
The relations of Tallinn University development plan to
**SECTORAL DEVELOPMENT
DOCUMENTS**

Annex 5

The development plan of Tallinn University is based on many development trends referred to in the development documents of Estonia, Europe and the UN, and contributes to their implementation.

In the long-term strategy “Estonia 2035” of the Republic of Estonia, the most important sectoral goals and policy options are defined, the resources necessary for achieving the goals are analysed and planned, and common bases for the strategic planning of areas.

The common vision for the year 2035 of the four areas of responsibility of the Ministry of Education and Research looks beyond education and research. The aim is a cohesive society where well-being and common values prevail, competitive and sustainably growing economy, and viable and constantly developing Estonian culture and language. Tallinn University members have participated in and contributed to the working groups preparing the development plan and act as partners to international universities and organisations.

MAGNA CHARTA UNIVERSITATUM

The principles of the Magna Charta declaration that the universities’ mission should be based on, was signed in 1988 for the 900th anniversary of the University of Bologna. The principles were set as follows:

- research and teaching must be morally and intellectually independent of all political authority and economic power;
- teaching and research should be inseparable.

The number of universities and the diversity of students have increased in the world, also, the expectations of the students’ families and communities have changed.

The number of scientific publications has increased, whereas confidence in academic circles has deteriorated and thus, expertise knowledge as well. Due to the introduction of new technologies, learning, teaching and research methods are rapidly changing and the universities must react, too. The abovementioned situation was the reason for the adoption of a new declaration in 2020. The declaration was signed by Tallinn University and other parties in autumn 2022. The universities that signed the new declaration admit that they are obliged to relate to and deal with the efforts and challenges of the world, and the communities they serve: universities benefit humanity and contribute to sustainability. Intellectual and moral autonomy is the characteristic of every university and the prerequisite for that is fulfilling their duty to the society. The society and governments must recognise and protect this autonomy more widely, and the institutions themselves must protect it vigorously as well.

2030 AGENDA FOR SUSTAINABLE DEVELOPMENT OF THE UN

On the 70th anniversary of the United Nations, September 25 to 27, 2015, new global sustainable development goals were agreed. 17 goals and 169 targets established in the agenda encourage our activities over the next fifteen years in areas of critical importance for humanity and the planet: people, planet, prosperity, peace, partnership. The 17 goals are the following:

- end poverty everywhere
- end hunger
- health and well-being
- quality education
- gender equality
- clean water and sanitation
- sustainable energy
- employment and economic growth
- industry, innovation and infrastructure
- reducing inequality
- sustainable cities and human settlements
- sustainable production and consumption
- action to combat climate change
- oceans and marine resources
- terrestrial ecosystems
- peaceful and inclusive societies
- global partnership

EUROPEAN STRATEGY FOR UNIVERSITIES 2025

The objective of the European strategy for universities is to support universities and help them to adjust under the changing conditions, develop and contribute to Europe's resilience and recovery; bring transnational cooperation to the new level, and develop a genuinely European dimension in the education sector, built on shared values. The strategy recognises excellence and inclusion as a distinctive feature of European higher education. By mid-2024, the European Commission proposes to focus on achieving the four joint key objectives:

- to strengthen the European dimension in higher education and research;
- to support universities as the lighthouses of the European way of life with measures related to future-proof skills, diversity and inclusion, democratic practices, fundamental rights and academic values;
- to support the full engagement of universities in the green and digital transition;
- to reinforce universities as drivers of the EU's global role and leadership; through international cooperation in Europe and beyond, to support universities in becoming more outward-looking and competitive on the global scene; to contribute to the strengthening of the universities. Higher education systems must be in line with the European values to help, in turn, to boost Europe's attractiveness not only as a study destination, but also as an attractive global partner in education, research and innovation.

To succeed, policy priorities and investments at EU, national, regional and institutional levels must be aligned. Implementation of this strategy will require closer co-operation between universities and stakeholders.

STRATEGY “ESTONIA 2035”

“Estonia 2035” is the state’s long-term development strategy. The aim is to increase and support the well-being of our people in a way that Estonia would be the best place where to live and work also in twenty years. The strategy maps the road for the policy-makers and decision-makers of different fields, and for the use of EU financial instruments. The preparation of the strategy was managed by the Government Office and the Ministry of Finance. The implementation of the strategy is co-ordinated by the Government Office.

