

IMPLEMENTATION PLAN

for the Tallinn University development plan 2023-2027

Annex 1

STRATEGIC GOAL 1. HIGH-LEVEL RESEARCH AND CREATIVE WORK FOR ESTONIA

KEY INDICATORS:

1. The volume of research-based RDC funding
2. The volume/proportion of commissioned RDC funding of the entire RDC funding
3. The number of high-level research publications per academic employee
4. The three years' average number of Estonian research publications
5. The number of popular science publications
6. The number of original school and higher education textbooks, and popular science books
7. The number/volume of commissioned projects with a creative component
8. The number of defended doctoral theses

Person responsible: Vice-Rector for Research

GOAL 1.1 ACTIVE CONTRIBUTION TO HIGH-LEVEL RESEARCH

Sub-goal 1.1.1 Supporting the development of high-level research groups and developing new capabilities in the co-operation of the existing research groups

Activities	Reference points/metrics of assessments	Deadline
1.1.1.1. We shall develop support mechanisms to promote the development and creation of research groups, considering the priority objectives and funding options.	<p>By 2024, support mechanisms have been created and implemented to promote the development of strategically important research groups.</p> <p>Tenured professors have functioning research groups (by 2027, at least 80% of tenured professors will be receiving external funding).</p> <p>The university has successfully applied for external funding to develop new, strategically important research groups and create professorships (the university has received at least three grants for this).</p>	

1.1.1.2. We shall develop organisational and support mechanisms to promote interdisciplinary cooperation between various research groups.	The organisational and support mechanisms have been developed and implemented for interdisciplinary cooperation between various research groups.	2024
1.1.1.3. We shall strengthen research cooperation with both Estonian and foreign partners, and value the development of sustainable consortia and partner networks.	The number of funding applications submitted in cooperation with Estonian and foreign partners has increased (the applications have been developed with the same consortia or partners).	
1.1.1.4. We shall increase our capacity with high level research software, data management infrastructure and support services.	The university's capacity for obtaining and maintaining necessary research software, and supporting research data infrastructure has improved.	
1.1.1.5. We shall invest in the new generation of scientists and increase the performance of doctoral studies and the recruitment of post-doctoral fellows.	The performance of doctoral studies and the number of post-doctoral fellows has increased. Current level: 16% of doctoral students defend their degree within N+2 periods Target level: 33% Current level: 20 post-doctoral fellows sign a contract Target level: 30	

Sub-goal 1.1.2 Developing a comprehensive system for research and development, and knowledge transfer

Activities	Reference points/metrics of assessments
1.1.2.1. We shall develop a system for research, development and educational activities, and knowledge transfer according to the university's strategic goals and focus fields.	The comprehensive system for research, development and educational activities and knowledge transfer has been adopted (by 2025) and contributes to achieving the university's strategic goals and developing its focus fields.
1.1.2.2. We shall develop and implement a comprehensive functioning framework and support system for research and development activities and knowledge transfer, while observing the interaction between management and content and support services.	Our functioning framework and support system for research and development activities and knowledge transfer is comprehensive, its management as well as content and support services function together.
1.2.2.3. We shall form partnerships and develop partnership models to implement knowledge transfer doctoral studies in the university.	In cooperation with our partners, new study places for knowledge transfer have been created in doctoral studies Current level: zero Target level: at least five

Sub-goal 1.1.3. Supporting the development of national sciences and the publication of high-quality research results in Estonian.

Activities	Reference points/metrics of assessments
<p>1.1.3.1. We shall establish principles to develop national sciences and, in co-operation with the state, create tenured professorships in national sciences.</p>	<p>With the help of the state, Tallinn University will have created at least five professorships by the end of 2027.</p>
<p>1.1.3.2. We shall promote the publishing of high-quality Estonian academic journals and research papers.</p>	<p>The Tallinn University Press operates actively and promotes the publishing of high-quality Estonian academic journals and research papers abroad.</p>
<p>1.1.3.3. We shall value Estonian research publications and take their linguistic accessibility into account in their assessment.</p>	<p>The requirements for the appointment and evaluation of academic employees include specific criteria for Estonian research publications (by 2024).</p>

GOAL 1.2 CREATION AND APPLICATION OF RESEARCH-BASED SOLUTIONS IN ESTONIAN SOCIETY

Sub-goal 1.2.1 Valuing and supporting knowledge transfer activities aimed at the public, and the private and public sectors.

