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# Development Plan of the Tallinn University School of Humanities for 2021-2022

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*The preparation of the development plan, its implementation through the action plan, and its reporting is regulated by Directive No. 14 by the Rector on 10 July 2020. The starting points and timetable for the preparation of the development plans of the academic units and the institution for 2021-2022 have been confirmed by Order No. 50 by the Rector on 14 July 2020.*

## **Introduction**

The School of Humanities operates in a world of rapidly evolving, environmental, world-oriented challenges and diversifying cultural ties. Rapid changes around us require good adaptability and interaction with different languages, various ways of thinking and cultures, and analysing these elements with a critical understanding. The biggest value of the School of Humanities is our staff, students, and alumni.

The development plan of the School of Humanities sets out the School's short-term objectives and activities for the next two years, towards the performance of which we will direct our activities in 2021-2022.

## **I MISSION**

The School of Humanities is an active partner to the society, creating the skills and knowledge needed by the modern society for development and collaborative dialogue with other cultures and societies through research, teaching, and social awareness of cultural competencies. The School of Humanities:

- values the study and knowledge of Estonian language, Estonian culture, and history in a global context by supporting Estonian-language research and higher education;
- develops cooperation between researchers and disciplines in exploring and mediating languages and cultures and cultural phenomena in their diversity and analyses and reflects the world, taking into account the changing needs of society;
- actively contributes to the reflection and promotion of an intelligent way of thinking and to the development of an open, tolerant, knowledge-based future society that values the (natural) environment.

## **II VISION**

The School of Humanities is a modern, sustainable, and highly valued centre of learning and research, where one wants to study and work, because it provides high-quality, international and humanitarian education that takes into account the needs of the changing society, conducts high-level research, and contributes to social cooperation in the name of a well-thought-out way of life.

### **III STRATEGIC GOALS**

#### **3.1 STRATEGIC GOAL OF THE UNIT AND FOCUS FIELD**

*The School of Humanities is responsible for the focus field of cultural competences of the Tallinn University Development Plan 2021-2022. Acting in a globalising and fast-changing world, we provide support to individuals and society as a whole in the area of languages and cultures in understanding languages, cultures and world views, and in a balanced and critical understanding of the world. We integrate the languages and cultures we study and teach with theoretical tools for achieving practical objectives and acquiring skills.*

*We are characterised by open, modern, and inclusive management and the rapid and efficient exchange of information that comes with it, as well as a collaborative social culture of collegiality in an intellectually inspiring, motivating, international social environment that brings together employees and students.*

*We, as an organisation, have a good standing for the well-being, health, and development opportunities of all members of the School, a caring attitude towards the natural environment, sustainable resource use, and reduction of the ecological footprint.*

#### **3.2 STRATEGIC OBJECTIVES AND INTEGRATION OF STUDY AREAS AND RESEARCH CENTRES**

*Six study areas and two (research) centres are operating in the School of Humanities. The strategic goal is to integrate more closely the activities of study areas and centres and to increase the learning and research potential. Over the next two years, we will carry out a thorough analysis of the learning and research capacity of study areas and centres and the social impact of their activities. We value interdisciplinarity and internationalisation by taking advantage of all possibilities of the tenure system.*

*The Centres of the School of Humanities contribute to the development of the School's research interdisciplinarity and international cooperation. We think of the Centres as incubators of new ideas and research projects, which play an important role in enhancing the research capacity of the School and in shaping cooperation across the areas and the Centres, and in launching interdisciplinary research projects.*

*The concept of sustainable development (sustainability) is a key element in the work of the Centres and study areas. We will rethink our activities, value the mental and physical health of employees and students, the coherence and ecological balance of society, and take these objectives into account in all our activities. We will raise awareness among our employees and students about the principles of sustainable development, and base our efforts on the principles of sustainable resource use and the circular economy.*

#### **Development in the areas and Centres**

The area of Asian Studies is one of the fields of responsibility of Tallinn University. At the Bachelor's level, it is possible to specialize in Japanese, Chinese, and Arabic languages and cultures. The acquisition of the specialities can be continued in Asian Master's studies in the specialities of Asian Societies and Japanese Studies. Scientific and educational cooperation

with other disciplines, such as literature, philosophy, and history, is carried out in the area of Asian Studies. In cooperation with support structures and speciality specialists, the area of Asian Studies is sought to be made more visible in Estonian society. In cooperation with the Korean Foundation, the opening of the minor field of study of the Korean language and culture is being prepared, and the development of the Chinese and Japanese teacher module is planned in cooperation with the foreign language teacher's MA study programme. Joint research projects with other specialities are also planned, and courses and learning methods are updated. Developing cooperation with companies and Asian organisations is a challenge for the area of Asian Studies.

