

MANAGEMENT AND MONITORING

of the implementation of the development plans of Tallinn University and its units

Annex 3

The implementation of the Tallinn University development plan is managed by the Rectorate. The Senate and the university Council assess the implementation of the development plan. The achievement of the goals of the development plan is described in the university's annual report, approved by the university Council.

Meeting the strategic goals of the development plans is monitored with the help of the established key indicators, and the sub-goals with the help of points of reference reflected in the implementation plan.

The implementation of the development plan of an academic unit is managed by the director, and the council of the units and the Senate assess the implementation of the units' development plans. Meeting of the goals of the development plans of academic units is described in connection with meeting the strategic goals of the university in the university's annual report.

MANAGEMENT OF THE IMPLEMENTATION OF THE DEVELOPMENT PLANS OF THE UNIVERSITY AND THE UNITS

The implementation of the university's development plan is managed by strategic goals. One Rectorate member is responsible for each goal:

1. High-level research and creative work for Estonia — Vice-Rector for Research
2. Life-changing learning experience and education matching future needs — Vice-Rector for Educational Innovation
3. Smart and valued organisation — Vice-Rector for Development

The Vice-Rector is responsible for the preparation of annual action plan for the corresponding strategic goals. The action plan for the implementation of the development plan comprises the university-wide activities, and the activities of academic units and institutions.

The Vice-Rector decides which university-wide sub-goals and activities will be chosen for implementation within the year and how the existence of the necessary workforce and resources is ensured for implementing the activities. For the implementation of the action plan and moving

towards the strategic goal, the Vice-Rector forms a network of the university members, distributing the responsibility for the implementation of the sub- goals and activities among its members. If necessary, the Vice-Rector agrees with the heads of the units of the employees included in the network the content and volume of the contribution of the relevant employee, and this is taken into account also in the calculation of the workload of the employee and during the development/co-operation interviews conducted with them. If it appears that the goals established in the development plan cannot be achieved with the existing workforce and resources, the Vice-Rector proposes to the Senate and the Council to modify the sub-goals of the development plan or to find additional resources.

The director is responsible for the preparation of the action plan of the academic unit and the institution. For the implementation of the action plan and moving towards the strategic goal, the Vice-Rector distributes the responsibility for the implementation of the sub- goals and activities among unit members.

The annual action plan is drawn up by September 30 at the latest and it is in force until the same time next year. The first action plan for the implementation of the new development plan is drawn up by January 30, 2023, at the latest and it remains in force until September 30, 2024. The action plan in force is reviewed and corrected in the course of establishing the budget of the year 2024, where necessary.

MONITORING OF THE IMPLEMENTATION OF THE DEVELOPMENT PLAN

Meeting the strategic goals of the development plan is monitored by using the key indicators for which thresholds and desired trend lines have been set until the end of the development plan period.

The key indicators of the development plan by strategic goals are the following:

1. High-level research and creative work for Estonia

- a. the volume of research-based RDC funding
- b. the volume/proportion of commissioned RDC funding of all RDC funding
- c. the number of high-level research publications per academic employee
- d. three years' average number of research publications in Estonian
- e. the number of popular science publications
- f. the number of original school and higher education textbooks, and popular science books
- g. the number/volume of commissioned projects with a creative component
- h. the number of defended doctoral theses

2. Life-changing learning experience and education matching the future needs

- a. students' satisfaction with the studies
- b. graduates' satisfaction with the acquired general competences (future skills)
- c. 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
- d. the proportion of the academic employees who have participated in development activities in the field of teaching
- e. the volume of continuing education revenue
- f. the average income of the Master's degree graduates in relation to the average salary in Estonia

3. Smart and valued organisation

- a. the university's income base per employee
- b. the average basic salary of a university employee
- c. the volume of funding for educational activity per student and external student
- d. the number of employees who have actively participated in management development activities
- e. the employees' and students' satisfaction with the management of the university
- f. the employees' and students' satisfaction with the studying and working conditions
- g. the volume of co-operation projects with strategic partners
- h. the reputation index

Meeting the strategic goals is monitored by using the reference points of assessments that are given the assessment “achieved”, “partially achieved” or “not achieved” after their sub- goals have been met and activities implemented.

The report on the implementation of the development plan is drawn up once a year as a part of the annual report of the university. It is introduced in the Senate and approved by the university Council. The rectorate gives the assessment of how the sub-goals of university's development plan have been met. The council of the unit gives the assessment of how the goals of the academic units and the institution have been met.

The key indicators of the development plan with the thresholds and desired trend lines are publicly available on the university's homepage. The overview of how the goals of the development plan have been met is added into the annual report of the university every year.

