



TALLINN UNIVERSITY

**Baltic Film, Media and
Arts School**

By TLU Senate Regulation no 46 of December 21, 2020

Baltic Film, Media and Arts School Development Plan 2021–2022

1. MISSION OF BFM

We contribute to society, economy, and culture by uniquely linking and developing film and other arts, media, and communication fields. We integrate the development of creative skills with academic research, create new knowledge, and provide a high level of international learning.

2. VISION OF BFM

We are a recognized international learning, research, and creative environment which uses state-of-the-art technologies and is open to society, and where research of film and other arts, media and communications, and practical, creative activities are combined into an innovative, creative whole. We are at the forefront of cultural, media, and educational changes in the digital age and an interdisciplinary research centre in Estonia, working actively with companies and other institutions in Estonia and elsewhere in the world.

3. STRATEGIC GOALS

3.1. STRATEGIC GOALS OF BFM

3.1.1. Research, development and creative activities (RDC) and their impact on society

The visibility and impact of BFM's learning, research, development, and creative activities have increased both in Estonia and abroad.

- BFM contributes to the study of the history and presence of Estonian film, audio-visual media, and dance as important parts of national culture, develops field-critical competencies and, in cooperation with partners, seeks opportunities to digitize cultural heritage, preserve it and make it available to the general public.
- The development of research centres at Baltic Film, Media and Arts School (hereinafter “BFM” or “School”) is based on society's need for new evidence-based knowledge and is closely linked to the School's provision of education.
- The development of creative subjects and didactics of creative subjects is growing into an important international research area for the School, which is being developed in cooperation with strategic partners.

- RDC projects with non-university partners have been launched in all the fields of BFM, and by combining the fields, the implementation of projects is supported by high-level project assistants, and there is a motivation system for initiating and implementing projects.
- BFM has established a systematic programme to support the research and careers of doctoral students and junior research fellows. As a result, the number of doctoral students who complete their studies during a nominal period of study has increased in both study areas of the doctoral study programme.
- BFM's academic staff are professionals in their field who actively participate in shaping the development of the field both in Estonia and internationally. To this end, they present their research and creative activity, initiate discussions and actively participate in them, compile study materials, organize important events in the field, shape professional terminology in Estonian, etc.
- BOB (Best of BFM) is a festival (trademark) that unites all creative fields and study programmes of BFM, which introduces students' creative activity and increases the visibility and impact of the university in society.
- Under the leadership of BFM students and lecturers, an online platform has been launched to present and popularize creative and research activities.
- The work of lecturers, students, and alumni is regularly presented at international festivals, competitions, and high-level scientific and creative events. Due to the topicality of the subject and the recognition received, the work has a wide audience.
- BFM has an active alumni community that initiates and contributes to socially important topics. The impact and visibility of BFM have increased due to the professional activities of the alumni. BFM supports alumni's sense of professional cohesion and identity by offering them the opportunity to participate in continuing education, study and RDC activities, student internship supervision and mentoring programs, cooperation projects, professional discussions, alumni events, etc.
- BFM offers high-level continuing education, including e-learning.
- BFM develops media and communication competencies in the School, the university, and society as a whole, supporting message creation and narrative skills.

3.1.2. Provision of education

The fields of BFM are integrated through study and RDC activities, maintaining and developing the specifics of the specialties. All study programmes have international and domestic strategic partners, with whom a modern study culture is developed, and the high quality of provision of education is ensured.

- BFM specialties are integrated, their specificity is preserved, and they have developed accordingly.
- In cooperation with non-university partners, innovative RDC projects combining specialties are organized at BFM during the studies, which enable students to gain unique practical experience.

- BFM students have a broad worldview, professional identity; they can ask important questions and are successful on both the Estonian and international labour markets.
- All the BFM study programmes have strategic partners, including international partner universities, with which they cooperate in the conduct of courses, with whom joint RDC projects are carried out, and with whom there is a mutual exchange of students, lecturers and staff.
- Due to the high quality of BFM studies, our reputation has grown, and therefore the competition for admission to BFM international study programmes has increased.
- Flexible learning opportunities have been created in both degree study and continuing education.
- BFM expands the opportunities for creative activities and participation for people with special needs.
- One-year Master's study programmes have been created.

3.1.3. Governance, members, and funding

In BFM, there is multicultural and member-supported learning, research, and a creative activity environment where, in co-creation, innovative ideas are born, and opportunities and means are found to implement them.

3.2. OBJECTIVES OF BFM'S STUDY AREAS

Today's media-driven society is based on creating and telling stories. Society needs stories to critically analyse itself. BFM focuses on storytelling through the study programmes of the field of film, such as Film Arts, Audiovisual media, Documentary Film, Film Arts (*Kino Eyes*), Cinematography Joint Master (*Viewfinder*). At the same time, storytelling also plays an important role in the study programmes of Crossmedia, Choreography, Integrated Arts, Music and Multimedia, Advertising and Public Relations, Journalism, Contemporary Media, Audiovisual Arts and Media Studies.

The study areas of BFM are:

- Film;
- Media and Communication;
- Arts and Didactics.