The area of History and the Institute of History, Archaeology and Art History provide history-related knowledge, consolidate and initiate history-related collaborative projects, and promote high-level research in history. Under the auspices of the Institute, there are internationally known research networks, the Centre of Medieval Studies and the Centre of Environmental Studies. The challenge of the area of History is to strengthen the involvement of the Institute's researchers in teaching in order to achieve better integration of educational activities and research. In the area of History, the development of lecturers and increasing the flexibility of study programmes are important objectives in order to keep study programmes innovative and provide graduates with better opportunities to enter the labour market. The objective of the Institute of History, Archaeology and Art History is to succeed in applying for research funding and to play the role of an incubator for research projects.

In the area of Estonian Language and Culture, all topics related to Estonian language and literature, as well as general linguistics and multilingualism, are studied and taught; however, more attention than before is being paid to the development of teaching Estonian as a second language and the research related thereto. Cooperation is conducted with other schools and institutions to apply for consortium projects in the fields of digital humanities, literary science, and linguistics. The aim is to make the issues related to teaching Estonian as a second language more visible in society. We participate actively in the activities related to Estonian language, literature, and culture aimed at the general public and contribute to the compilation of language and literature-related textbooks, including textbooks for higher education institutions. An important topic is Estonian research language; we also contribute to the Estonian language-related development activities at the Tallinn University (single language policy, support for Estonian language skills of international lecturers). The course on Estonian culture offered to international students will be developed, and the capacity for academic writing and self-expression of students will be enhanced.

In the area of Western European Studies (WES), foreign languages, the cultures, and literature of the regions concerned, the didactics of teaching these languages, as well as the methodology and practice of translation, are taught and studied. The WES supports other study programmes of the University with speciality-specific English and German studies. The WES area cooperates with embassies and cultural organisations, professional networks, and employers. The challenge of the WES is to strengthen the cooperation within the area. It is important to continue developing study programmes in cooperation between the areas (e.g., foreign language teacher MA). An important development objective of the WES is to increase the funding of research and to this end, more effective planning of the research and the creation of research teams within the areas (and between the areas/Centres) for project

applications will be undertaken. In addition, work with the public will be expanded to popularize specialities and increase visibility.

The area of Cultural Theory focuses on the development of theories for the reflection and analysis of cultural phenomena, the mediation of cultural knowledge, and the diversification of methodologies. The aim is to increase research capacity over the next two years by creating expert groups and networks across disciplines, both within and outside the area. Interdisciplinary and international scientific cooperation will be strengthened, with plans to continue with different research seminars. The capacity to develop interdisciplinary and inter-area study programmes or specific modules will be enhanced. The specific objective is to develop research and teaching capacities in the field of comparative philosophy, in cooperation with the area of Asian Studies, and the ability to explore cultural science and philosophical challenges related to digital and other wider modern technologies. In terms of societal impact, communication with the general public and non-university bodies will be promoted. The area is actively involved in the management of the Centre of Excellence for Intercultural Studies in the TLU; the aim is to develop, in cooperation, an analysis of cultural-related mechanisms of meaning creation.

Centre for Landscape and Culture (CLC) is a research centre that conducts research in the field of landscape studies. The CLC has been successfully financed with external funding for the period of the development plan. In the long term, the CLC's challenge is to become more strongly integrated into educational activities, particularly in the areas of Estonian Language and Culture, Cultural Theory, and Asian Studies. The CLC will explore opportunities to involve other members of academic staff of the School of Humanities in projects and to broaden the circle of topics (e.g., linguistics, anthropology, (space) philosophy, artificial intelligence, technology) and to cooperate with different cultural areas and the area of History (Environmental History). Cooperation with other universities and the companies of the private and public sectors is also sought more actively.

The area of Russian and Eastern European studies contributes to multilingualism and multiculturalism research and cooperates with different disciplines, for example, in the framework of the study programmes of literary science, history, foreign language teacher, and Liberal Arts. New research projects will be planned, and international cooperation will be expanded, including embassies, universities, communities, and subject associations. The development of the study programme will continue, including in cooperation with other areas and the promotion of the speciality through media, the subject contents of Russian language, and events. The qualifications of the teachers will be improved and published in high-level magazines.

