

## **Estonian Academy of Arts: for creativity!**

### **Development Plan 2016–2020**

In the Development Plan of the Estonian Academy of Arts (hereinafter the EAA or the Academy) for the period, 2016-2020 the Academy defines its mission, vision, strategic objectives, and policies until the year 2020. The starting point of the Development Plan is the state of play in the year 2016, and it takes into account the goals and priorities set in the national and sectoral strategies.

### **I The Mission**

The Estonian Academy of Arts is the main educator and developer of the arts, design, architecture, art history, heritage and arts education professionals in Estonia; the promoter and introducer of visual culture and an important driver of the Estonian society. The teaching provided by EAA is modern and interdisciplinary, creative and exploratory.

### **II Vision**

Through our alumni, faculty and students, we are the central Estonia and significant international creator, designer and interpreter of art, visual culture and living environment; and the essential enriching actor of the cultural environment and quality of life.

### **III Basic Values**

**CREATIVITY** – We value creativity, innovation, and independence. We respect the high-level creation of the teaching staff as one of the sources of learning.

**INDIVIDUALITY** - We encourage the individuality of each member of the Academy and enable substantive idiosyncrasy. We see the faculty members as mentors who encourage independent thinking of the learner and support their progress.

**PROFESSIONALISM** – We value professional mastery, which ensures the quality of the intellectual and material environment. Our members are characterized by a demanding attitude towards their creative and research activities, and continuous self-development.

**CRITICAL THINKING** – We value the analytical mindset, reflectivity and the constructive contribution in the societal development. We see great potential in art promoting the public debate. We act as if we notice the possibilities for making life in Estonia more dignified and sustainable.

**OPENNESS** – We value openness within the Academy and in dialogue with the society to prevent attenuation and aloofness. We promote cross-cultural cooperation and the resulting synergies.

## **IV Strategic Objectives**

1. To operate in a new modern academic building in an interdisciplinary, international and cooperative manner.
2. To contribute to the development of the society academically and creatively, and to be a learner-centered and sustainable teaching and research institution.
3. To be the leading competence center in Estonia and an internationally recognized center in the main academic areas of responsibility.

## **V The main academic areas of responsibility**

The priority research areas for the subsequent years are as follows.

### **Socially Engaged and Autonomous Art**

The world and the society around us demand from each citizen ethical, economic and political decisions, which must rely on the understanding of the functioning of the socium, the economic environment, and their background systems. Today's art helps to make sense of and explain these processes on both the societal and the individual level, thus supporting decision-making. We adhere to the concept of art as a social commentator and critic and the individual as a free creator and thinker. We consider important the artist's contact with society and the feedback from each of its members. We receive feedback through artistic events, through active participation in the discussion on cultural and social issues, through our creative practice, media, and participation in various decision-making bodies. For us, both the high level of creation which is based on the traditions of Estonian and international art, as well as the ability for creative thinking and analytical approaches are critically important. In our activities, we treat the individual as a full member of society and value, among other, subcultures and minorities while examining their cultural concepts and outputs, their history, their reception and their impact in the modern society. We attach importance to the analytical approach to an individual and the society, and the independence of an artist as a creative person.

### **Inclusive Design**

Relying on user-centered thinking, we are engaged in identifying, mapping and resolving problems and problem complexes through design processes. Inclusive design is focused on the development of a sustainable world, solving social problems, intelligent materials and materials research. We wish to contribute to the development and the implementation of new business models, development of sustainable products and services, and to support the development of policies promoting eco-innovation in Estonia as well as globally. Our goal is to encourage the creation of an inclusive living environment that would take into account the needs of the society and community members, on the global developmental scale as well as the individual level of the daily human living. Accomplishing this goal requires the linking of heritage technology with modern technology, development of alternative materials, material compositions and smart specialization, taking into consideration the needs and expectations of small user groups when developing niche products and services and the use of appropriate skills in the international business scene.

## **Innovation of the Living Environment**

Spatial and material cultures and the resulting artificial environment frames almost all of our daily activities, both in private life, socially and in business. The fact that it is constantly being updated is the indispensable prerequisite of cultural, technological and economic changes, but also their inevitable result. As for the innovation of the living environment, the crucial role belongs to the architect, the interior architect, and the designer who mediate technological and materials innovations and synthesize them into an intelligible, well-functioning and sustainable environment. The high-level architectural education, which includes urban design, architecture, interior architecture, design, innovation of technology and economy, will advance the competitiveness of the entire society and the country.