3.2.1. Film

BFM is a promoter of professional film education, maintainer and developer of Estonian film culture. Our international study programmes enable students to create and tell stories on a variety of platforms: TV, web platforms, internet environment, cinema, etc. The provision of education enables attention to be paid to various socially important topics and to discuss these in public, such as health, social relations, sustainable development, environmental change, and cultural diversity. We develop an international learning and creative environment; we are a networking hub for students, alumni, lecturers, and partners.

We actively cooperate with other Estonian universities (Estonian Academy of Arts, Estonian Academy of Music and Theatre, Pallas University of Applied Sciences, Viljandi Culture Academy of the University of Tartu) in order to combine the competencies necessary for the film industry in BFM's teaching and creative work. We maintain and develop BFM's international joint study programmes in the field of film and plan joint development activities to increase the quality of teaching, research, development, and creative work, including the strengthening of the study area of audio-visual arts in doctoral studies.

We develop research in film criticism, film terminology, including Estonian terminology, Estonian film history, and film. We systematically submit student films to domestic and international festivals. We create an internal system at BFM, through which we select the best films to be presented at festivals every semester.

In cooperation with partners (Estonian Filmmakers Association, Estonian Film Directors Guild, Estonian Screenwriters' Guild, Estonian Documentary Guild, NGO Estonian Film Industry Cluster, etc.), we contribute to the continuing education of film professionals and organize a regular film industry conference to provide discussion opportunities for film industry makers. We are looking for partners and opportunities to develop professional standards in the art of cinema.

We popularize and develop film education; for this purpose, we offer continuing education courses for active teachers on film culture (incl., in the form of e-learning), create a film teacher's Master's study programme and a course in teacher education on how to use film in lessons.

We are developing a mentoring programme for the Film Arts (professional higher education study programme) and Documentary Film students, making it possible to establish contacts with film professionals, including BFM alumni, receive help and guidance during their studies, and create a network to cope in the film industry after graduation.

3.2.2. Media and communication

- *Advertising and public relations*

We understand communication, including advertising and public relations in particular, as the art of applying creativity and professional skills. Through advertising and public relations opportunities, we combine creativity and professional skills with the aim of finding a clear common ground in communication. We follow ethical, inclusive, and two-way communication to create a cohesive and understanding society. In addition to traditional communicative practices, we research and support the application of art-specific communication methods and techniques.

We increase the share of research and development in the areas that are important to us, such as business, risk and crisis communication, visual communication, brand storytelling, and image management. In all activities, we take into account the increase in the digitization of fields. In cooperation with influential institutions, organizations, and associations, we contribute to the development of society by carrying out projects related to our fields of research, including cooperation with others.

We prioritize cooperation with the employers' associations related to the specialty (Estonian Marketing Association, Estonian Public Relations Association) in order to develop

professional standards, common concepts, study programmes and internships, and legislation.

We offer continuing education courses that raise communication knowledge and communicative competencies for both private and public sector organizations, concentrating on the focus fields of Tallinn University.

To support a sense of professional cohesion and identity, we create a separate programme of seminars for alumni (RESK Club) that would bring alumni together on a regular basis and thus enable them to gain new knowledge and exchange experiences.

- *Media (including TV and press) and communication*

BFM is a higher-level research and education institution focusing on audio-visual arts, content creation, and the preparation of a workforce competent in the region's audio-visual and media sector (with good creative skills as well as the ability of critical analysis and a wide horizon).

In both degree study and continuing education, we teach self-expression through both words and moving images. At the heart of the provision of education is the acquisition of theoretical knowledge and analytical and practical skills to create meaningful content in society. Given the dynamic changes in the media system and markets, and the need to train media professionals, important areas comprise media innovation, economics, and politics, and we also focus on teaching media entrepreneurship. We develop and offer journalism and television education that meets the requirements of the media landscape. Particular attention will be paid to media convergence: creating and disseminating content across cross-media, exploring the datafication of the media area and developing the analytical skills needed for this purpose, promoting media platforms and critical research into the risks and opportunities involved, exploring participatory media forms, and teaching future media professionals the skills needed to cope with participatory culture and participatory media platforms.

In addition to training journalists and other media professionals, we also support the development of media competencies, critical analysis skills, and more specifically, media criticism in Estonia and the surrounding region. We carry out broader research and development work in media and information literacy, as well as emphasize the training of media analysts with critical skills in degree study.

In order to promote media criticism and analysis, we will continue to organize international media conferences in cooperation with the Estonian Public Broadcasting.

In cooperation with the Student Academy and the Open Academy, we organize courses and (refreshment) training for various target groups from basic school students and high school students to the elderly in order to promote media competence.

3.2.3. Arts and didactics

In cooperation with strategic partners both in Estonia and abroad, we turn the development work of the creative subjects and didactics of these subjects into important international research for the School. We extend teaching, research, development, and creative work in the field of creative subject teaching to all levels of education. In cooperation with teachers and students, we develop and integrate the arts taught at BFM, creating innovative solutions that combine cultural heritage and modern technological possibilities. We are involved in the

projects of transmedia storytelling; we use virtual and augmented reality and other storytelling technologies. We will continue to run an annual competition of digital composition for young people, combining different fields of art. The aim is to make the competition international.