In all areas and fields, it's essential to strengthen the research and research funding capacities, develop existing and new specialized networks, popularize specialities to attract capable students, increase international visibility through research cooperation and networking, publish research publications, and organise conferences and other events. Study programmes and modules will be further developed, involving students and alumni. Interdisciplinary Master's study programmes with clear specialization and/or modules (e.g., environmental humanities) will be developed. In the teacher education study programmes, flexible learning opportunities will be developed; a cross-study programme collaborative network will be

created for didactic development. In the development of educational activities, particular attention is given to the analysis of the student drop-out rate and the development and implementation of the necessary preventive measures. Research centres contribute to the activities of the School of Humanities in languages, history, and cultural studies.

### **3.3 LONGER-TERM DEVELOPMENT PLAN OF THE UNIT**

This two-year development plan will launch development and analysis processes, which will be started over two years, while work on these objectives will continue beyond 2022 (several of the long-term objectives currently formulated are identified in the implementation plan with the notation of 2022 +). As the Director of the School was replaced in 2020, the creation of the 2023-2027 development plan will be part of the next two years' activities, and the monitoring and analysis of the activities currently being launched will be an important working section in the light of future developments.

### **V IMPLEMENTATION OF THE DEVELOPMENT PLAN**

The following form an integral part of the development plan of the academic unit:

Annex 1. Implementation plan for the development plan

Annex 2. List of performance indicators and goals for 2021-2022

## Annex 1. Implementation plan for the development plan

<b>RDC and the impact on society</b>	<b>Responsible person(s), co-responsible person(s)</b>	<b>Deadline</b>
<b>1. The employees of the School of Humanities are successful in making high-level research and applying for research funding</b>		
a. Finding the possibilities for applying for research funding and intermediating these to the School	Research coordinator	2022+
b. Increase the level of writing, management, and administration of projects by sharing training and experience, increasing the number of applicants for research funding (including post-doctoral fellows) and the interdisciplinary nature of projects	Director / research coordinator / research collegial board / project managers	2022
c. Development of research groups and interdisciplinary thematic fields based on tenure professorships	Tenured professors	2022+
d. Pooling of diffuse research competencies and enhancing cooperation between areas and Centres: submission of joint publications and project applications	Heads of study areas and managers of centres / research collegial board	2022
<b>2. Integration of research and studies</b>		
a. Create the possibilities for professional placement of students in projects	Administrators / project managers	2021
b. Increased involvement of research staff in teaching (including finding MA supervisors among research employees) and increased involvement of lecturers in research	Director / administrative head	2022+
c. More extensive involvement of doctoral students in research projects (in particular international ones), including training and involvement of doctoral students in the preparation of applications	Administrators of doctoral studies programmes / supervisors / project managers	2022+
<b>3. Increasing the visibility of research and cooperation with non-university organisations</b>		
a. More diversified sharing of research results with the public	Communication specialist / research employees / lecturers	2022
b. Enhancing cooperation with ministries and companies	Administrative head /director / project managers / programme coordinator	2022+
<b>Provision of education</b>	<b>Responsible person(s), co-responsible person(s)</b>	<b>Deadline</b>
<b>1. Graduation of students within the nominal period of studies</b>		
a. Regular monitoring of student advancement, student engagement	Study counsellor, administrators, Tallinn University School of Humanities' Student Council	2021
b. Preparation and implementation of intervention plans	Administrators / collegial board of studies / head of studies	2021
c. Establishment of a joint working group between the research collegial board and the collegial board of studies with a view to clarify the procedure for attestation and the role of supervisor to support the progress of doctoral student	Director / collegial board of studies / research collegial board	2021
d. Support for students with a second mother tongue	Administrators / Tallinn University School of Humanities' Student Council	2022
<b>2. Supporting the internationalisation</b>		
a. Creating the possibility of mobility windows for study programmes	Administrators / head of studies	2022
b. Development and implementation of virtual mobility	Administrators / coordinator of internationalisation	2022

