

Development plan of the Tallinn University Baltic Film, Media and Arts School for 2023–2027

I Introduction

BFM is a recognised international learning, research and a creative activity environment which uses modern technologies and is open to society. In the BFM, academic research of film, dance and other arts, media and communication, and practical creative activities are combined into an innovative, creative whole. Thus, the sustainable development and new generations in the areas are ensured.

We are an interdisciplinary research centre of the digital era, actively co-operating with enterprises and other institutions in Estonia and elsewhere in the world. We participate in the development of cultural and creative industries at the local, regional and global level, at the same time influencing the related areas of social life.

The BFM leads the focus field of the digital and media culture in Tallinn University, and participates in the development of the focus fields of educational innovation, cultural competences, healthy and sustainable lifestyle, and society and open governance.

II The goals of the unit and relevance to the strategic goals of the university

Strategic goal 1. High-level research and creative work for Estonia

- We will contribute to the study of Estonian film, audio-visual media, and dance as important parts of national culture, and develop field-critical competencies.
- We will contribute to researching the contemporary media and digital culture, and to the development of the future internet by increasing the involvement of the lecturers and researchers of the BFM in these activities.
- We will develop, in co-operation with the teachers, the didactics of creative subjects into an internationally recognised research field.
- We will launch multidisciplinary RDC-projects in all fields of the BFM with external partners; we will ensure that the implementation of projects is backed up by a high-level support structure and create a system of incentives for the initiation and implementation of projects.
- We will contribute significantly to shaping an evidence-based cultural policy (incl. media policy) with the aim of giving more value to culture, cultural creativity and cultural education (incl. media education) in the society.
- We will build the university's capacity in artistic research, and in the integration of the arts and state-of-the-art technologies.
- We will actively develop professional terminology in Estonian and prepare study materials.

Strategic goal 2. Life-changing learning experience and education matching the needs of the 21st century

- We will join different fields of the BFM and the university through educational and RDC activities, maintaining and developing the specifics of the specialties, and creating possibilities for innovation at the same time.

- We will support the development of learners with a broad worldview, strong professional identity, ability to ask important questions, who are successful on both the Estonian and international labour markets.
- We will endorse dialogic study culture.
- We will create flexible learning possibilities that offer challenges and effort to the learners in the degree studies and continuing education.

Strategic goal 3. A smart and valued organisation

- We will keep the BFM united, open to cultural diversity and sustainable.
- We will develop the management of the School as inclusive, effective and value-based.
- We will develop the BFM as a valued learning and workplace, where state-of-the-art technologies are used.
- We will enrich the cultural area by organising RDC events, and increasing the visibility and influence of the educational and RDC activities of the members and alumni of the BFM.

ANNEX. Implementation plan

RDC

Strategic goal 1. High-level research and creative work for Estonia		
1.1. We will contribute actively to high-level research.		
1.1.1. We will contribute to the study of Estonian film, audio-visual media, and dance as important parts of national culture, and develop field-critical competencies.		
We will apply for external research funding and support the formation of research groups from the BFM Fund for Research and Creative Activity.	Leaders of the research groups, director	2027
We will stand up for the treatment of research on Estonian film, audio-visual media and dance as national sciences also at the level of legislation.	Professors, heads of study areas, director	2025
We will ensure the new generation of researchers by guiding the research of these topics in the final theses of the study programmes of all three levels of higher education.	Study programme administrators	continuous
We will actively contribute to the availability and popularisation of the research results.	Leaders of the research groups, Communication Specialist	2027
Reference points of assessments <ul style="list-style-type: none"> • The volume of RDC funding has increased. • The number of statements in the media has increased. • The topics related to the Estonian film, audio-visual media and dance have been researched in the final theses of all three levels of higher education. 		
1.1.2. We will contribute to researching the contemporary media and digital culture, and to the development of the future internet by increasing the involvement of the lecturers and researchers of the BFM in these activities.		
We will carry out the activities of the MINT cluster.	Project manager of the cluster	2027
We will develop international co-operation networks (incl. FilmEU) and projects for the research and development in the field.	Professors, heads of study areas	2027
We will ensure the new generation of researchers by guiding the research of these topics in the final theses of	Study programme administrators	continuous