Activities	Reference points/metrics of assessments
<p>1.2.1.1. We shall map the various forms of knowledge transfer and adopt a diverse application model of knowledge transfer.</p>	<p>The system for supporting knowledge transfer and partnerships has been developed and implemented in cooperation with academic units.</p> <p>The mapping of knowledge transfer forms will be finished by spring 2023.</p> <p>The development of the application model will be finished by autumn 2023/spring 2024.</p> <p>The model will be implemented from autumn 2024.</p>
<p>1.2.1.2. We shall motivate and value our employees for actively forming partnerships and carrying out knowledge transfer by modifying their workload calculation and evaluation criteria so that knowledge transfer activities would be clearly defined and taken into account similarly to research and study activities.</p>	<p>Tallinn University gives recognition to employees who were the most active in forming partnerships each year. An employee's contribution to partnerships is reflected in their workload (starting from 2024).</p>

<p>1.2.1.3. To develop cooperation with the private and public sectors, we shall create multi-disciplinary, cross-unit clusters and support their activities.</p>	<p>Tallinn University has developed multi-disciplinary clusters for cooperating with the private and public sectors, and launched cooperation projects with its partners.</p> <p>The university has four clusters. Additional clusters will not be created.</p> <p>Clusters have established specific forms of work and a partner network.</p> <p>At least 3-5 large-scale (more than 1 million) project applications per year</p>
<p>1.2.1.4. We shall develop a set of rules and effective processes to commercialise knowledge and protect intellectual property.</p>	<p>Tallinn University has agreed a list of principles designed to commercialise knowledge and protect intellectual property.</p> <p>By 2025, employees shall have access to relevant support and materials.</p>
<p>1.2.1.5. We shall establish the Tallinn University Financial Facility to involve private funding and expand our opportunities for initiating and carrying out knowledge transfer activities, including experimental developments.</p>	<p>The Tallinn University Financial Facility has secured funding sources and financed first projects.</p>

Sub-goal 1.2.2. Developing attitudes related to a sustainable and innovative mindset and lifestyle in society and governance.

Activities	Reference points/metrics of assessments
<p>1.2.2.1. We shall carry out fundamental and applied research on important social topics, such as environmental and demographic changes, democracy, integration, language learning, health problems and other topics related to sustainability and innovation.</p>	<p>The financial volume of cooperation projects has increased.</p>
<p>1.2.2.2. We shall raise awareness of sustainable and innovative mindset and lifestyle among Estonian society using research-based education and communication.</p>	<p>Tallinn University organises regular communication and provides education about the sustainable and innovative mindset and lifestyle (at least once a semester).</p>
<p>1.2.2.3. We shall work with ministries and other institutions to examine and support the state's development needs and opportunities.</p>	<p>Tallinn University cooperates with ministries and other institutions to explore and support the state's development needs and opportunities.</p>

GOAL 1.3 DEVELOPMENT OF CAPABILITIES IN CREATIVE RESEARCH, ARTS AND MODERN TECHNOLOGIES

Sub-goal 1.3.1 Developing into a creative research competence centre in Estonia

Activities	Reference points/metrics of assessments
1.3.1.1. We shall support and popularise creative research in Tallinn University.	Creative research has a clear role in the university's study and research activities.
1.3.1.2. We shall cooperate with other universities, industrial partners and policy-makers to popularise creative research.	The number of cooperative creative research projects in a year
1.3.1.3. We shall encourage creative research in doctoral study programmes.	Creative doctorate is an important part of doctoral studies.
1.3.1.4. We shall integrate creative research into various study programmes.	By 2027, creative research has been implemented in at least two study programmes.
1.3.1.5. In cooperation with the Ministry, universities and other partners, we shall contribute to the development of an assessment system for creative research.	In cooperation with our partners, we will have developed an assessment system for creative research by 2025.

Sub-goal 1.3.2. Making a contribution to the study and revitalisation of Estonian cultural heritage.

Activities	Reference points/metrics of assessments
1.3.2.1. We shall work actively with memory institutions and other partners to collect, preserve and revitalise Estonian cultural heritage and data.	Tallinn University actively cooperates with partners in the collection, preservation and revitalisation of Estonian cultural heritage and data as well as in the development of databases.
1.3.2.2. We shall study and value digitised Estonian cultural heritage and data.	Under the initiative of Tallinn University Academic Library and other partners, most of the cultural heritage owned by the University has been digitised.

Sub-goal 1.3.3. Developing arts, science and modern technologies collectively

Activities	Reference points/metrics of assessments
1.3.3.1. We shall provide facilities for the development and testing of modern technologies.	Tallinn University provides the necessary facilities for the development and testing of modern technologies for all schools.
1.3.3.3. We shall develop arts in cooperation with scientists, society, entrepreneurial partners in the field and policy-makers.	Tallinn University has formed the necessary relationships for the development of the arts.