In addition to thoroughly standardized and regulated architectural education, and competent spatial planning, adept development effort and research are necessary for history, theory and practice of urban construction, architecture, interior architecture and design. The technology-based applied research carried out at the Academy is mostly based on linking of information technology to organization and sustainability of spatial environments.

## **Studies in Soviet Culture**

Estonia's current social, cultural and economic processes are closely connected to our recent past, the Soviet experience. The art, design, built and material environment as well as art history writing of the Soviet period are important sources in the conceptualizing of and dealing with this experience. With the perspective of Estonia and the Baltic region, we wish to interfere and contribute to the international field of Soviet studies, thus creating new knowledge as well as developing and expanding the research methodologies. Besides high-level basic research in humanities, our strength lies in practice-based methods – artistic research projects, studies in cultural heritage as well as curatorship and museology practice. Our broader focus is on Soviet culture as an important influence in today's culture consciousness and its formative significance for contemporary Estonia. By explaining the Soviet experience, we wish to promote intercultural dialogue in society, where the past is, at times, considered in contradicting terms, and thus contribute to the integration processes.

## **Cultural Heritage Studies**

In a rapidly changing world, tangible and intangible cultural heritage created by the previous generations plays a major role in shaping the human world and the state and national self-perception. At the same time, what is valued as heritage, the concept of cultural heritage and the understanding of the methods for preservation and interpretation of heritage, are continually transforming. This creates a necessity for versatile heritage studies that would integrate the know-how and methodologies of various disciplines and incorporate a broad spectrum of cultural phenomena and artifacts. Our broader goal is to contemplate and convey heritage in the contemporary world, to make it accessible and comprehensible to a wide audience, to introduce the local cultural heritage abroad and to ensure heritage preservation. We focus primarily on the tangible heritage – historic buildings and built environments, objects and material environments (including works of art). We concentrate on both heritage

construction and the sociology and heritage conservation, on the sustainability of the historic environment as well as materials and technology research. We wish to be one of the key provider and coordinator of such research and teaching in Estonia.

## **Art Education**

The contemporary world uses images more and more to communicate. Thus, art education will form the basis for visual comprehension and the free use of visual language. Art education, which takes into account the formative potential of the art regarding identity, supports the child's development and growth into a creative adult who is accompanied by visual culture throughout their life, and for whom the phrase "lifelong learning" has a personal and important meaning.

Our goal is to reduce the gap between the contemporary art scene and the general and hobby education. This calls for art education that deems important the questions and concepts of the contemporary art world, where alongside manual skills, the diversity of worldviews, opinions, and media is important. It is essential to understand the language of art and perceive art as an open dialogue partner. Our target is to train versatile art education professionals adhering to the modern principles of education science who would operate as spokespersons in a narrower field of art education.

## **VI Development Stimuli**

**An empowering environment** – the biggest expectation of the EAA students and staff, is to move to a new academic building where the academic, creative, research and development activity is interdisciplinary and innovative.

**Competitive curricula** – we offer internationally competitive education based on the current and future workforce needs. We will develop versatile curricula that follow the latest professional developments, including Master's studies curricula taught in English.

**Learner-centered approach** – the Academy has ingrained a learner-centered approach to education that values creativity and entrepreneurship, research-based approaches and innovation. Inspiring faculty members, supporting counselors and high-quality learning environments help learners gain independence and develop personal accountability.

**Lifelong and flexible learning** – we are developing a system of continuous education, which alongside with the training targeted to professionals, includes general visual literacy competencies and hobby education, aiding people who wish to continue their education or retrain and change their profession. By developing flexible forms of study, we are creating better conditions for the learners acquiring higher education while working and are taking into account the educational needs of people with disabilities and risk groups.

**International focus and openness** – in student mobility we see a significant development impulse to enable individuals to acquire the best practices and skills. We value international experience and encourage our members to use the opportunities created. Co-learning and

cooperation between students with different cultural backgrounds contribute to the integration process. We consider important the interest in, and tolerance of EAA members coming from foreign countries and are looking for ways to recruit international students and lecturers.