Example of assessing the sub-goals:

Goal 2.1. *We develop quality teaching that supports future competences (achieved)*

Sub-goal 2.1.1. *We support the collaborative learning and development of the lecturers (achieved)*

2.1.1.2. We support the life-long learning and development of lecturers with training and support programmes.

2.1.1.4. We create possibilities of collaborative learning and development for the lecturers.

2.1.1.5. We reduce the lecturers' time spent on contact learning.

Sub-goal 2.1.2. *We value research-based and learner-centred approach (partially achieved)*

2.1.2.1. We strengthen the substantive administration of the study programmes and specify the role of the tenured professors in the administration of the study programmes.

2.1.2.2. We disseminate the best teaching methods and recognise research-based and learner-centred teaching.

2.1.2.2. We develop the current evaluation system for assessing and valuing the education more substantially.

Sub-goal 2.1.3. *We reflect on and develop the future competences of the learners (achieved)*

2.1.3.1. We agree on the future competences on which we shall focus in the university in general; we support rendering meaning to the agreed competences and finding suitable teaching methods.

2.1.3.2. We experiment with the solutions for supporting meaningful learning directed by the learner.

2.1.3.3. We develop the challenge-based learning process, relying on the experience from LIFE.

2.1.3.4. We contribute to students' research and advanced studies of students, such as science clubs, book clubs or competitions in the field of students' research in support of the new generation of researchers.

DEFINITIONS OF THE KEY INDICATORS

1. High-level research and creative work for Estonia

a. The volume of research-based RDC funding

As concerns this indicator, the volume of research-based RDC funding of the current year is given as at the end of each quarter cumulatively. Targeted financing revenue on an accrual basis are recognised.

Description of the formula:

The volume of research-based RDC funding as at March 31, June 30, September 30 and December 31.

University: Targeted financing projects revenue (with the component T) + activity-type grants + research and development income (M projects excluded, cut-off of sales revenue of the account 32201080) + base funding;

School: Targeted financing projects revenue (with the component T) + activity-type grants + research and development income (M projects excluded, cut-off of sales revenue of the account 32201080) + base funding (principal amount + FUR)

b. The volume/proportion of commissioned RDC funding of all RDC funding

(Volume) The volume of the research and development agreements carried out on the subject given by the client as at the end of each quarter of the current year cumulatively. All service contracts and those RDC projects where the donor has commissioned a research on a given subject are deemed to be commissioned, and these are differentiated in the WD by letter A at the end of the identifier. Targeted financing revenue on an accrual basis are recognised.

(Proportion) The indicator is calculated as the proportion (%) of the volume of the research and development agreements carried out on the subject given by the client from the whole volume of the RDC funding as at the end of each quarter of the current year cumulatively. All service contracts and those RDC projects where the donor has commissioned a research on a given subject are deemed to be commissioned, and these are differentiated in the WD by letter A at the end of the identifier. Targeted financing revenue on an accrual basis are recognised.

Description of the formula (volume):

The volume of commissioned RDC funding in the current year as at March 31, June 30, September 30 and December 31.

Service contracts, except continuing education projects with the identifier "MTK", cut-off of sales revenue of the account 32201080.

Description of the formula (proportion):

The volume of commissioned RDC funding / volume of the whole RDC funding*100 in the current year as at March 31, June 30, September 30 and December 31. Service contracts, except continuing education projects with the identifier "MTK" / all RDC = University: Targeted financing projects revenue (except MTK and the financial items of value added tax) + activity-type grants + research and development income (except MTK, cut-off of sales revenue of the account 32201080) + base funding;

School: Targeted financing projects revenue (except MTK and the financial items of value added tax) + activity-type grants + research and development income (except MTK, cut-off of sales revenue of the account 32201080) + base funding (principal amount + FUR).

c. The number of high-level research publications per academic employee

The number of publications with the ETIS classification 1.1, 1.2, 2.1 and 3.1 ("Published" and "Approved" category) in the accounting year. If a publication concerns multiple units, it is reflected in the number of publications of all related units, but in the number of TLU, the publication is marked once. The number of academic employees with active employment contracts by positions in terms of full-time employment in the accounting year. The data are submitted once a year as at 31.12. NB! As publications are added with the time gap of ETIS (Estonian Research Information System), the number in ETIS differs from the number of publications submitted in the reporting environment.

Description of the formula:

The number of high-level research publications / number of academic employees in terms of full-time employment of the current year.

d. Three years' average number of research publications in Estonian

The number of publications in Estonian with the ETIS classification 1.1,1.2, 1.3, 2.1, 3.1, 3.2 in the selected period by years. In the report of 2018, the data of all years were imported from the databases. From now on, the data in the reporting environment from the two previous years are taken as the basis, and enquiries are made from the databases only as regards the data of the last or the third year.

Description of the formula:

The average of the number of research publications in Estonian from the last three consecutive years.

e. The number of popular science publications

The number of publications with the ETIS classification 6.3 as at the end of each quarter of the current year cumulatively. If a publication concerns multiple units, it is reflected in the number of publications of all related units, but under the TLU, the publication is marked once.