GOAL 1.4 MAINTENANCE AND DEVELOPMENT OF ESTONIAN ACADEMIC LANGUAGE AND CULTURE

Sub-goal 1.4.1. Developing Estonian scientific and creative vocabulary, and promoting the production of high quality, readable academic texts.

Activities	Reference points/metrics of assessments
1.4.1.1. We shall study, teach and develop creative and academic Estonian, and provide an opportunity to learn Estonian academic and specialised language for all the students of study programmes with Estonian as the language of instruction.	The study of academic Estonian is systematic and at a high level. The teaching of Estonian scientific language and specialised language has been integrated into study programmes with Estonian as the language of instruction.
1.4.1.2. We shall encourage the publishing of Estonian educational literature, including university textbooks, and take the production of Estonian educational literature into account when appointing people to academic positions and conducting their evaluation.	There is active cooperation in the preparation and publishing of university textbooks (assessment of the Vice-Rector for Research); the number of university textbooks produced at Tallinn University increases Current level: six books a year Target level: seven books a year

Sub-goal 1.4.2. Actively contributing to the accessibility and popularisation of research

Activities	Reference points/metrics of assessments
1.4.2.1. We shall support the increase in the capacity of communicating research results and research-based standpoints to a wide Estonian target group using various media formats.	The university's capacity in research communication using various media formats has increased. The number of media platforms and their use has increased.
1.4.2.2. We shall ensure that our research results are widely and easily accessible on digital platforms.	Tallinn University has made research results widely accessible on ETERA and other relevant platforms.
1.4.2.3. We shall digitise scientific literature in Estonian and concerning Estonia, and make it easily accessible to the public.	Scientific literature in Estonian and concerning Estonia is digitally available to the public.
1.4.2.4. We shall value and support the popularisation of research and take this into account in the appointment of people to academic positions, workload calculation and evaluation.	The popularisation of science is taken into account in workload calculation and evaluation (starting from 2024).

STRATEGIC GOAL 2. LIFE-CHANGING LEARNING EXPERIENCE AND EDUCATION MATCHING FUTURE NEEDS

KEY INDICATORS:

1. Students' satisfaction with the studies
2. Graduates' satisfaction with the acquired general competences (future skills)
3. The proportion of students who have graduated during the nominal period of the study programme of all those admitted to the higher education level of studies
4. The proportion of the academic employees who have participated in the development activities in the field of teaching
5. The volume of continuing education revenue
6. The average income of the Master's degree graduates in relation to the average salary in Estonia

Person responsible: Vice-Rector for Educational Innovation

GOAL 2.1 DEVELOPMENT OF HIGH-QUALITY EDUCATION THAT SUPPORTS FUTURE COMPETENCES

Sub-goal 2.1.1. Encouraging collaborative learning and development among lecturers.

Activities	Reference points/metrics of assessments	Deadline
2.1.1.1. We shall organise training and support programmes to support professional development among our lecturers.	Tallinn University has organised and carried out training and support programmes for new lecturers.	June 2024
2.1.1.2. We shall create more opportunities for lecturers for collaborative learning and development, which in turn promotes organisational learning.	The lecturers at Tallinn University have more opportunities for collaborative learning and development. Coordinated opportunities for collaborative learning and development, at least four times a year across the university, additional opportunities within academic units.	December 2023
2.1.1.3. We shall modify work organisation to give our lecturers more opportunities to learn and develop.	The proportion of lecturers who took part in teacher training Current level: in 2021, 6.5% of academic staff at Tallinn University took part in teacher training. Target level: in 2027, at least 15% of academic staff of Tallinn University take part in teacher training.	

Sub-goal 2.1.2. Supporting research-based, learner-centred education.

Activities	Reference points/metrics of assessments	Deadline
2.1.2.1. We shall strengthen the substantive management of study programmes and specify the role of tenured professors in it.	<p>Tallinn University has clearly defined the division of roles and responsibility in the substantive and administrative management of study programmes.</p> <p>Current level: The roles of various parties (except of the tenured professor) have been defined in Tallinn University Study Regulations.</p> <p>Target level: All roles have been defined in the Tallinn University Study Regulations.</p>	
2.1.2.2. We shall share our best teaching experiences and give recognition to research-based, learner-centred education.	<p>Tallinn University has an active recognition system supporting the sharing of best teaching experiences</p>	October 2023
2.1.2.3. We shall upgrade the current evaluation system to ensure a more substantive assessment and valuing of teaching.	<p>The evaluation system specifies the criteria for the assessment of teaching.</p> <p>Current level: evaluation system describes the assessment process, but it does not specify the exact criteria assessment is based on and usually doesn't include feedback.</p> <p>Target level: evaluation system includes specific criteria for the assessment of educational activities. Assessment is a valuable learning experience that provides students with necessary feedback.</p>	2024