the study programmes of all three levels of higher education.		
We will actively contribute to the availability and popularisation of the research results.	Leaders of the research groups, Communication Specialist	2027
Reference points of assessments <ul style="list-style-type: none"> • The volume of RDC funding increases. • The number of statements in the media increases. • The topics related to the contemporary media, digital culture and future internet have been researched in the final theses of all three levels of higher education. 		
1.1.3. We will develop, in co-operation with teachers, the didactics of creative subjects in the BFM into an internationally recognised field of study.		
We will initiate the establishment of the professorship of the didactics of creative subjects.	Director	2024
We will initiate an international co-operation network for researching and developing the didactics of creative subjects.	Head of study area	2025
We will involve Estonian teachers of creative subjects in the research activity.	Head of study area	continuous
Reference points of assessments <ul style="list-style-type: none"> • A tenured professor of the didactics of creative subjects works in the BFM. • An international co-operation network of research on the didactics of creative subjects is functioning. • Teachers are involved in the research activity related to the didactics of creative subjects. 		
1.2. We will create and help to implement research-based solutions in Estonian society.		
1.2.1. We will launch multidisciplinary RDC-projects in all fields of the BFM with external partners; we will ensure that the implementation of projects is backed up by a high-level support structure and create a system of incentives for the initiation and implementation of projects.		
We will develop a system of incentives for the initiation and implementation of projects.	Research Coordinator	2024
We will find strategic partners inside and outside the university in all fields of the BFM, incl. for the implementation of the knowledge transfer doctoral studies.	Professors, heads of study areas	2024

We will use the state-of-the-art technologies necessary for RDC and update them on a regular basis.	Technical Director	continuous
We will carry out the activities of the MINT cluster.	Project manager of the cluster, professors, heads of study areas	continuous
Reference points of assessments <ul style="list-style-type: none"> The system of incentives has been developed in co-operation with the support units and management of the university. A plan for the renewal of the technology necessary for educational and RDC activities exists, which is implemented on a regular basis. 		
<ul style="list-style-type: none"> 1.2.2. We will contribute significantly to shaping an evidence-based cultural policy (incl. media policy) with the aim of giving more value to culture, cultural creativity and cultural education (incl. media education) in the society. 		
We have been involved as experts in the policy-making of the Ministry of Culture, Ministry of Economic Affairs and Communications, and other institutions.	Professors, heads of study areas, lecturers	continuous
We will make the topics of the cultural policy (film, media, dance, music, etc.) visible in the society.	Professors, heads of study areas, lecturers	continuous
We will participate in the work of the FILMEU consortium by contributing to shaping the cultural policy and education on the international level.	Project managers, lecturers	continuous
Reference points of assessments <ul style="list-style-type: none"> The employees of the BFM are involved in the policy-making activities as experts. The number of statements in the media increases. 		
1.3. We will build the university's capacity in artistic research, and in the integration of the arts and state-of-the-art technologies.		
1.3.1. In co-operation with the Estonian and international partners, we will focus on the development and recognition of artistic research, and take technology-intensive artistic research to a high level of excellence.		
We will co-operate with other universities, industrial partners and policy-makers to empower artistic research in Estonia and in Europe.	Professors, heads of study areas, director	continuous
We will co-operate with international partners to initiate technology-intensive artistic research.	Leaders of the research groups	2024

We will expand the possibilities of doctoral studies in artistic research in the BFM.	Doctoral study programme administrator and the head of the module	2025
We will integrate the conduct of artistic research into teaching and learning at the BFM on every study level.	Heads of study areas, study programme administrators	2024
Reference points of assessments <ul style="list-style-type: none"> Artistic research has been introduced in many study programmes of the 1st and 2nd level. 		
1.3.2. We will focus on researching digitised cultural heritage with new methods of data analysis and on the use of the heritage in new forms of the digital culture.		
We will co-operate with memory institutions and other partners for the collection and preservation of Estonian cultural heritage and data.	Leaders of the research groups	2027
We will research and add value to Estonian digitised cultural heritage and data.	Leaders of the research groups	2027
We will ensure the new generation of researchers by guiding the research on these topics in the final theses of the study programmes of all three levels of higher education.	Study programme administrators	continuous
Reference points of assessments <ul style="list-style-type: none"> The topics of the digitised cultural heritage have been explored in the final theses of all three levels of higher education. 		
1.3.3. We will carry out research projects that synergistically develop the arts, state-of-the-art technologies and different disciplines.		
We will initiate the establishment of tenured professorships in the areas that are important for the BFM (film, media art, dance, didactics of creative subjects, public communication).	Director	2024
We will ensure the possibilities for developing and testing modern creative technologies (incl. recruiting staff for supporting the use of state-of-the-art technologies).	Technical Director	continuous
We will support innovative and high-level creative activity of the academic staff, incl. by offering self-development opportunities.	Director	continuous