**Digital learning** – the digital era requires the effective use of modern technology in learning and teaching. We support the development of digital competences of our members and integration of the digital culture in the learning process.

**A hotbed of creative people** – we train professionals in art, architecture, design and humanities whose professional activity helps to shape and maintain a viable, open and diversified cultural environment and a society that values creativity. The works of EAA members are of high-level, visible and accessible to the public.

**Boosting Estonian society and economy** – we will continue to strengthen cooperation with the public sector and enterprises, and promote the creative industries projects. We support the introduction of sustainable consumption and production models, the use of local materials and know-how. We contribute to making cities and smaller settlements inclusive, safe and adaptable and to the preservation of cultural heritage. We offer to broader target groups opportunities for developing creativity and improving employability.

**Pioneering center of excellence** – we promote research in our main academic areas of responsibility and encourage interdisciplinary endeavors. Alongside research in humanities, we advance artistic research, analytical conservation, and architectural research based in research of spatial development. We work closely together with research and development institutions and universities around the world, participate in associations, networks and cooperation projects uniting various specialties, and launching new ones.

## **VII Implementation and modification of the Development Plan**

The Action Plan of the University is annually drawn up on the basis of the Development Plan of the EAA. The Development Plan is discussed and, if necessary, adjusted by the University Council. The Development Plan and the Action Plan constitute the underlying basis for preparation of the budget of the Estonian Academy of Arts.

The Development Plan includes the following annexes.

Annex 1 Operational Program

Annex 2 Key Indicators List

Annex 3 Connections with national and sectoral strategies and development plans

## Annex 1 Operational plan

Development activities	Responsible unit	Funding
<b>1. We will restore a single creative environment and come together in the new Rauaniidi academic building with all the necessary conditions for learning, work, and creative projects. We will enrich the neighborhood with an open library, gallery, art and design workshops, and labs, which will all be open for those who are interested.</b>		EAA; AF
1.1. We will provide opportunities for the best use of advanced study and work environments (well-organized equipment rental and flexible use of space, and a material recycling system).	AFD; AO	AF
1.2. We will audit the work organization of workshops, and where appropriate, we will restructure to implement a system of integrated workshops, which in addition to the professional competence will develop the students' collaborative skills.	AFD; AO	AF
1.3. We will exhibit the creation of our students and teaching staff and the collaborative creative, projects in the EAA Gallery.	Gallerist, IR	EAA; AF
1.4. We will establish the EAA art and design shop that will offer creations of the members of the EAA and high-quality art supplies.	CD, AO	AF
1.5. We will provide, if possible, conference rooms, and workshops for public use.	AFD	AF
<b>2. We will support the learner in acquiring the necessary skills and knowledge while exercising their potential. We will offer counseling to help make informed choices and encourage the activity of the students; we support student involvement and enable flexibility in the learning arrangements and learning environments.</b>		
2.1. We will provide professional learning respectful of the individual needs of the students.	Faculties	EAA; AF
2.2. We will further develop the quality assessment principles of teaching, and adopt a new teaching quality monitoring plan to measure the performance of the objectives related to learning activities.	QM, AAO, VRA	EAA
2.3. We will carry out regular satisfaction surveys of students on teaching and the operation of the support processes.	Quality Manager	EAA
2.4. We will analyze, evaluate and, if necessary, correct the admission conditions in order for them to favor the formation of a motivated student body.	AAO, QM, VRA, faculties	EAA
2.5. We will audit general subjects and on the basis of the results will launch, if necessary, the EAA Center of General Subjects to improve the efficiency and quality of teaching.	VRA	EAA; AF
2.6. We will monitor and analyze the reasons for dropping out, and develop counseling activities to reduce the numbers.	DA, PO	EAA
2.7. To improve the quality of the graduation theses, we will analyze and, where appropriate, homogenize the requirements for the graduation theses.	AAO, QM	EAA
2.8. We will develop uniform principles of internship organization and train supervisors.	AAO, VRA, faculties	EAA
2.9. We will further develop the evaluation system supporting the individual development of the learner (including involving the learners in the	AAO	EAA