Sub-goal 2.1.3. Developing and rendering meaning to the future competences of students

Activities	Reference points/metrics of assessments	Deadline
2.1.3.1. We shall set future competences to focus on across the university. We shall support reflecting on these competences and finding suitable study methods to improve them.	<p>Tallinn University has set fixed future competences to focus on and created support materials about learning processes, study methods and assessment methods that support the development of these competences.</p> <p>The university supports the development of future competences within the university through professional placement, the LIFE project, applied final thesis and/or job positions.</p> <p>Current level: the study activities at Tallinn University take place in accordance with the learning outcomes stated in the Higher Education Act and the Tallinn University Study Regulations.</p> <p>Target level: Tallinn University has set general and future competences and created support materials to develop at least three of these competences. The university supports the development of future competences through professional placement, the LIFE project, applied final thesis and/or job positions.</p>	<p>fixed competences set by December 2023</p> <p>support materials created by December 2024</p>

<p>2.1.3.2. We shall test out various solutions to support meaningful, learner-led learning.</p>	<p>Tallinn University has tested out methods promoting student-led learning in at least three study programmes. The effectiveness of those methods has been assessed and introduced to lecturers.</p> <p>Current level: solutions are tested at course or module level, a comprehensive system does not exist.</p> <p>Target level: solutions have been tested in at least three study programmes and the assessment of the testing has been carried out.</p>	<p>December 2025</p>
<p>2.1.3.3. Based on the experiences of the LIFE project, we shall further develop the problem-based learning process.</p>	<p>Tallinn University has implemented at least one of the tested solutions.</p>	<p>discussion December 2023</p> <p>testing May 2025</p> <p>implementation May 2027</p>
<p>2.1.3.4. We shall contribute to the new generation of researchers by supporting student research and the advanced studies of students (for example, through science or book clubs and student research competitions).</p>	<p>The number of candidates for doctoral studies will increase in the next two years. The number of Bachelor's and Master's students taking part in advanced research activities increases.</p>	

GOAL 2.2 DEVELOPMENT OF DIVERSE LEARNING METHODS SERVING PERSONAL INTERESTS

Sub-goal 2.2.1 Providing a variety of diverse learning methods that serve personal interests

Activities	Reference points/metrics of assessments	Deadline
<p>2.2.1.1. We shall develop a design thinking programme (also known as an incubation programme) to make our study programmes more evidence-based.</p>	<p>All Bachelor's and Master's students have completed the programme.</p> <p>Current level: the programme has not been developed yet.</p> <p>Target level: all Bachelor's and Master's students have completed the programme.</p>	
<p>2.2.1.2. We shall give students more freedom to build their own study programmes by allowing them to choose modules.</p>	<p>Tallinn University has established principles for allowing students to choose modules for their study programmes. From the student's point of view, all study programmes consist of complete content modules.</p>	<p>indicators by the end of 2023</p> <p>module-based study programmes by 2027</p>

<p>2.2.1.3. We shall test out solutions for giving students more responsibility in developing their own learning paths.</p>	<p>Tallinn University has given students the opportunity to choose elective modules in at least three academic units.</p>	<p>December 2027</p>
<p>2.2.1.4. We shall provide teachers taking subject teacher education courses with new opportunities for effective studies.</p>	<p>The duration of the teacher education has been extended; in cooperation with the Ministry of Education and Research, Tallinn University has created a possibility to complete Master's studies in Teacher Education by micro degrees; Tallinn University has created assessment tools for teacher education programmes that take RPL into account to a greater extent.</p>	<p>March 2023 the extended duration of the teacher education course; 2023/2024 micro degrees; 2025 RPL assessment tools</p>
<p>2.2.1.5. We shall diversify and develop flexible forms of studies in continuing education.</p>	<p>The number of students in continuing education and its revenue has increased. There are new micro degree programmes.</p> <p>Current level: 13,065 students in continuing education (2021); revenue 2.08 million euros (2021); 45 micro degree programmes (since 2021)</p> <p>Target level (2027): 17,600 students in continuing education, revenue 4 million euros, 100 micro degree programmes, at least one additional flexible form of study.</p>	<p>the increase in revenue in 2023: 15%;</p> <p>the average increase in revenue in 2024-2027: 10%;</p> <p>the number of students increases more slowly</p>