In cooperation with the School of Educational Sciences, we develop blended learning in music and art, thereby expanding the study opportunities of didactics and arts subjects. We also cooperate with partners in Finland (University of Helsinki, University of Turku, University of Eastern Finland, University of Jyväskylä), Latvia (Daugavpils University), Lithuania (Klaipeda University), and Estonia (EAA, EAMT, KUMU, ERM, KAI, Museum of Estonian Architecture, Estonian Theatre and Music Museum, etc.) and take the technical base necessary for conducting e-learning to a new level.

We will continue to organize the Art Education Ideas (KUHI) conference, working even more closely with professional associations and other stakeholders. The publication of the interdisciplinary and internationally edited scientific journal *The Changing Face of Music and Art Education* continues. We offer continuing education on the didactics of creative subjects for teachers of all levels of education. In that regard, it is important to link theory to practice. In order to achieve the best result and move effectively towards the goal, three universities (TU, EAA, EAMT) cooperate.

- *Art of dancing*

BFM is a leader in professional and lifelong dance studies. We popularize dance as a sustainable and open professional creative field and an art form with wide possibilities for self-realization, where theory is intertwined with practice and where somatic, dance-technical, creative, aesthetic, analytical, health and environmentally conscious attitudes and working principles are integrated, which have been developed on the basis of an approach to life with an active societal attitude. We contribute to the sustainable development of Estonian folk and traditional dance and dance festival traditions. For this purpose, we train professional and versatile choreographers-directors, dance teachers, instructors, and leaders who value the dance tradition and are aware of the development of the art of dancing, know the terminology and how to apply it in their work, can analyse the society and dance landscape, express evidence-based opinions in broad think tanks concerning Estonian and contemporary dance, and whose work is based on the traditions of national culture and systematically enriches the repertoire of collectives all over Estonia. Dance studies at BFM value dance education in the mother tongue and are open to international cooperation.

We actively develop the understanding of the meaning and value of the art of dancing, including professional dance, study the choreographic process and make productions, publish articles and opinion stories in the media. We popularize the acquisition of dance education under the guidance of professional dance teachers and, in cooperation with partners, ensure that people with professional training and education engage in dance education in both hobby education and amateur activities. We involve people with special needs in dance education, creating dance performances for them and with them, offering opportunities for students and dance teachers to conduct appropriate training. In this way, we increase the professionalism of dance specialists, and regulate and influence the level of professional hobby education and the labour market.

In addition to degree study, we offer opportunities for continuing education for teachers, people who have ended their professional dancer careers, and adults, enabling them to approach the body and movement creatively, regardless of style and age.

3.3. DEVELOPMENT OF RESEARCH CENTRES AND LINKING WITH STUDY AREAS

There are currently two research centres operating in the BFM (or related to it): Tallinn University Centre of Excellence in Media Innovation and Digital Culture (MEDIT), and the Open Lab for Cultural Analysis (CUDAN Open Lab). We work to keep both centres operating for a long time. To this end, they need to be developed, their lines of action need to change according to the surrounding circumstances, and they need to support BFM's development needs. The latter is primarily due to the need to ensure that learning is evidence-based and that BFM provides the necessary new knowledge for society in its main study areas.

Research and development in the field of media, communication, and the wider audio-visual field is coordinated by MEDIT at BFM. When MEDIT started in 2015, its main research areas were television and film research, digital culture research, studies in media economics and media management, and through the MEDIT Creative Laboratory, the development of new forms of audio-visual storytelling on new technological platforms (especially in the form of virtual reality and augmented reality). In the meantime, these study areas have been complemented by broader research on reception and media use, with the main emphasis on exploring forms of participatory culture and the psychophysiological use of audiovisual media. Recently, through the activities of the CUDAN Open Lab, research on cultural and media data collection was added, as well as research on both with new data analysis methods. In the coming years, we will support the development of established trends and research groups, and we will also aim for cooperation between them.

Topics that unite well-established research groups and directions in BFM include:

- methods of storytelling in audio-visual modality;
- change and innovation in media forms and systems;
- changes in media markets, their impact on media institutions (in small countries) and the nature of media work;
- a change in the relationship between professional media production and participatory media;
- research in the reception and use of new forms of interactive and audio-visual media, and the development of research methods;
- cultural and media data, research of media development by data analysis methods at the macro, meso, and micro levels, research in them both now and in the long term;
- the impact of the studied changes on media policy, the need for regulatory intervention, and new opportunities.

The special feature of BFM is that research methods of media and audio-visual culture based on the humanities are integrated with other approaches to film, media, and communication research: different branches of economics, approaches based on sociology, specialties of psychology, data analysis methods, computer science, physics, biology, etc. To further support multidisciplinary activities, we place special emphasis on developing cooperation with other schools of Tallinn University and with universities and research institutions in Estonia and other countries.