Strategy “Eesti 2035” maps the road for the achievement of the UN global sustainable development goals in Estonia with five strategic goals: **people, society, economy, living environment, governance**. The basis for meeting the targets is a democratic and secure state built on liberty, justice and law, where the principles of the state governed by the rule of law and social state are honoured, and where Estonian nation, language and culture are preserved and developed. The Estonian language must remain viable, incl. as the principal communication, education and working language. Everyone must have equal opportunities for self-fulfilment and participation in the society, regardless of their individual characteristics and needs, belonging to different social groups, their socio-economic capacity, or place of residence.

SUSTAINABLE ESTONIA 21

The activities of Tallinn University Development Plan contribute to the development goals primarily through the activities aimed at achieving the viability of cultural space, people’s growth of welfare and ecological balance. Sustainable development is a cohesive and purposeful development of the social sphere, economic and environmental sphere of the society, which ensures high quality of life, safe and clean living environment now and in the future. By the development plan, Estonian long-term development goals until the year 2030 include:

- viability of the Estonian cultural space;
- growth of welfare;
- coherent society;
- ecological balance.

EDUCATION STRATEGY 2021–2035

Estonian people have the knowledge, skills and attitudes that enable them to fulfil their potential in personal, occupational and social life, and contribute to promoting the quality of life in Estonia as well as global sustainable development.

The general objective is supported by the strategic objectives:

- learning opportunities and the organisation of education resulting in diverse and accessible learning opportunities, and the education system enables smooth transitions between levels and types of education;
- Estonia has competent and motivated teachers, a diverse learning environment and a learner-centred approach to teaching and learning;
- learning options are responsive to the development needs of the society and the labour market.

RESEARCH AND DEVELOPMENT, INNOVATION AND ENTREPRENEURSHIP (RDIE) STRATEGY 2021-2035

In 2021, Estonia approved the Research and Development, Innovation and Entrepreneurship (RDIE) Strategy 2021-2035, which aims to increase the socio-economic impact of research and development. The strategic document prepared jointly by the Ministry of Education and Research, and the Ministry of Economic Affairs and Communication sets out joint goals for research and development and entrepreneurship for the first time. The ministries also assume joint responsibility for their achievement. The general goal of RDIE is as follows: the joint contributions of Estonian research, development, innovation and entrepreneurship increase the welfare and economic output of Estonian society, offering competitive and sustainable solutions for the development needs of both Estonia and the world. The strategy has defined three trends (the research system, knowledge transfer and entrepreneurship trend) that all fulfil their tasks in a coherent approach. The research system and entrepreneurship trends are horizontal and create preconditions. The strategy's primary emphasis is on the third focus, knowledge transfer.

ESTONIAN LANGUAGE STRATEGY 2021-2035

The general goal of the strategy is to ensure the vitality and functioning of Estonian as the primary language in all areas of life, to ensure the right for everyone to use Estonian in Estonia, to preserve and strengthen the status and prestige of the Estonian language and the Estonian cultural and information space, and to value foreign language skills.

To achieve the general goals, the goals of the strategy have been planned in three sub-areas where the strategic goals of the linguistic sector have been formulated:

- The strategic goal of the status and prestige of Estonian language: the status is stable and the prestige is high.
- The strategic goal of language research and infrastructure: research into Estonian is internationally advanced and the language infrastructure is innovative, open and diverse.
- The strategic goal of language teaching and learning: all residents of Estonia are proficient in Estonian and value the knowledge of other languages.

CULTURE DEVELOPMENT PLAN 2021-2030

In shaping and implementing the cultural policy, we follow the constitutional aim of the Republic of Estonia to ensure the preservation of the Estonian nation, language and culture over the ages, and the principles of freedom of the arts and sciences, right to property and cultural diversity established in the Charter of Fundamental Rights of the European Union. The shaping and implementation of the cultural policy is based on co-operation, knowledge and long-time horizon. Inclusive policy-making consists in a substantive dialogue with the area, engaging the representative and development organisations and other professionals in the cultural sector in discussions and decision-making processes. Knowledge-basedness requires systemically collected data, conducted studies and impact analyses.