Sub-goal 2.2.2 Increasing the flexibility of studies using technology

Activities	Reference points/metrics of assessments	Deadline
<p>2.2.2.1. We shall analyse the experiences of distance learning and integrate its best practises into our study activities. We shall also combine on-site learning with distance learning to provide high-quality education and reduce environmental pressure and the time students spend commuting.</p>	<p>The experiences of distance learning have been analysed and integrated into study activities.</p>	<p>2024/2025 the experiences have been fully integrated into study activities</p>
<p>2.2.2.2. We shall provide lecturers with support and training courses for promoting high-quality online learning and producing e-learning materials to increase the use of technology in teaching.</p>	<p>Tallinn University has created support materials and courses on e-learning tools and the preparation of technological study activities.</p>	

2.2.2.3. We shall support study programmes in applying for the e-course quality label.	The number of courses with the e-course quality label has increased.	
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GOAL 2.3 MODERNISING ESTONIAN SOCIETY THROUGH EDUCATION

Sub-goal 2.3.1 Shaping experts and leaders in various fields of life through study and training programmes

Activities	Reference points/metrics of assessments	Deadline
2.3.1.1. We shall develop degree studies and continuing education programmes to ensure our graduates will be capable as evidence-based leaders of their fields.	<p>Each study programme includes a learning outcome about a specialised evidence-based approach.</p> <p>Tallinn University shares and renders the meaning of the best practices of designing the learning experiences of evidence-based approach in its recognitions, newsletters and classrooms.</p>	
2.3.1.2. We shall develop our micro degree programmes to put the knowledge-based approach into practice in various areas.	<p>Micro degree studies are active in various fields (the number of fields, the number of students).</p> <p>Current level: since 2021, we have 20 micro degree programmes in ISCED study programmes with 345 students</p> <p>Target level: There is a micro degree programme or a course in micro degree programme in all ISCED fields Tallinn University has the right to teach.</p> <p>By 2027, there will be 550 students in micro degree programmes.</p>	2027
2.3.1.3. The research, creative and development activities and practical professional experience of our lecturers supports studies and is taken into consideration during evaluation.	<p>The evaluation system specifies the criteria for the assessment of studies.</p> <p>Current level: evaluation system describes the assessment process but does not specify the exact criteria assessment is based on and usually doesn't include feedback.</p> <p>Target level: evaluation system includes specific criteria for the assessment of study activities. Assessment is a valuable learning experience that provides students with necessary feedback.</p>	2024
2.3.1.4. We shall give recognition to our lecturers for providing high-quality education aimed outside Tallinn University and developing new methods that support evidence-based development and application of their field.	Tallinn University gives recognition to lecturers for providing high-quality education aimed outside the university and developing new methods.	

Sub-goal 2.3.2 Promoting an evidence-based approach to educational innovation.

Activities	Reference points/metrics of assessments
<p>2.3.2.1. We shall carry out the yearly evidence-based educational innovation competition and increase its social visibility.</p>	<p>The number of participants in the educational innovation competition increases and the quality of evidence-based justification improves. Organisations that haven't previously taken part in Tallinn University's programmes participate in the competition.</p>
<p>2.3.2.2. We shall offer strategic partnership in the development and evaluation of evidence-based, effective educational innovation to both Estonian and international organisations (including the educational technology sector).</p>	<p>Tallinn University has multiple partners in the educational technology sector.</p>
<p>2.3.2.3. We shall give recognition for and support our researchers and lecturers in actively engaging in discussions on socially important educational topics, raising issues and promoting the practices and experiences of educational innovation.</p>	<p>Tallinn University gives recognition to researchers and lecturers for engaging in discussions on socially important educational topics and promoting the practices and experiences of educational innovation.</p>

STRATEGIC GOAL 3. A SMART AND VALUED ORGANISATION

KEY INDICATORS:

1. The university's income base per employee
2. The average salary of a university employee
3. The volume of funding for educational activity per student and external student
4. The number of employees who have actively participated in management development activities
5. The employees' and students' satisfaction with the management of the university
6. The employees' and students' satisfaction with the studying and working conditions
7. The volume of co-operation projects with strategic partners
8. The reputation index

Person responsible: Vice-Rector for Development

GOAL 3.1 MAINTENANCE OF THE UNIVERSITY'S SUSTAINABILITY AND PROMOTION OF UNITY AND DIVERSITY AMONG ITS MEMBERS

Sub-goal 3.1.1 Organising and harmonising the management structure of academic activities and the new career model.