Interdisciplinarity and the integration of different research methods are also reflected in BFM's emphasis on developing creative research. BFM's understanding is that creative research based on creative practice is research because, like other types of research (empirical, analytical), it is aimed at opening new aspects of the world, culture, or society, or creating new opportunities for understanding. While the natural sciences are aimed at discovering new facts about the world, the arts offer new possibilities for understanding through image

creation, which allows the world to be celebrated and understood in a new way. The objectives of creative research at BFM can be broadly divided into three: 1) development research of creative processes, methods, or techniques; 2) creation and development of new forms of media or audio-visual culture; 3) exploring the possibilities of opening up reality in audio-visual modality. Different creative research projects may have elements from all three directions, and their co-occurrence generally increases the value of the project. BFM promotes the interdisciplinary linking of creative research with other (empirical, experimental, analytical) research forms and approaches. Such an interdisciplinary focus and the development of creative research in media and audio-visual area is BFM's unique contribution to the Estonian cultural and scientific space.

In order to make both creative research and other research (in particular cultural data analysis) more effective and broadly useful, together with various institutions outside the university, the aim of BFM and MEDIT, in cooperation with companies, the public, and third sector, is to significantly increase the proportion of applied research to be carried out.

In order to improve the success of the acquisition of externally funded research and development grants and to seek opportunities for cooperation with companies, we aim to create a new position of the coordinator of research initiatives at the School.

An important goal of MEDIT in the coming years is to develop systematic methods to support the development of doctoral students and researchers (grants for participation in summer and winter schools, grants for creative projects and empirical research, ways of involving junior research fellows in research groups, explaining further career opportunities for junior research fellows, etc.).

3.4. TECHNICAL BASE OF BFM

Technical capacity is important in the teaching, research, development and creative work carried out at BFM. In the coming years, we will significantly contribute to the renewal of the technical base and programmes based on the needs arising from the development of study programmes and the specifics of the RDC projects, which in turn are related to the growing and changing needs of the labour market. In order to modernize and expand the technical base and IT solutions, we will create a plan for technology investments for the next five years, and we will plan and find additional means to implement them.

Annex 1. Implementation plan for the development plan

RDC and its impact on the society

The visibility and impact of BFM's learning, research, development, and creative activities have increased both in Estonia and abroad.	Responsible person(s), co-responsible	Deadline
1. BFM contributes to the study of the history and presence of Estonian film, audio-visual media, and dance as important parts of national culture, develops field-critical competencies, and in cooperation with partners, seeks opportunities to digitize cultural heritage, preserve it and make it available to the general public.		
a. In cooperation with the Estonian Film Institute, we shall conduct research in the	Andres Kõnno	June 2021
b. A book on Estonian television history for the years 2000-2020 has been completed.	Hagi Šein Andres Jõesaar	March 2021
c. A study on the activities of Estonian dance studios before the Second World War has been completed.	Heili Einasto	December 2022
d. In cooperation with the Estonian Public Broadcasting, we shall continue to organize international media conferences.	Andres Jõesaar	Continuous
e. In cooperation with the Baltic Centre for Media Excellence, we shall organize workshops, seminars, and courses on media education and criticism.	Andres Jõesaar	Continuous
f. We shall create a course for teacher education on how to use film in lessons.	Lia Toro, Birgit Vilgats	December 2022
g. In cooperation with partners, we shall look for opportunities to digitize the Estonian dance heritage, preserve it and make it available.	Oksana Tralla	December 2022
h. We shall start to create a TV database in cooperation with partners.	Hagi Šein	March 2021
i. We shall start publishing a bibliographical database of television employees.	Hagi Šein	March 2021
j. We shall look for opportunities to continue the Finnic Film History Conference.	Maria Mang	December 2021
k. We shall develop the study area of TV and film research and their critique, inviting junior research fellows to deal with these topics.	Indrek Ibrus	December 2022
2. The development of research centres at Baltic Film, Media and Arts School (hereinafter "BFM" or "School") is based on the society's need for new evidence-based knowledge and is closely linked to the School's provision of education.		
a. We shall concentrate the activities of research groups to the existing professorships.	Indrek Ibrus	Continuous
b. We shall shift the focus of MEDIT to the interconnection of research groups, seeking and supporting opportunities for interdisciplinary cooperation. We shall create a map of research topics for academic staff and doctoral students, which creates preconditions for cooperation and provides input for the development of study programmes.	Indrek Ibrus	Continuous
c. Through MEDIT, we shall support BFM's academic staff in initiating research projects and covering small-scale research costs.	Indrek Ibrus	Continuous
d. We shall involve doctoral students in major research projects, joint activities, and in particular, in the supervision of the final theses of Master's students.	Indrek Ibrus	Continuous
e. We shall organize a thesis fair for Bachelor's and Master's students; in addition to the BFM's academic staff, doctoral students shall also participate.	Lia Toro	September 2021
f. We shall organize joint conferences for the doctoral students of BFM, the Tallinn University School of Digital Technologies, and the Tallinn University School of Humanities, which are also open to the students of Bachelor's, professional higher education, and Master's study programmes.	Indrek Ibrus	April 2022
3. The development of creative subjects and the didactics of creative subjects is growing into an important international research project that is being developed in cooperation with strategic partners.		
a. BFM has a number of lecturers who consciously apply learning and teaching practices	Lecturers	Continuous