c. Planning common courses with foreign universities	Administrators / head of studies	2022
d. Increasing the number of doctoral students who have studied and made research work abroad	Administrators / coordinator of internationalisation	2022
<b>3. Improving the quality of study, supporting academic demandingness and flexibility</b>		
a. Critical analysis and development of study programmes and courses in cooperation with students in order to increase the quality, demandingness, flexibility, and interdisciplinarity of study	Administrators / working group on modernisation of study / head of studies	2022
b. Support for academic writing ability and academic expression skills.	Administrators / working group on modernisation of study / collegial board of studies	2021
c. Development of e-learning, raising the digital competence of teachers.	Collegial board of studies	2022
<b>4. Developing practical skills of students</b>		
a. Creation of the possibilities for professional placement of students in research projects	Project managers / administrators / heads of study areas	2022
b. Aggregation and transmission of the offers related to professional placement	Administrators and lecturers responsible for professional placement / communication specialist	2022
c. Greater involvement of private and public sectors in study and execution of professional placement	Administrators	2022
<b>Management, members and finances (leadership and organisational culture)</b>	<b>Responsible person(s), co-responsible person(s)</b>	<b>Deadline</b>
<b>1. Reinforcement of the School of Humanities by increasing cooperation between areas and Centres</b>		
a. Conduct of SWOT evaluation of study areas and Centres and analysis of results	Director	2022
b. Optimum use of the possibilities of the tenure system (horizontal movement of the employees, including load planning between areas and Centres)	Director / heads of study areas and Centres	2022
c. Development of successful working groups in applying for research projects, reduction of insecurity between grants	Director / research collegial board	2022+
d. Improving the conditions necessary for the creation and development of networks/expert groups	Director / administrative head / research collegial board	2022
<b>2. Implementation and sustainability of inclusive governance</b>		
a. Improvement of internal communication	Director	2022
b. Increasing cooperation and involving students in the work of different collegial boards	Director / administrative head / Tallinn University School of Humanities' Student Council	2021
c. Implementation of sustainable development and circular economy principles and minimising the environmental impact of the School's activities	Director / administrative head	2022
<b>3. Supporting the professional development of employees</b>		
a. Supporting employees in career planning according to career model opportunities. Supporting lecturers in research and linking research employees to study, providing self-improvement opportunities. Supporting the sustainability of employees' mental and physical well-being.	Director / heads of study areas and Centres	2021
b. Creation of the mentorship network for employees	Administrative head / heads of study areas and Centres	2022
<b>4. Enhancing the visibility and improving the image of the School of Humanities</b>		

a. A more active and thoughtful popularization of humanities and of the research results of the School of Humanities and participation in the discussions on social issues. Development of a communication plan.	Areas / Centres / communication specialist	2022+
b. Developing and implementing a marketing plan with a view to obtaining better students, being an attractive employer and raising the reputation of the School of Humanities and the role of humanities in the general public	Relevant working group, communication specialist	2022

## Annex 2. Performance indicators

	<b>Interdisciplinarity</b>	<b>Internationalisation</b>	<b>Excellence and sustainability</b>
RDC and the impact on society	<ul style="list-style-type: none"> <li>Percentage of funding allocated to the interdisciplinary projects with a research component of the research-based RDC funding</li> <li>The proportion of customer-based RDC funding of the entire research, development, and creative activity funding</li> <li>Number of articles of popular science</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of funding for international research projects of the research-based RDC funding</li> <li>Management of project teams or participation in projects</li> <li>Number of foreign post-doctoral fellows</li> <li>Number of doctoral students who have studied and made research abroad for a longer period of time</li> </ul>	<ul style="list-style-type: none"> <li>Number of high-level research publications per member of academic staff</li> <li>Number of research publications in Estonian</li> <li>Average volume of the three-year research-based RDC funding</li> <li>Number of defended doctoral theses</li> <li>Percentage of research funding of the budget of the School of Humanities</li> </ul>
Provision of education	<ul style="list-style-type: none"> <li>Number of interdisciplinary modules between study programmes</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of study programmes in English</li> <li>Number of graduates of the study programmes in English</li> <li>Satisfaction of students with the quality of study in English</li> <li>Number of study programmes with a mobility window</li> <li>Percentage of the students who have studied or participated in the professional placement abroad</li> </ul>	<ul style="list-style-type: none"> <li>Number of students per member of academic staff</li> <li>Percentage of students who have completed the nominal duration of the study programme of all the students admitted to the higher education level by levels of education</li> <li>Satisfaction of students with the quality and organisation of studies</li> <li>Satisfaction of graduates with the acquired general competences</li> <li>Extension of the possibilities for professional placement</li> </ul>
Management and organisational culture	<ul style="list-style-type: none"> <li>Satisfaction of members of academic staff with the organization of work supporting interdisciplinarity</li> <li>Number of strategic cooperation partners in private and public sectors</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of the foreign members of academic staff</li> <li>Percentage of the members of academic staff who have worked abroad for a longer period of time</li> <li>Satisfaction of the foreign members of academic staff with working environment</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction of the employees with management</li> <li>Revenue base of the School per an employee</li> <li>Average salary of academic and non-academic employees</li> </ul>