Activities	Reference points/metrics of assessments
3.1.1.1. We shall organise the management structure of academic activities (including study area, research centre, tenure, centre of excellence, cluster, research group).	The structure and management model of academic units is organised and in coordination with the career model, it encourages the integration of study and research activities, and the cooperation between and within the units.
3.1.1.2. We shall modify the academic employee's career model so that in addition to educational and research activities, the activities important for the development of the university are an important part of their everyday job.	The academic employee's career model has been modified so it would consider the priorities important to the university during the period of the new development plan (such as knowledge transfer) to be an important part of their everyday job.
3.1.1.3. We shall create a uniform system for planning and calculating the workload that ensures the transparency of agreements, and develop a digital solution for the system.	Tallinn University has created a system for equal and transparent workload calculation and a supporting information system.
3.1.1.4. We shall coordinate a system of development interviews and evaluation with an organised management structure of academic activities.	The system of development interviews and evaluation is interlinked and supports the successful application of the career model.

<p>3.1.1.5. We shall reorganise the system of development interviews so it would further support the employee's development.</p>	<p>Tallinn University has established the name of development interviews and their role in management structure, adopted regulated practises for conducting development interviews and ensured that regular interviews are held with all employees to support their development. If necessary, the university offers career counselling to its employees as well as gives them an opportunity to take care of their mental and physical health.</p>
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Sub-goal 3.1.2 Updating the university's management system and work organisation

Activities	Reference points/metrics of assessments
<p>3.1.2.1. We shall improve the capacity of organisational analysis, develop quality and support activities for fundamental processes and combine the mechanisms of quality assurance into a single package.</p>	<p>The university's quality framework is fully functioning and quality mechanisms have been implemented in important domains. As a result, the level of organisation's self-analysis has increased: the university conducts regular internal assessments in various domains.</p>
<p>3.1.2.2. We shall create an overview of the knowledge of university members and use it to analyse the university's activities, advise employees in charge of managing and organising events and develop processes.</p>	<p>Tallinn University creates an overview of the knowledge of university members and uses it to analyse the university's activities, advise employees in charge of managing and organising events and develop processes.</p>
<p>3.1.2.3. We shall create a model of the cost of workplace that can be used in planning digital infrastructure and workspaces.</p>	<p>The new model of the cost of workplace is used to allocate workspaces and plan digital infrastructure.</p>
<p>3.1.2.4. We shall reduce unnecessary bureaucracy, simplify internal procedures and update the university's legal acts.</p>	<p>Tallinn University has revised its regulated work processes and updates its legal acts every year.</p>
<p>3.1.2.5. We shall support the culture of continuous learning and development.</p>	<p>Tallinn University organises its development activities based on best knowledge and previous experience, while also considering financial added value.</p>

Sub-goal 3.1.3 Development and implementation of a real estate programme to help support the main activities of the university

Activities	Reference points/metrics of assessments
<p>3.1.3.1. We shall develop and implement a real estate programme that reflects the use of the university's existing property as well as its new property developments.</p>	<p>Tallinn University has formulated the general principles of property development and proposals for the development of the university's property. The university is developing at least one property.</p>

3.1.3.2. We shall develop and use our property to generate income that would support the university's activities.

The income generated from the use of property has increased compared to 2022.

GOAL 3.2 DEVELOPMENT OF AN INCLUSIVE, EFFECTIVE AND VALUE-BASED MANAGEMENT SYSTEM

Sub-goal 3.2.1 Improving management quality and supporting the development of the new generation of managers.

Activities	Reference points/metrics of assessments
<p>3.2.1.1. We shall organise development activities and training courses promoting management culture and skills for managers.</p>	<p>Tallinn University has organised training courses and development activities that support goal-oriented, human-centred organisational culture.</p> <p>Current level: the university provides few training courses, development activities are not systematically linked to the development of management quality.</p> <p>Target level: the university has designed a diverse system of development activities to develop management skills and support the performance of employees; members of the target group have completed these development activities; the participation rate is increasing.</p>
<p>3.2.1.2. We shall plan activities to ensure a new generation of managers.</p>	<p>Tallinn University develops management competences among potential target groups (doctoral students, heads of study areas, heads of different levels of academic units, heads of support units).</p> <p>Current level: the university is not actively training new managers.</p> <p>Target level: the university has recognised the potential for training new managers and planned the necessary activities to reach this potential; the members of the target groups have completed activities to improve their management skills.</p>
<p>3.2.1.3. We shall plan activities to raise awareness on equal treatment.</p>	<p>Heads of different levels of the university take part in training courses and seminars on management culture, inclusion and cooperation, equal treatment, etc. The participation in courses and seminars is highly valued in development interviews.</p> <p>Current level: the Action Plan for Gender Equality 2022–2024 is in effect and a manual for equal treatment and settling issues is in preparation.</p> <p>Target level: the TLU Gender Equality Plan 2022–2024 has been implemented, the activities for ensuring the principles of gender equality are being followed have been planned and carried out, and all members of the target group have completed these activities.</p>

Sub-goal 3.2.2 Offering necessary support to our employees and alumni involved in the university's activities.