that support creativity, explore their experiences, and share results.		
b. We shall find strategic partners for preparing a research project and applying for funding for it.	Lecturers of the Arts and Didactics study area	January 2021
b. We shall start the implementation of the international RDC project of the didactics of creative subjects.	Marit Mõistlik-Tamm	March 2022
c. We shall start preparations for the creation of a professorship in the didactics of creative subjects.	Krista Aren	September 2022
4. RDC projects with non-university partners have been launched in all the fields of BFM and by combining the fields. The implementation of projects is supported by a good level of project assistants, and there is a motivation system for initiating and implementing projects.		
a. We shall identify potential partners with whom to implement joint projects both professionally and by integrating BFM's specialties.	Study programme curators	April 2021
b. We shall create an internal support and motivation system within BFM for applying for and implementing projects.	Birgit Vilgats	December 2021
c. We shall involve high-level foreign lecturers and researchers in the projects.	Study programme curators	Continuous
d. We shall start designing the system to provide technical support for project implementation.	Birgit Vilgats	December 2022
e. We shall agree cooperation relations with film foundations in Tallinn, Tartu, and Ida-Viru County.	Veiko Vaatmann	December 2021
5. BFM has established a systematic program to support the research and academic careers of doctoral students and junior research fellows. As a result, the number of doctoral students who complete their studies during a nominal period of study has increased in both study areas of the doctoral study programme.		
a. We shall develop a sustainable financing system for BFM doctoral students.	Indrek Ibrus, Birgit Vilgats	December 2022
b. We shall create a system for involving doctoral students and assistants in teaching, research, and creative work under the supervision of professors, research track associate professors, and teaching track associate professors.	Kaie Viigipuu-Kreintaal, Indrek Ibrus	December 2022
c. We shall launch creative research projects in the audio-visual arts, which also involve doctoral students.	Lecturer of film study area	Continuous
d. We shall cooperate with the partners of the joint study programme for the development of the study area of audio-visual arts in doctoral studies. In the study area of audio-visual art, the doctoral study programme, a module leader, in cooperation with the study programme administrator, carries out development work and ensures the sustainability of the main field of study of audio-visual art.	Indrek Ibrus	June 2021
e. Doctoral study programme has passed external evaluation and has been granted the right to provide education for an unspecified term.	Indrek Ibrus	December 2022
6. BFM's academic staff are professionals in their field who actively participate in shaping the development of the field both in Estonia and internationally. To this end, they present their research and creative work in public, initiate discussions and actively participate in them, compile study materials, organize important events in the field, shape professional terminology in Estonian, etc.		
a. We shall introduce or create a digital journal or platform to present the creative research and creative reflections of academic staff.		December 2022
b. We shall agree the principles of how employees, when introducing themselves, state that they belong to the Tallinn University BFM. All academic employees express their membership in the TLU BFM by presenting their research and creative work, participating in public events, initiating projects, compiling study materials, etc.	Ele Arder	June 2021
c. In the specialized areas of BFM, we shall publish, under the leadership of	Study programme	December

educational materials for either higher education institutions, general education schools, or lifelong learning, including in Estonian. These are: c.1. Estonian textbook on the history of world cinema and the history of Estonian cinema; c.2. advertising art textbook; c.3. digital textbook of dance history; c.4. instructional material for integrated teaching of creative subjects.	administrators	2022
d. BFM employees shall initiate socially or sectorally important discussions and are opinion leaders in the field.	lecturers	Continuous
e. BFM members shall participate in the development of professional standards in the field. For example, the development of professional standards for the specialties of film arts.	lecturers	Continuous
f. We shall organize and host important research and creative events in the field.	lecturers	Continuous
g. BFM lecturers and students are active participants in the processes of the Song and Dance Festival, PÖFF and PÖFF Shorts, and the Golden Egg Awards.	lecturers	Continuous
h. We shall organize future seminars where the BFM lecturers, students, and partners discuss the development trends in the field, which is an input in the development of study programmes and planning of the RDC projects.	Professors, study area managers	Continuous
7. BOB (Best of BFM) is a festival (trademark) that unites all creative fields and study programmes of BFM, which introduces students' creative activity and increases the visibility and impact of the university in society.		
a. The BOB jury is international, and we shall submit the winning works to international festivals.	Toomas Sääs	March 2021
b. In the course of BOB, we organize public presentations of students' creative work, which are aimed at partners, employers, representatives of professional and trade unions, in order to introduce students as new players in the field.	Toomas Sääs, heads of study areas	March 2021
c. The BOB gala is a cultural event that can be watched live on the web.	Toomas Sääs	March 2021
d. In addition to the BOB festival, a research conference shall be held to present the best student works.	Lia Toro	March 2021
8. Led by BFM students and lecturers, an online platform has been launched to present and popularize creative and research works.		
a. We shall create a web platform for the university's website.	Urmas E. Liiv	January 2021
b. We shall fill the web platform with content and actively market it.	Urmas E. Liiv, Rando Aljas	Continuous
c. We shall reflect on the web platform the results of the study and the RDC activities of the students of all the BFM study programmes.	Study programme administrators	Continuous
d. From the web platform, we shall develop an important learning platform for the students of the journalism and contemporary media television module and the output of the presented works.	Priit Hõbemägi, Urmas E. Liiv	June 2021
9. The works of lecturers, students, and alumni are regularly presented at international festivals, competitions, high-level scientific and creative events. Due to the topicality of the subject and the recognition received, these works have a wide audience.		
a. We shall identify the most important festivals, competitions, and other scientific and creative events in all specialties and offer support for lecturers, students and alumni to submit their works to these events.	Siiri Häidma, Keithy Kuuspu	June 2021
b. We shall create a system for selecting the best films and submitting them to festivals.	Siiri Häidma	January 2021
c. Under the leadership of the festival coordinator, we shall systematically submit students' works to film festivals.	Siiri Häidma	Continuous