DIGITAL AGENDA 2030

The aim of the agenda is to have a long-time strategy for ensuring a successful digital society in Estonia where all people have the best digital experience. The strategy is divided into three areas: digital government, connectivity and cyber security. Tallinn University supports the in-

creased ICT possibilities in the university and upgrading the ICT-related competence among the students and lecturers. Also, the university's activities are linked with the agenda by the development of smart solutions, primarily in the field of digital media and educational technology.

COHESIVE ESTONIA STRATEGY

The aim of the “Cohesive Estonia Strategy 2021–2030” is to make Estonia a more cohesive and inclusive society in the next decade. The strategy focuses on promoting adaptation and integration, global Estonian civil society and the population census, which mainly fall under the area of responsibility of the Ministry of Culture, the Ministry of the Interior and the Ministry of Foreign Affairs, but to which several other ministries contribute with their activities. To reach the aim, population policy, migration policy, education, language policy, defence policy, rural development and regional development also play an important role. A seamless society is possible only with the help of all state agencies, the private sector and the people of Estonia. Therefore, the trends and bottlenecks affecting the objectives of cohesive Estonia are looked at in this strategy in a comprehensive way, providing an overview of the role of different areas without which achieving these objectives would not be possible. Estonia is home to many people from different linguistic and cultural backgrounds, and given the future trends, Estonia is becoming increasingly diverse. Unfortunately, language-based and spatial segregation and the resulting inequalities are present in many areas. Therefore, the strategy includes various activities that encourage people from different linguistic and cultural backgrounds to carry the Estonian identity, actively participate in society and feel united.

INTERNAL SECURITY DEVELOPMENT PLAN

The activities of Tallinn University contribute to the following objectives of the internal security development plan.

Citizenship, immigration and identity management policy that supports the development of Estonia. Estonian citizenship, immigration and identity management are reliable, innovative and people-centred, supporting the development of Estonia, cohesion and functioning of the society, and ensuring internal security.

Preventive and secure living environment. Estonia is a society with a safe living environment and secure communities, where residents can spot safety risks, avoid them and react adequately, if necessary. Diverse prevention is carried out, characterised by interdisciplinarity, community-centredness and co-operation between different partners. Everyone's involvement and contribution to the security of themselves and the community reduces the risk to life, health, environment and property.

POPULATION HEALTH DEVELOPMENT PLAN

2020–2030

The implementation of the Population Health Development Plan is based on the following principles that TLU takes into account in its fields.

- Health in each policy – health is significantly influenced by factors that remain outside the health sector, in the area of responsibility of the social, economic, environmental or other sphere. Therefore, it is important that when the policies of other fields are designed and implemented, their impact on health is taken into consideration.

- Implementation of the innovative approach – in finding solutions, it is important to pay attention to the results and development trends of research and development, and possibilities of implementing the innovative solutions of other areas in the health sector, but user-friendly, value-adding solutions that take into account the specificity of the health sector, which have not been used before or have been significantly changed.
- Involvement of communities – community and the local level plays a great role in creating and improving people’s living environment, and in supporting and promoting health, because this is the level that shapes the public space and values of the people’s living environment and has direct contact with people. Evidence-based activity taking place at the local level is important.
- People-centredness – changing the mentality and practice into a direction where people who use services or products are equal partners, based on their needs and expectations. A person is viewed as an individual and co-operation is carried out with them in order to find suitable solutions in maintaining good health and improving their health, and in coping with illnesses. An important principle of people-centredness is empowerment – a person is given necessary knowledge, tools and means to take responsibility for their health (World Health Organisation, 2015).
- Individual’s responsibility for their health – in Estonian society and health system, possibilities and conditions that support the individual in taking responsibility for their health are created in the Estonian society and health system in co-operation with all parties (the public, private and third sector; supranational level, local governments and communities, also healthcare professionals and other necessary service providers);
- Evidence-basedness – health policy management is based on the best existing evidence-based information, and interventions and services rely on principles supported by the results of scientific research;
- Life cycle approach – the needs of people are observed and taken into account from birth the death. Health interventions are consistent with age-appropriate needs and ensure decent treatment of all residents, regardless of their age. The coherent treatment of residents’ health and social needs is important.