Activities	Reference points/metrics of assessments
3.2.2.1. We shall create more diverse conditions and motivators for our foreign employees to help them improve their Estonian skills and learn about the local culture.	Foreign employees can and are interested in participating in the university's Estonian language courses, the number of foreign employees taking part in Estonian language courses has increased compared to 2022.
3.2.2.2. We shall involve foreign employees, practitioners and alumni in our working groups and decision-making bodies as well as offer them the necessary support for participation.	Foreign employees, practitioners and alumni are happy with their involvement in the activities of the university and its units.
3.2.2.3. We shall organise various social events for university members.	The employees think highly of Tallinn University. The feedback on social events is positive and the participation of employees increases.
3.2.2.4. We shall improve our internal communication system so that employees with lower workloads can also stay up to date.	Employees share a common information space and are satisfied with the flow of information.

GOAL 3.3 TALLINN UNIVERSITY DEVELOPS INTO A HIGHLY ESTEEMED AND MODERN STUDYING AND WORKING PLACE

Sub-goal 3.3.1. Organising recognition activities.

Activities	Reference points/metrics of assessments
3.3.1.1. We shall regulate work organisation and content related to recognition.	<p>The recognition system has been updated and is used actively at Tallinn University and its academic units. The system is closely linked to the events organised for the purpose of building a sense of community.</p> <p>The University highlights its most outstanding employees in the weekly newsletter under sections "Face of the Week" and "Action of the Week".</p> <p>As part of the yearly Tallinn University Day on 18 March, the university presents its most outstanding employees with a letter of acknowledgement or badge of merit. This is done to a limited extent so that the value of the achievements does not decrease.</p>
3.3.1.2. We shall give recognition to our most outstanding employees at events organised for the purpose of building a sense of community.	<p>Our most outstanding employees are given recognition at events organised for the purpose of building a sense of community.</p> <p>Current level: the university only gives recognition to new professors and cum laude graduates at joint events.</p> <p>Target level: As part of the yearly Tallinn University Day on 18 March, the university presents its most outstanding employees with a letter of acknowledgement or badge of merit. This is done to a limited extent so that the value of the achievements does not decrease.</p>

<p>3.3.1.3. We shall encourage heads of academic units to give recognition to their fellow colleagues in a suitable manner, if they are not already doing so.</p>	<p>All academic units give recognition to its employees.</p>
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Sub-goal 3.3.2 Creation of functional workspaces and a more efficient use of the university's work spaces

Activities	Reference points/metrics of assessments
<p>3.3.2.1. We shall adapt the university's workspaces and classrooms to the needs of the users and modern ways of use.</p>	<p>The rooms of the university are cross-utilised. The existing room solutions are more functional and modern.</p>
<p>3.3.2.2. We shall make the use of the University's rooms more efficient.</p>	<p>Tallinn University assesses the functionality of rooms and, if necessary, improves it (for example, by adding new technology or changing the function of a room).</p>
<p>3.3.2.3. We shall develop a sustainable, economical and healthy work environment, and find great technical and organisational solutions for connecting the home and work office.</p>	<p>Tallinn University formulates principles on how members of the university, start-ups associated with the university and other partners could better use its rooms for their activities.</p>
<p>3.3.2.4. We shall allow students and alumni to use available rooms for entrepreneurial or social activities.</p>	<p>We shall develop rules on how the members of the university, alumni and subjects from outside the university can easily rent the university's rooms for a competitive fee to carry out entrepreneurial and social activities.</p>
<p>3.3.2.5. We shall further develop rooms that can be cross-utilised or rented out to interested parties.</p>	<p>There are more alumni and entrepreneurs associated with Tallinn University using its workspaces and classrooms in 2027 than in 2022.</p>
<p>3.3.2.6. We shall install smart solutions in the university's rooms to improve the indoor climate and reduce energy consumption.</p>	<p>The university buildings use smart solutions to optimise electricity consumption and heating and save money and energy.</p> <p>An R8 digital operator (i.e. an artificially intelligent, web-based control software for technical systems) is integrated to the management systems of university buildings. This integration helps to save energy by applying unique smart management algorithms to the buildings' automated control systems that are based on the processing of big data, prognosis and demand-based management. The goal of algorithms is to optimise the climate of university buildings during working hours in the most sustainable way.</p>

Sub-goal 3.3.3 Adapting classrooms and their furniture to facilitate a student-centred approach.