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evaluation process and create an opportunity to obtain supervision experience).		
2.10. We will enhance the counseling of accreditation of prior and experiential learning, APEL.	AAO	EAA
<b>3. We will value the profession of a lecturer and promote good teaching and supervision skills, support the professionalism of the membership and ensure a collaborative creative work environment. We will enable a high level of self-improvement.</b>		
3.1. We will train lecturers on the topic of an altered approach to teaching, on lecturer competence and modern teaching methods.	PO, deans	EAA
3.2. We will further develop the attestation, self-evaluation and feedback system of the academic staff that supports the professional development of a lecturer, allows the assessment of job performance and makes better use of student feedback in academic performance.	PO, unit managers, QM, working group deans	EAA
3.3. We will map the foreign language proficiency and the development needs of the employees of EAA, and support language learning of the staff.	PO	EAA
3.4. For the purpose of supporting the progeny of the teaching staff, we will create an assistance and mentoring system, allowing experienced lecturers to involve budding lecturers in their teaching work.	PO deans	EAA
3.5. We will develop an adaptation system for new employees.	PO	EAA
3.6. We will further develop the principles of reward and motivation of the staff.	PO, QM	EAA
3.7. We will enhance internal communications within the Academy.	CD	EAA
3.8. We support the EAA members in continuation of their studies so that they can increase their level of qualification.	PO	EAA
3.9. We will provide training for the teaching staff in order to support the learners with special educational needs of elderly learners.	PO, OA	EAA
<b>4. We will develop the existing curricula and create the new sustainable and competitive curricula with diverse options.</b>		
4.1. We will audit the curricula of EAA and analyze the profitability; develop an internal evaluation system of curricula which supports the quality assessment of the curriculum group.	AP, VRA, AAO, AFD, faculties	EAA; AF
4.2. We will base the opening of new curricula, and on the development of the existing curricula (including international curricula), on our best competencies within the academic areas of responsibility, and the needs of the labor market, involving students, alumni, employers and foreign specialists into the development; and we will take into account population forecasts.	Deans, Faculties, IR, VRA	EAA
4.3. We will assess the cost-effectiveness of the curricula, the adequacy of students, disparities in learning outcomes and their compliance with labor market expectations.	AFD	EAA
4.4. On the management and development of the curriculum, we will create greater ties with the business sector.	Deans	EAA
4.5. We will develop a systematic curriculum marketing and communication plan.	CD	EAA
4.6. We will participate in projects, in the course of which curriculum modules will be offered in collaboration with several universities and will initiate such projects.	Deans, VRA	EAA; AF
4.7. We will initiate ventures promoting cooperation between different faculties and enhancing interdisciplinary curricula.	Deans	EAA; AF

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4.8. We will periodically analyze alumni satisfaction with teaching quality (including the ability to cope in the labor market) and the employers' satisfaction with the level of graduates and compliance with the requirements of the labor market. The analysis results will be used in the development of curricula.	QM	EAA
<b>5. We will ensure a sustainable and supportive learning and working organization.</b>		
5.1. We will develop and implement a financial model that supports cooperation between units, assess the cost-effectiveness and the national funding principles, motivates the research and development activities and fosters internationalization.	AFD, Rector's Office	EAA
5.2. We will implement in the Academy an inclusive management system which supports the collaboration of the units and reduces the administrative burden of the academic staff.	Rector's Office. AFD	EAA
5.3. We will develop information systems to more efficiently manage the Academy and to organize the work to operate smoother.	AFD, Rector's Office	EAA
5.4. We will regularly assess employees' satisfaction and use the results to plan improvement activities.	QM	EAA
5.5. We will develop the uniform personnel policies of EAA. We will modernize the recruitment and staff development principles, which would ensure academic sustainability. We will update the Code of Ethics of EAA.	PO, QM faculties	EAA
5.6. We will implement an appropriate plagiarism identification system.	IT	EAA
<b>6. We will form the Estonian central visual culture continuing education and support center to offer modern in-service training, retraining, and informal learning, and thereby expand access to higher education opportunities. We will take into account the needs of different societal groups and students with disabilities.</b>		
6.1. We will offer a variety of intensive and continuing education programs that enable various societal groups (adult learners, retrainees, learners who have interrupted their studies, the unemployed and socially vulnerable societal groups) to participate in the studies.	OA	EAA
6.2. We will develop an e-learning system targeted for the learners with special needs and learners located outside of the Tallinn metropolitan area.	OA	EAA
6.3. We will improve the training quality evaluation system and measure the performance of continuing education objectives on a regular basis.	OA	EAA
6.4. In cooperation with businesses and career counselors, we will offer career counseling, preliminary studies and a diverse study program related to the areas of EAA and the students of secondary and vocational schools.	OA	EAA
6.5. We will organize continuing education which is integrated into sectoral formal education levels and develop flexible intensive training (including e-learning).	OA	EAA
<b>7. We will develop support activities for the development of the digital competencies of the members.</b>		
7.1. We will provide educational, technological support and counseling to improve digital competencies (including the competence for the creation of digital learning resources).	AAO, PO IT	EAA
7.2. In the teaching process, we will use more open educational resources (creating digital courses, learning objects, MOOCs, etc.).	IT, AAO, teaching staff	EAA