We will develop the arts in dialogue with the researchers, society, industrial partners and policy-makers.	Leaders of the research groups, heads of study areas	continuous
Reference points of assessments <ul style="list-style-type: none"> • A plan for the renewal of the technology necessary for educational and RDC activities exists, which is implemented on a regular basis • The number of seminars that have taken place with the participation of researchers, society, industrial partners and policy-makers. 		
1.4. We will preserve and develop academic Estonian and scientific culture in Estonian.		
1.4.1. We will actively develop specialised terminology in Estonian and prepare study materials.		
We will continue the development of terminology in Estonian and creation of databases in the areas of the BFM.	Heads of study areas	2025
We will support the writing of study literature, incl. university textbooks, in Estonian language, and take into account the preparation of study literature in selecting people for posts and evaluation.	Lecturers	2026
Reference points of assessments <ul style="list-style-type: none"> • The total number of university textbooks written in the BFM increases. 		

TEACHING

<i>Strategic goal 2. Life-changing learning experience and education matching the needs of the 21st century</i>		
2.1. We will develop high-quality education that supports future competences.		
2.1.1. We will join different fields of the BFM and the university through educational and RDC activities, maintaining and developing the specifics of the specialties, and creating possibilities for innovation at the same time.		
We will organise, in co-operation with external partners, innovative RDC projects combining specialties during studies, which enable students to gain unique practical experience.	Study programme administrators	continuous
We will organise co-operation projects combining specialties in the university, involving the students, incl. linking other specialties of the university and the BFM with the activities of the FILMEU.	Study programme administrators	continuous

Reference points of assessments

- All study programmes have strategic partners (both universities and other organisations), who are involved in educational activities through, for example, projects, offering the topics for final theses, etc.

2.1.2. We will support the development of learners with a broad worldview, strong professional identity, ability to ask important questions, who are successful both on the Estonian and international labour markets.

We will pay more attention in the study process to the learners' willingness to make an effort and to the ability of academic thinking; we will support the implementation of creativity, design thinking and innovative artistic expressions.	Study programme administrators	continuous
We will create possibilities to develop the competence related to entrepreneurship (also of the creative sector).	Study programme administrators, heads of study areas	2025
We will develop media and communicative competences in the School, university and society as a whole by supporting storytelling and message creation skills, evidence-basedness and source criticism.	Head of study area, programme coordinator	continuous
We will apply the principles of sustainable use of resources in teaching and root such way of thinking in our learners.	Study programme administrators, lecturers	continuous
We will strengthen the traineeship network, incl. by offering traineeship opportunities to the students at the BFM and endorse the Erasmus traineeship abroad.	Traineeship lecturers, Erasmus+ Programme Coordinator	continuous
We will increase student mobility.	Study programme administrators	continuous

Reference points of assessments

- The number of students taking entrepreneurship (also of the creative sector) courses, participating in hackathons and projects increases.
- The topics of the sustainable use of resources have been integrated into all study programmes.
- The number of internationally mobile students increases.

2.2. We will shape diverse ways, based on personal needs, for studying at the university.**2.2.1. We will endorse dialogic study culture.**

We will provide more personal feedback to students.	Lecturers	continuous
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We will create opportunities for the public presentation of students' works.	Communication Specialist and Marketing Specialist	continuous
We will ask for and use the feedback from the students and alumni to develop the teaching process.	Head of Studies, programme coordinator	continuous
We will continue the series "House of Experiences", where the lecturers of the BFM study and develop teaching and learning.	Teaching track associate professor of Communication	continuous
We will regularly meet up with external interested parties to identify their needs, plan activities to meet them and give feedback on taking these needs into account.	Study programme administrators	continuous
Reference points of assessments <ul style="list-style-type: none"> • The satisfaction of students and other learners with the possibilities of receiving feedback has increased. • The number of seminars that have taken place with the participation of researchers, society, industrial partners and policy-makers. 		
2.2.2. We will create flexible learning possibilities that offer challenges and effort to the learners in the degree studies and continuing education.		
We will diversify the teaching methods.	Study programme administrators, lecturers	continuous
We will implement state-of-the-art and forward-looking technologies in teaching.	Lecturers	continuous
We will offer high-level continuing education training courses and micro degrees, incl. in e-learning.	Programme coordinator	continuous
We will offer different learning possibilities to high school students, incl. by developing the Children's Film School.	Programme coordinator	continuous
We will expand the opportunities for learning, engaging in creative activities and participation for people with special needs.	Head of Studies	continuous
We will create one-year Master's study programmes.	Head of Studies	2027
Reference points of assessments <ul style="list-style-type: none"> • The number of e-learning courses and courses supported by e-learning has increased. • Students' satisfaction with the use of the teaching methods and technologies has increased. • The number of learners participating in continuing education and micro degree programmes increases. • One-year Master's study programmes have been created. 		