Activities	Reference points/metrics of assessments
<p>3.3.3.1. We shall create a state-of-the-art learning environment, modernise auditoriums and transform the university’s public space into a place for collaboration and discussion for both lecturers and students.</p>	<p>The members of Tallinn University are satisfied with its facilities and their accessibility.</p>
<p>3.3.3.2. We shall develop a useful and flexible model to coordinate the use of classrooms that can be used for on-site learning, distance learning and hybrid learning.</p>	<p>Tallinn University has developed a model to coordinate the use of classrooms that can be used for on-site learning, distance learning and hybrid learning.</p> <p>Thanks to the substantive changes made in this field of study, there is a new-found understanding of the changed learning content. The results of this content can be generalised into a model and its technical developments can be produced in the classroom.</p>

GOAL 3.4 IMPROVEMENT OF THE UNIVERSITY’S ADAPTABILITY AND CAPABILITY OF AFFECTING ITS OPERATING ENVIRONMENT.

Sub-goal 3.4.1 Developing systematic, institutional partnerships with off-campus organisations.

Activities	Reference points/metrics of assessments
<p>3.4.1.1. We shall define the university’s strategic partners and the ways of communicating with them.</p>	<p>The strategic partners of Tallinn University and its academic units have been defined and the partnerships are managed.</p> <p>The designation of partners takes place in stages:</p> <ol style="list-style-type: none"> 1. defining the concept of strategic partnership, which is followed by 2. establishing criteria. Based on the set criteria, the next stages are 3. mapping the existing strategic partners and 4. setting goals for the new partnership.
<p>3.4.1.2. We shall develop a functioning system for managing the partnerships of Tallinn University and its academic units.</p>	<p>The partnerships of Tallinn University and its academic units are managed systematically.</p>

<p>3.4.1.3. We shall involve more of the university's strategic partners into cooperation projects.</p>	<p>Number of active strategic partners contributing to and involved in the field of RDC and studies</p> <p>It is important to form strategic partners and networks that would support the university in:</p> <ul style="list-style-type: none"> • increasing the quality of research; • increasing the number of (high-level) joint publications; • increasing the number of (high-level) projects (in the case of an increase in research funding); • being a member of networks that would help the university stand up for the interests of universities on an Estonian and European level (policy development); • increase the university's visibility
<p>3.4.1.4. In cooperation with employers, we shall make various forms of study and professional placement more diverse.</p>	<p>Tallinn University actively cooperates with employers.</p> <p>Diversification of cooperation means that cooperation is carried out at different levels and forms: for example, traineeship abroad, national professional placement, virtual or online professional placement. Internationalism is important.</p> <p>Number of partners (schools, companies, etc.):</p> <ul style="list-style-type: none"> • placement organisations, continuing education or other types of cooperation; • the number of projects carried out in cooperation with employers (e.g. employees are involved in study development projects or the development/updating of the study programme); • the number of training courses organised by employers; • the number of training courses organised for employers in cooperation with employers (including courses organised by others that our employees are participating in)

Sub-goal 4.3.2 Increasing the participation of alumni in the university's activities to create added value

Activities	Reference points/metrics of assessments
<p>3.4.2.1. We shall form and run an alumni network. In order to activate the network, we shall organise events targeted to our alumni.</p>	<p>The alumni of Tallinn University actively partake in the university's activities.</p>

Sub-goal 3.4.3 Better preparation for changes in the external environment

Activities	Reference points/metrics of assessments
<p>3.4.3.1. We shall systemically monitor external trends that are of key importance to Tallinn University.</p>	<p>Tallinn University is able to monitor important external trends.</p>

<p>3.4.3.2. We shall regularly assess risks and opportunities and plan activities for preventing risks and using opportunities.</p>	<p>Tallinn University regularly assesses risks and opportunities, and plans its activities based upon assessments; the division of roles for adapting to changes has been considered carefully, the responsibilities of carrying out various activities have been distributed and the action plan has been agreed upon in advance.</p>
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Sub-goal 3.4.4 Establishing a more effective internal and external communication, and using various media forms to reinforce our messages

Activities	Reference points/metrics of assessments
<p>3.4.4.1. We shall create media content and use the different media forms in our possession in a purposeful way to reinforce our messages and strengthen our identity.</p>	<p>The produced media content meets the objectives of Tallinn University, and supports its identity and social visibility and dimension. The created digital media content is structured and easily accessible.</p>
<p>3.4.4.2. We shall improve our technical capability for effective communication.</p>	<p>Tallinn University has enough technical facilities for communication, including the capacity to produce videos.</p>
<p>3.4.4.3. We shall contribute to the development and popularisation of research communication (both internal and external).</p>	<p>Tallinn University has developed and implemented a system for effective research communication.</p>
<p>3.4.4.4. We shall improve media competence (incl. TV media) among our employees (and doctoral students) to increase the effectiveness and quality of research communication.</p>	<p>Tallinn University organises regular trainings to improve media competence among employees.</p>