graduation papers.

In 2017, a new mentoring programme was launched with 83 mentors participating, most of them University of Tartu graduates. Mentors are successful specialists and managers who give advice and share their experiences to help students realise their goals. All areas of study were represented in the programme; most active were social sciences (entrepreneurship, law and teacher education) and IT.

The University of Tartu alumni blog attracted on average 1,750 new readers each month in 2017. This was a threefold increase compared to 2016.
The consolidation group of the University of Tartu consists of the university and seven other legal entities. In 2017, OÜ Tartu Ülikooli Keskinna Apteek was liquidated. OÜ Tervisliku Piima Biotehnoloogiate Arenduskeskus changed its name to BioCC OÜ. The total operating revenue of the group amounted to 153.8 million euros in 2017.

### Main indicators of the field and volume of activity of the legal entities in the consolidation group

<table>
<thead>
<tr>
<th>Legal person in public law</th>
<th>Field of activity</th>
<th>Operating revenue</th>
<th>Total net gain/loss</th>
<th>Balance sheet total</th>
<th>Net assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Tartu</td>
<td>Higher education, research</td>
<td>149,768</td>
<td>–8,471</td>
<td>266,655</td>
<td>235,328</td>
</tr>
<tr>
<td>OÜ Tartu Ülikooli Kirjastus</td>
<td>Publishing</td>
<td>379</td>
<td>14</td>
<td>358</td>
<td>300</td>
</tr>
<tr>
<td>OÜ Tartu Ülikooli Keskinna Apteek</td>
<td>Sale of medicines</td>
<td>0</td>
<td>–53</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Academus Hostel OÜ</td>
<td>Accommodation</td>
<td>361</td>
<td>31</td>
<td>239</td>
<td>235</td>
</tr>
<tr>
<td>E-Kyla Arendus OÜ</td>
<td>Software development for student residences</td>
<td>24</td>
<td>1</td>
<td>66</td>
<td>58</td>
</tr>
<tr>
<td>BioCC OÜ</td>
<td>Research in natural sciences</td>
<td>1,490</td>
<td>40</td>
<td>859</td>
<td>296</td>
</tr>
<tr>
<td>MTÜ Tartu Üliõpilasküla</td>
<td>Student accommodation</td>
<td>3,381</td>
<td>–57</td>
<td>1,213</td>
<td>605</td>
</tr>
<tr>
<td>MTÜ Tartu Üliõpilasmaja</td>
<td>Students’ sports activities</td>
<td>2,690</td>
<td>–236</td>
<td>139</td>
<td>–84</td>
</tr>
</tbody>
</table>

The university has concentrated its fiscal policy in four directions:

- diversifying and focusing revenue,
- implementing austerity measures,
- consistent management of the policy for covering indirect costs,
- improving the efficiency of financial management on all administrative levels.

In 2017, the university achieved the objectives set in the university’s financial strategy:

- objective: cash flow from economic activities is positive; actual: +3.6 million euros,
- objective: share of university’s net assets in balance sheet is at least 75%; actual: 87.9%.
- objective: loan burden is less than 25% of annual revenue; actual: 6.8%.
Main investments in 2017:
- renovation of the library continued (estimated cost 9.5 million euros)
- Delta academic building was designed
- construction of extension to Ujula 4 started
- renovation of the facade of Biomeedikum started

Main investments in 2018:
- construction of Delta academic building
- (estimated cost 34 million euros)
- construction of Delta business park (estimated cost 6.4 million euros)
- construction of extension to Ujula 4 sports hall (estimated cost 13.4 million euros)
- renovation of the library continues
- renovation of Biomeedikum (vivarium is rebuilt for teaching, facade is renovated, utilities modernised; estimated cost 1.3 million euros)

**Objective:** The university develops infrastructure, following the principle of ensuring the quality of study and research and optimal use of resources.