10. BFM has an active alumni community that initiates and contributes to socially important topics. The impact and visibility of BFM have increased due to the professional activities of the alumni. BFM supports alumni's sense of professional cohesion and identity by offering them the opportunity to participate in continuing education, study and RDC activities, student internship supervision and mentoring programs, cooperation projects, professional discussions, alumni events, etc.		
a. We shall create a database of alumni, which also includes the alumni of various study programmes and of the predecessors of the institutions merged with BFM.	Ele Arder	September 2021
b. We shall identify existing alumni events and activities.	Ele Arder	February 2021
c. We shall create opportunities for alumni to communicate with each other (incl. professionally) and exchange information.	Ele Arder, study programme	Continuous
d. We shall actively present the achievements of our alumni.	Ele Arder	Continuous
e. We shall regularly send alumni a BFM newsletter to keep them up to date with the university's achievements, introduce the activities of outstanding alumni, offer opportunities for self-improvement (continuing education, seminars, conferences), participate in degree study, participate in scientific and cultural events and carry out joint RDC projects.	Ele Arder	Continuous
f. We shall organize an alumni conference and party.	Ele Arder, Birgit Vilgats	March 2022
g. We shall bind foreign alumni and the BFM alumni living abroad more closely than before, for example, create opportunities to communicate in alumni networks, improve their e-learning and participate in virtual conferences, etc.	Ele Arder	Continuous
h. We shall develop a mentoring programme for the Film Arts and Documentary Film study programme to engage film professionals, including alumni and students.	Veiko Vaatmann, Riho Västriik	September 2022
i. We shall develop mentoring programs for the study programmes of journalism and contemporary media to bring professionals in the field to the provision of education.	Priit Hõbemägi, Andres Kõnno, Andres Jõesaar	September 2021
j. We shall create a program of seminars for the RESK study programme for alumni (RESK club), which would bring them together regularly to gain new knowledge and exchange experiences.	Tiina Hiob	Continuous
11. BFM offers high-level continuing education, including e-learning.		
a. We shall find partners for the development and implementation of unique continuing education courses.	Katrin Sigijane, Maria Mang	Continuous
b. We shall analyse the competencies left out of the degree study programmes and their importance in order to offer alumni the opportunity to take continuing education courses after graduation.	Study programme curators	March 2021
c. We shall create at least one "University of the Year" program in each field, which allows for flexible study opportunities.	Lia Toro	December 2021
d. We shall offer the Student Academy courses and various continuing education courses for basic school students and high school students to develop media competence.	Katrin Sigijane, Maria Mang	Continuous
e. We shall offer continuing education courses for teachers, in the course of which, among other things, learning and teaching practices that support creativity are implemented.	Katrin Sigijane, Maria Mang	Continuous
f. We shall expand the target groups of continuing education outside Harju County.	Katrin Sigijane, Maria Mang	Continuous
g. In the study area of film, we shall offer continuing education in cooperation with partners for film professionals, as well as film culture training for teachers and other interested parties.	Katrin Sigijane, Veiko Vaatmann, Maria Mang	Continuous
h. In the field of arts and didactics, we shall offer training in the didactics of creative subjects for teachers of all levels of education. These training combine theory and practice and develop teaching materials and	Katrin Sigijane, Krista Aren, Keithy Kuuspu	Continuous

creative approaches that can be applied immediately. In the field of dance, we offer in-service training for those who have ended their professional dancer careers, training in movement and body awareness for adults and teachers of different ages.		
12. BFM shall develop media and communication competencies both in the School, the university, and society as a whole, supporting message creation and narrative skills.		
a. In the area of media and communication, we shall offer the following continuing education courses: scientific communication, internal and external communication of the organization, risk, and crisis communication, social marketing and communication, marketing communication, imagology, branding (incl., employer and person or manager branding), self-expression in the media through words and images, and cross-media storytelling.	Katrin Sigijane, Andres Jõesaar, Tiina Hiob	Continuous
b. There has been created a cross-study area, knowledge levelling programme for communication and marketing practitioners, the programme has the advantage of impartiality and academically over that offered by the private sector.	Tiina Hiob	Continuous