YOUTH SECTOR DEVELOPMENT PLAN 2021–2035

The aim of the development plan is to understand and involve young people as equal partners as much as possible, to support their participation in making decisions and implementing them, and to empower them. The development of young people is supported by versatile opportunities to challenge themselves in new situations, safely experiment and make mistakes, learn from the experience while being supported by adults. The development plan sets a vision that in the year 2035, young people in all Estonian regions live a healthy and fulfilling life, and are empowered to change the community and the country in a way that makes Estonia the world’s best environment for growing, living and self-realisation. The new development plan is the follow-up strategy of the youth sector development plan 2014-2020 in force.

THE GENERAL PRINCIPLES OF THE STATE REFORM AND GOOD ADMINISTRATION

In 2019, the Estonian Parliament adopted the decision on the general principles of the state reform and good administration on the basis of the Constitution of the Republic of Estonia. With the state reform, an efficient organisation of governance, which meets the society's needs, is developed. The aim of it is to support general well-being and economic growth. The general principles of the state reform and good administration are implemented simultaneously and in all areas. Of the seven general principles, the university's development plan is most closely associated with the following principles:

2. The basic principles of the constitution are not amended – the state of Estonia builds on the basic principles of the constitution and these are not amended. In the state reform and good administration, basic principles of the constitution are followed, which are primarily deemed to be human dignity, parliamentary democracy, state governed by the rule of law, separation and balance of powers, social state, liberty, justice and law, and the preservation of the Estonian nation, language and culture.
5. Legal clarity and comprehension – regulation is as little as possible and as much as necessary. Regulatory needs are assessed on the basis of specific problems. The state follows the best practice of regulation on every level, incl. in the application of the European Union law. The principle of “one instead of two” is implemented as much as possible. Everyone must easily understand their rights and obligations.
6. Efficient public administration – as a result of giving up excessive regulation and unnecessary activities, the operation and maintenance costs and the need for workforce must decrease. Proportionally more funds must be directed at substantive activities, and the provision of quality public services that are accessible to the residents. In improving the administrative capacity of the state, the best combination of the tasks of the state, quality of services and costs is followed.

FOREIGN POLICY DEVELOPMENT PLAN 2030 OF ESTONIA

The task of Estonian foreign policy is to secure the well-being and security of the state and citizens in international relations, and to protect the interests of the state and citizens. The foreign policy is consistent and intertwined with other areas, the general success of it depends on the clarity of the co-operation principles and activities of all participants, incl. private, public and other actors.

The development plan

1. determines the strategic goals of foreign policy and activities to meet these goals;
2. supports the implementation of the strategic supporting documents on foreign policy of the Estonian Parliament and the Government of the Republic;
3. envisages foreign policy activities and means in co-operation with other agencies;
4. implements the management system of strategic planning, which is the prerequisite for activity based budgeting.

One of the seven future trends that influences the area of foreign policy is related to population and immigration. Activity supporting this trend is a global positive image in areas such as cyber

security, e-state, education and science, tourism, culture and focus on governance, wherein the university can contribute with its activities. The world's population is growing. At the same time, the population in the Western world, incl. Estonia, is ageing and falling, and this brings along a need to increase the availability of workforce. EU member states compete both with each other as well as with the other countries in the world as regards this subject. The migratory pressure and mobility of jobs increase, and urbanisation spreads. The proportion of the working age people continues to decline and this affects the labour market and budgetary cost, inter alia, in healthcare and social protection.

TALLINN 2035 DEVELOPMENT STRATEGY

Tallinn 2035 is a strategy document that unites the efforts of everyone – the authorities and enterprises of the city, city dwellers and civil society associations, neighbouring local governments and the state. In a democratic state, there is no top-down commanding, but leading and supporting each other.

The development strategy is divided into 13 courses of action. TLU contributes to the education and youth work course of action that aims at happy learners. A happy learner is aware of their strengths, wishes and possibilities on the basis of which a creative and flexible smooth learning path with diverse options has been shaped. The quality of the learning path lays down the foundation for the learner's competitiveness in the future.

A separate action programme is top-level management that the activity under the second objective of the university's development plan helps to implement. For example, the course of action of the competent and committed teacher sets as the objective the committed teachers working in the educational establishments of Tallinn who implement the changing approach to teaching and learning. Teachers use modern teaching methods and act as inspiring guides for the students. The new generation of teachers is ensured in all areas, their work is valued. Teachers have time for self-improvement and co-operation.