**Main indicators (consolidated)**

<table>
<thead>
<tr>
<th>FINANCIAL INDICATORS (in thousands of euros)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue</td>
<td>173,866</td>
<td>158,487</td>
<td>161,895</td>
<td>137,989</td>
<td>153,817</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>153,685</td>
<td>150,714</td>
<td>157,890</td>
<td>147,306</td>
<td>162,522</td>
</tr>
<tr>
<td>Financial revenue and expenses</td>
<td>−148</td>
<td>−162</td>
<td>−135</td>
<td>−59</td>
<td>−56</td>
</tr>
<tr>
<td>Annual total net gain/loss</td>
<td>20,027</td>
<td>7,605</td>
<td>3,864</td>
<td>−9,382</td>
<td>−8,772</td>
</tr>
<tr>
<td>Balance sheet total</td>
<td>284,995</td>
<td>291,846</td>
<td>290,866</td>
<td>281,803</td>
<td>269,282</td>
</tr>
<tr>
<td>Current assets</td>
<td>46,226</td>
<td>50,046</td>
<td>48,897</td>
<td>51,390</td>
<td>45,211</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>238,769</td>
<td>241,800</td>
<td>241,969</td>
<td>230,413</td>
<td>224,070</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>28,507</td>
<td>29,214</td>
<td>27,299</td>
<td>25,968</td>
<td>24,935</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>13,192</td>
<td>11,731</td>
<td>8,802</td>
<td>10,452</td>
<td>7,736</td>
</tr>
<tr>
<td>Net assets</td>
<td>243,296</td>
<td>250,901</td>
<td>254,765</td>
<td>245,383</td>
<td>236,611</td>
</tr>
<tr>
<td>Loans from banks</td>
<td>16,171</td>
<td>14,760</td>
<td>11,730</td>
<td>13,352</td>
<td>10,446</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RATIOS</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses / operating revenue</td>
<td>88%</td>
<td>95%</td>
<td>98%</td>
<td>107%</td>
<td>106%</td>
</tr>
<tr>
<td>Loans/ operating revenue</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Current assets / current liabilities</td>
<td>162%</td>
<td>171%</td>
<td>179%</td>
<td>198%</td>
<td>181%</td>
</tr>
<tr>
<td>Fixed assets / current liabilities</td>
<td>84%</td>
<td>83%</td>
<td>83%</td>
<td>82%</td>
<td>83%</td>
</tr>
<tr>
<td>Loans/ balance sheet total</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Net assets / balance sheet total</td>
<td>85%</td>
<td>86%</td>
<td>88%</td>
<td>87%</td>
<td>88%</td>
</tr>
</tbody>
</table>

**Topping-out ceremony at UT Sports Hall extension in December 2017**

**Renovation of the University of Tartu Library**
Abbreviations

Universities

EAA Estonian Academy of Arts
EAMT Estonian Academy of Music and Theatre
EULS Estonian University of Life Sciences
TU Tallinna University
TUT Tallinn University of Technology
UT University of Tartu

Faculties of the University of Tartu

HV Faculty of Arts and Humanities
SV Faculty of Social Sciences
MV Faculty of Medicine
LT Faculty of Science and Technology

Countries

AT Austria IT Italy
BE Belgium LV Latvia
BG Bulgaria LT Lithuania
CH Switzerland LU Luxembourg
CY Cyprus MT Malta
CZ Czech Republic NL Netherlands
DK Denmark NO Norway
DE Germany PL Poland
EE Estonia PT Portugal
ES Spain RO Romania
FI Finland SE Sweden
FR France SI Slovenia
GR Greece SK Slovakia
HR Croatia UK United Kingdom
HU Hungary USA United States of America

Other abbreviations

A2020 University of Tartu Strategic Plan for 2015–2020
ARWU Academic Ranking of World Universities (Shanghai ranking)
AS aktsiaselts (public limited company)
EASL Estonian Academic Sports Federation
ECTS European Credit Transfer and Accumulation System credit point
EHIS Eesti Hariduse Infosüsteem (Estonian Education Information System)
ERAC European Research and Innovation Committee
ERR Estonian Public Broadcasting
ESI Essential Science Indicators
ETAg Eesti Teadusagentuur (Estonian Research Council)
ETIS Eesti Teadusinfosüsteem (Estonian Research Information System)
EU European Union
FTE full time equivalent
GDP gross domestic product
h-index highly cited index
HITSA Hariduse Infotehnoloogia Sihtasutus (Information Technology Foundation for Education)
ICT information and communication technology
IT information technology
MEUR million euros
MoER Estonian Ministry of Education and Research
MOOC massive open online course
MTÜ mittetulundusühing (non-profit organisation)
NGO non-governmental organisation
NSF US National Science Foundation
OECD Organisation for Economic Co-operation and Development
OSKA a system of labour market monitoring and future skills forecasting
OÜ osaühing (private limited company)
PhD Doctor of Philosophy
PHEI professional higher education institution
QS QS World University Rankings
R&D research and development
RDII research, development and innovation
SA sihtasutus (foundation)
THE Times Higher Education World University Ranking
UTTV University of Tartu Television
ACTIVITY REPORT

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More detailed data are available on the UT website
ut.ee/et/ulikool-arvudes

Front page

Extract from photo collage (travelling exhibition “Get Ready! 100 Faces of the University of Tartu”, photos by Birgit Püve, collage by Maarja Roosi)

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