Provision of education

The fields of BFM are integrated through study and RDC activities, maintaining and developing the specifics of the specialties. All study programmes have international and domestic strategic partners, with whom a modern study culture is developed, and the high quality of provision of education is ensured.	Responsible person(s), co-responsible person(s)	Deadline
13. BFM specialties are integrated, their specificity is preserved, and it is developed accordingly.		
a. We shall look for opportunities to combine the fields of film, advertising, and public relations in teaching, research, development, and creative work.	Veiko Vaatmann, Riho Västriik, Tiina Hiob	March 2022
b. We shall expand the possibilities of combining film and dance.	Mart Raun, Oksana Tralla	March 2022
c. We shall find opportunities to teach new technological solutions (e.g., augmented and virtual reality) and to integrate them into teaching.	Pia Tikka, heads of study areas	March 2022
d. We shall look for opportunities to open a Master's study programme in English that combines choreography, film, virtual and augmented reality.	Oksana Tralla	March 2022
e. We shall expand the cooperation between IKUMUMU and the cross-media study programme through transmedia storytelling projects.	Krista Aren, Alessandro Nani	March 2021
f. In IKUMUMU multimedia projects, we use the transmedia, virtual reality and AR elements.	Krista Aren	December 2022
14. In cooperation with non-university partners, innovative RDC projects combining disciplines shall be carried out at BFM during studies, which enable students to gain unique practical experience.		
a. We shall create a large LIFE-module (12 ECTS), which shall be included in all the BFM first and second-level study programmes and which shall enable the implementation of the RDC projects in the course of the provision of education.	Lia Toro, Birgit Vilgats	June 2021
b. We shall identify the existing and new opportunities for cooperation between study programmes, and such cooperation is carried out regularly during the studies.	Lia Toro, study programme administrators	Continuous
c. We shall create a motivation system to encourage cooperation between specialties in the study process, including a scholarship system that promotes cooperation between specialties.	Lia Toro, study programme administrators	December 2021
d. All specialties have non-university partners for the implementation of the RDC projects. We shall find strategic working partners in many fields.	Study programme administrators	Continuous

e. In cooperation with non-university partners, we shall create inter-institutional projects covering several study programmes on socially important topics (e.g., mental health, environmental sustainability, etc.).	Heads of study areas	Continuous
f. We shall create opportunities to market and implement integrated art, music, and creative multimedia projects.	Krista Aren, Ele Arder	Continuous
g. The experiences of different parties (lecturers, students, study programme curators, partners, etc.) from project learning shall be studied, analysed, and the learning process shall be developed.	Lia Toro, Katrin Aava	Continuous
15. BFM students shall have a broader worldview and identity; they can ask important questions and cope on both the Estonian and international labour market.		
a. We shall add a meaningful whole (subjects, topics, tasks) to the study programmes, which enables the learner to understand society, culture and people more than before and to act creatively and ethically.	Lia Toro	March 2022
b. We shall include visionaries in their field in the study programmes, who inspire students to think about future opportunities and ask the right questions.	Study programme administrators	Continuous
c. We shall direct students to contribute to cultural publications (e.g., film reviews to the Film magazine).	Study programme administrators	Continuous
d. We shall provide subjects related to entrepreneurship and enterprising so that alumni can successfully cope as employers for themselves and others.	Study programme administrators	Continuous
16. All the BFM study programmes have strategic partners, including international partner universities, with whom they cooperate in the conduct of courses, with whom joint RDC projects are carried out and with whom there is a mutual exchange of students, lecturers and staff.		
a. Each study programme has 2-3 foreign partner universities, in cooperation with which a study programme mobility window has been created.	Study programme administrators	December 2022
b. All study programmes have strategic partners from other Estonian universities, with whom cooperation in studies and RDC is carried out.	Study programme administrators	Continuous
c. BFM lecturers shall teach courses at partner universities.	Lecturers	Continuous
d. We shall involve the lecturers of the partner university in the teaching of BFM subjects.	Study programme administrators	Continuous
e. All study programmes have domestic strategic partners who are involved in study activities and with whom joint projects and internships are carried out.	Study programme administrators	Continuous
17. Due to the high quality of BFM studies, our reputation has grown, and therefore the competition for admission to the BFM international study programmes has increased.		
a. We shall increase the number of student candidates. Admission committees have clear selection criteria for the best.	Administrators of study programmes in English	Continuous