ORGANISATION

Strategic goal 3. A smart and valued organisation		
3.1. We will keep the university sustainable, its community of members cohesive and diverse.		
3.1.1. We will keep the BFM united, open to cultural diversity and sustainable.		
We will strengthen the common identity and the feeling of “us” among the BFM members.	Director	continuous
We will shape an environment where, in co-creation, innovative ideas are born, and opportunities are found to implement them.	Director, study programme administrators, MEDIT leaders	continuous
We will involve top performers in the field from Estonia and abroad, as well as outstanding foreign lecturers, visionaries and alumni in BFM’s activities. Special attention will be paid to the involvement of international creative persons in teaching, which gives students, among other things, the opportunity to assess their international creative potential.	Study programme administrators	continuous
We will improve the availability of information in English.	Communication Specialist	continuous
We will support lecturers and research fellows who are in the beginning of their career.	Administrative Head	continuous
We will apply the principle of sustainable use of resources in our activities.	All members of the BFM	continuous
Reference points of assessments <ul style="list-style-type: none"> • The satisfaction with the information space in English has improved. • The satisfaction of the employees increases and intentions to leave show a downward trend, competitions for vacant positions have tightened. 		
3.2. We will develop the management of the School as inclusive, effective and value-based.		
3.2.1. We will develop the management of the BFM as inclusive, effective and value-based.		
We will adopt strategic decisions after a public discussion at the School.	Director	continuous
We will involve the alumni and top-quality specialists in the advisory and decision-making bodies.	Director, study programme	continuous

	administrators, MEDIT leaders	
We will enhance the employees' level of information on the state of the School and management decisions (e.g. keep the meetings of the Council of the School open for our staff).	Director	continuous
Reference points of assessments <ul style="list-style-type: none"> • Strategic decisions have been adopted following a discussion. • The alumni and top-quality specialists have been involved in the advisory bodies. • The meetings of the Council of the School are public. 		
3.3. We will develop the university as a valued place of learning and working that meets today's expectations.		
3.3.1. We will develop the BFM as a valued place of learning and working, where state-of-the-art technologies are used.		
We will constantly develop the technical capability of the BFM Production Lab to ensure a modern technical environment, where, inter alia, also the principles of the sustainable use of resources are taken into account.	Technical Director	continuous
We will ensure that the employees have modern technical mobile tools.	Technical Director	continuous
We will ensure constant training for the employees on the use of new technologies (software, cameras, etc.).	Administrative Head	continuous
We will develop the space necessary for professional training and find possibilities to meet the needs for space.	Administrative Head	continuous
We will extend the possibilities of spending free time in the campus and endorsing creative activity for the students.	Administrative Head	continuous
We will develop and fix up our spatial and visual identity.	Communication Specialist	continuous
Reference points of assessments <ul style="list-style-type: none"> • There is a plan for updating the technology necessary for educational and RDC activities, and it is implemented on a regular basis. • We have all the rooms necessary for professional training and leisure activities, and for facilitating creative activity. 		
3.3.2. We will enrich the cultural area by organising RDC events, and increasing the visibility and influence of the educational and RDC activities of the members and alumni of the BFM.		

We will organise international RDC events.	Leaders of the research groups	continuous
We will transform BOB (Best of BFM) into a festival (trademark) that unites all creative fields and study programmes of the BFM.	Production Manager	2027
We will further develop the online platform LUNA for presenting and popularising students' research and creative works.	Communication Specialist	2027
We will present students' work on a regular basis in international festivals, competitions, high-level research and creative events.	Film distribution coordinator	continuous
We will actively communicate the achievements of our lecturers, employees, students and alumni.	Communication Specialist	continuous
We will actively shape the community of the BFM alumni by offering them a possibility to participate in continuing education trainings, educational and RDC activities, supervision of the students' traineeships and mentoring programmes, co-operation projects, important professional debates, alumni events, etc.	Marketing Specialist	continuous
Reference points of assessments <ul style="list-style-type: none"> ● The number of hits on the LUNA platform increases. ● The number of festival prizes increases. ● Each study programme has its active community of alumni. 		