Description of the formula:

The number of publications with the ETIS classification 6.3 as at March 31, June 30, September 30 and December 31.

f. The number of original school and higher education textbooks, and popular science books

The number of original publications with the ETIS classification 2.4, 6.2 and 6.4 as at the end of each quarter of the current year cumulatively. Articles published by different authors in the same volume are calculated as one unit.

Description of the formula:

The number of original publications with the ETIS classification 2.4, 6.2 and 6.4 as at March 31, June 30, September 30 and December 31.

g. The number/volume of commissioned projects with a creative component

The indicator is developed by the end of the first quarter of 2023 at the latest.

h. The number of defended doctoral theses

Doctoral theses defended in the period 01.01–31.12, incl. theses defended by external students.

Description of the formula:

The number of all doctoral theses defended in the calendar year as at 31.12.

2. Life-changing learning experience and education matching the future needs**a. Students' satisfaction with the studies**

Students' satisfaction with the courses. The average value of the assessment given on the structure and purposefulness of the course in the Study Information System. The data are submitted twice a year: 31.03 the data of the previous autumn semester and 30.09 the data of the previous spring semester.

b. Graduates' satisfaction with the acquired general competences (future skills)

Average score in the block of general skills (questions 178–185) given in the graduates' survey. The scores of these units are taken into account, where respondents made up at least 10% of the number of the graduates of the unit. Submitted once a year, 30.09.

c. 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

The nominal duration of the study programme of the accounting year, the graduation proportion (%) of the students admitted +1 or +2 years earlier of all who started the studies. The student who has completed

the study programme within the nominal duration of the study programme is a student who has spent the nominal duration of the studies plus one year (down to the level of date) for completing the studies in the case of study programmes the nominal duration of which is less than four years, and the nominal duration of the studies plus two years in the case of study programmes the nominal duration of which is at least four years. The report is submitted twice a year: 30.09 and 31.12. The final situation of the year is fixed as at 31.12.

Description of the formula:

The accounting year – nominal duration of the study programme +1 (or +2) years = the admission year.
The number of PHE + BA + MA (incl. INT) + PhD students matriculated in the admission year, who have reached the end of their studies by the accounting year/number of PHE + BA + MA (incl. INT) + PhD students matriculated in the admission year x 100%.

d. The proportion of the academic employees who have participated in development activities in the field of teaching

The indicator will be developed by the end of the first quarter of 2023 at the latest.

e. The volume of continuing education revenue

Accrual based revenue from the courses of degree studies as continuing education

Open Academy – a course of degree studies as continuing education

Accrual based revenue from continuing education. The revenue from the Student Academy, and International Summer and Winter School are also recognised in the calculation of revenue.

Continuing education revenue received from the projects of targeted financing grants and from the sales of the continuing education service contracts (projects with the code MTK), action 2 of the Entrepreneurship and Career Education programme “Edu ja Tegu” as an exception.

Description of the formula:

Account 32200050 + internal turnover 39000030; 39000035. Change in recognising internal turnover in 2021 – accounts SK32200050 were added.

Accounts 32200060|32200070

Accounts 32200060| 32200070| 35000050| 35000090| 35002000| 35002090| 35004000| 35006000| 35007000| 35020000| 35020001| 35022000| 35024000| 35026000| 35027000

f. The average income of the Master’s degree graduates in relation to the average salary in Estonia

The indicator will be developed by the end of the first quarter of 2023 at the latest.

3. Smart and valued organisation

a. The university’s income base per employee

Revenue base per employee is the revenue of a selected period per employee in terms of full-time employment.

Description of the formula:

Revenue of the unit / number of academic employees in terms of full-time employment + number of non-academic employees in terms of full-time employment.

b. The average basic salary of a university employee

The average basic salary paid to the employees with an active employment contract during a selected period within the framework of the contract.

Description of the formula:

The amount of the basic salary related to all positions / the amount of the working hours related to all positions * 169 (the average number of working hours per month).

c. The volume of funding for educational activity per student and external student

The amount of revenue from the activity support, tuition-based degree studies, partial remuneration of the

study costs per students and external students.

Description of the formula:

Revenue from the activity support + revenue from tuition-based degree studies + revenue from the partial remuneration of the study costs / number of students + number of external students.

d. The number of employees who have actively participated in management development activities

The indicator will be developed by the end of the first quarter of 2023 at the latest.

e. The employees' and students' satisfaction with the management of the university

Assessments given by the employees and students on management of the university.

The indicator will be specified by the end of the first quarter of 2023.

f. The employees' and students' satisfaction with the studying and working conditions

Assessments given by the employees and students on the studying and working conditions.

The indicator will be specified by the end of the first quarter of 2023.

g. The volume of co-operation projects with strategic partners

The indicator will be developed by the end of the first quarter of 2023 at the latest.

h. The reputation index

The indicator will be developed by the end of the first quarter of 2023 at the latest.

In response to changes resulting from the external environment, annex 3 will be corrected.