b. We shall increase the number of Estonians studying in all English-language study programmes.	Administrators of study programmes in English	Continuous
c. Lecturers shall use their contacts and networks to market study programmes.	Lecturers, Ele Arder, Rando Aljas	Continuous
d. We shall use the best student works more actively than before in the marketing of study programmes, because it creates interest in both degree study and continuing education.	Ele Arder, study programme administrators	Continuous
e. We shall specify the name of the audio-visual media study programme so that it expresses more clearly the study programme content and would allow student candidates to make more specific choices.	Riho Västriik	November 2021
f. In cooperation with the partners of the joint study programme, we shall find a solution to develop the study programme of Cinematography Joint Master and to integrate the studies more closely with other study programmes and specialties of film arts.	Mart Raun	December 2021
18. Flexible learning opportunities have been created both for the students of degree study and continuing education.		
a. We shall introduce a system where the lecture part of the subjects is available digitally in some e-learning environments, this enables lecturers to focus more on discussions with students in contact learning.	Lia Toro	Continuous
b. We shall create “University of the Year” programs to increase the number of students at the Open Academy and to generate interest in studying in external or degree study. We shall create at least one “University of the Year” programme in each field, which allows for flexible study opportunities.	Lia Toro	Continuous
c. In cooperation with the School of Educational Sciences, we shall find an opportunity to approach all candidates for teacher education individually already in the admission process (taking into account previous study and work experience and compiling an individual study programme) and also offer them flexible learning opportunities.	Lia Toro, Krista Aren	Continuous
d. We shall offer continuing education for teachers more systematically than before and increase the number of trainings in order to enable teachers without professional education to acquire the profession flexibly.	Vaike Kiik-Salupere, Edna Vahter, Katrín Sigijane	Continuous
e. We shall create an opportunity for students studying in teacher education study programmes to choose the study area of a music teacher as an additional specialty.	Vaike Kiik-Kreintaal, Lia Toro	March 2021
19. BFM extends the opportunities to engage in and participate in creativity also to people with special needs.		
a. We shall involve people with special needs in dance education, creating dance performances for them and together with them, and offering opportunities for students and dance teachers to conduct appropriate training. With this, we shall increase the professionalism of dance specialists, regulate and influence the level of professional hobby education and the labour market.	Oksana Talla, Keithy Kuuspu	December 2022
b. We shall conduct continuing education courses in descriptive translation, during which the students of the specialty of film arts majoring in sound art can help record the descriptive translations they create and make the student works that have won the title of “Best of BFM” available to the visually impaired. We shall test the possibilities of descriptive translation in the creative work of IKUMUMU students.	Katrín Sigijane	December 2022
20. One-year Master’s study programmes have been created.		
a. We shall analyse the need for one-year Master’s study programmes, especially in the specialties where there are four-year first-degree study programmes.	Lia Toro	June 2021
b. We shall find a clear focus on one-year Master’s study programmes and create a study programme in cooperation with various stakeholders.	Lia Toro	December 2022

c. We shall prepare a financial analysis of creative work in one-year Master's study programmes and find suitable solutions to support creative work, among other things, from non-university sources.	Lia Toro, study programme administrators	May 2022
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Management, members and funding (management and organizational culture)

BFM is a multicultural, member-friendly learning, research, and creative environment, where innovative ideas are born together, and opportunities and tools are found to implement them.	Responsible person(s), co-responsible person(s)	Deadline
a. We shall specify the part related to research and creative work in the workload calculation of academic staff.	Kaie Viigipuu-Kreintaal, Birgit Vilgats	September 2022
b. We shall launch a series of seminars under the title "The House of Experiences", where the lecturers of BFM reflect on research and share their teaching and research experiences, looking for answers to the question of how to learn and teach more creatively and maintain a balance between professional activity and teaching. The principles of BFM's creative education have been formulated.	Kaie Viigipuu-Kreintaal, Lia Toro	September 2022
c. We shall create opportunities for BFM employees to become acquainted with the study and RDC achievements of our specialties. To do this, we organize the presentations of educational achievements enriched with examples at the BFM summer seminar and seminars introducing the RDC activities.	Birgit Vilgats	June 2021
d. We shall look for versatile scholarship opportunities for BFM students (Ministry of Foreign Affairs scholarship, etc.).	Birgit Vilgats	Continuous
e. We shall involve the students in the research and creative projects of academic staff.	Lecturers	Continuous
f. BFM has a public marketing and communication plan so that the employees would be able to schedule events and see opportunities for collaboration and increase coherence between study programmes.	Ele Arder	Continuous
g. All BFM lecturers shall contribute to the marketing of study programmes both in Estonia and abroad.	Ele Arder, lecturers	Continuous
h. We shall involve top performers in the field from Estonia and abroad, as well as outstanding foreign lecturers and visionaries in BFM's activities. Special attention shall be paid to the involvement of international creative people in teaching, which gives students, among other things, the opportunity to assess their international creative potential.	Study programme administrators	Continuous
i. We shall involve outstanding alumni in the study and RDC activities to ensure the inclusion of the future lecturers of BFM.	Study programme administrators	Continuous
j. Continuing education shall be provided to employees and students on the topic of sustainability; we follow the principle of sustainable use of resources in our activities.	Kaie Viigipuu-Kreintaal	Continuous
k. Joint events shall be organized on a regular basis to increase employee development and teamwork.	Kaie Viigipuu-Kreintaal	Continuous
l. In the BFM membership, we shall develop a way of thinking that values the work of colleagues, bringing academic and support staff closer together.	Birgit Vilgats	Continuous
m. We shall create a system of motivation and recognition for the support staff of the School in order to find and value the strengths of the employees and to improve the quality of support services by developing them.	Kaie Viigipuu-Kreintaal, Lia Toro, Birgit Vilgats	December 2021

Annex 2. Performance indicators

RDC and its impact on society	The three-year average volume of research based RDC funding Has increased	Creative contribution of students and lecturers to Estonian culture and creative research Has increased
Provision of education	Percentage of students who graduated during the nominal duration 60%	
Management, members and funding	Median basic salary of academic staff Has increased	