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7.3. We will update the hardware and software necessary for teaching, research and creative work and improve the availability of digital services.	IT, deans	EAA; AF
7.4. We will expand e-services of network-based scientific information in the EAA library.	The library	EAA
<b>8. We will enhance initiation of high-level creative, research and development projects and increase the volume of basic and applied research. We will contribute to the work of the networks of visual culture learning and research institutions. We will plan activities improving the effectiveness and quality of teaching, research and creative work.</b>		
8.1. We will support the work of the research groups of key areas of responsibilities of EAA.	VRR, deans	EAA; AF
8.2. We will make application of R&D projects more efficient and increase the capability of the members of EAA in drafting project applications.	Deans, VRR, RD	EAA; AF
8.3. We will promote cooperation with the sectoral centers (Estonian Centre of Architecture, Estonian Design Centre, Center for Contemporary Arts of Estonia, the Estonian Contemporary Art Development Centre) and other clusters	RD, faculties	EAA
8.4. We will continue the modernization of the infrastructure for research, development and creative activities (R&D), and improve the effectiveness of its use. We will apply the model of administrative responsibility of the units.	AFD	EAA
8.5. We will involve students more in creative, research and development projects.	Deans, RD	EAA; AF
8.6. We will continue to work actively in networks and launch new ones (with a focus on the Baltic and Nordic countries and in Central and Eastern European regions).	IR, RD, faculties	EAA
8.7. We will develop the EAA library into the main competence hub and a central Estonian art library; in the main areas of research, we will continue to serve as a high-level academic library.	VRR, the library	EAA
8.8. We will provide administration related training to the support personnel of the field of research and development.	RD	EAA; AF
<b>9. We will promote cooperation with other research and development institutions, enterprises and actors of various sectors. We will provide enterprises consulting and development services, which will increase the competitiveness in the international market</b>		
9.1. We will participate in R&D networks and thereby strengthen cooperation with other educational, research and development institutions and the private sector.	Faculties, IR	EAA; AF
9.2 We will promote the cooperation with the world's leading universities and will participate actively in the cooperation development programs.	IR	EAA; AF
9.3. We will increase cooperation with the state sector (local governments, ministries, and boards), museums and creative unions.	Rector, Deans, RD	EAA
9.4. We will regulate the information channels and communication activities and improve the awareness of the business sector of the competencies and areas of activity of the EAA.	RD, CD	EAA
9.5. We will provide all members of the EAA counseling on entrepreneurship and intellectual property.	RD	EAA; AF
9.6. Through our members, we will continue to be involved in the work of professional associations and non-profit councils and decision-making bodies.	Faculties	EAA
9.7. We will offer professional consultations for professionals working in the field and for implementing development and cooperation projects in	RD	AF

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collaboration with research institutions and/or enterprises.		
9.8. We will promote creative collaboration with the actors of other sectors (theater, film industry, arts and cultural institutions).	Faculties	EAA
9.9. We will design a package of services and support activities offered to companies.	RD, faculties	EAA
9.10. We will analyze the best practices of partner universities and their research and development departments and initiate collaborative projects that promote creative entrepreneurship of international outreach.	RD	AF
9.11. We will continue to develop the system of spin-off enterprises of EAA.	RD	AF
<b>10. Through our creative activities, we will enrich and diversify the artistic life of Tallinn and Estonia, contribute actively to the conceptualization of art in academic publications, art criticism, and mass media, and the well-preserved cultural heritage and the formation of a cleverly designed and innovative living environment. We will actively contribute to the public debate, and offer innovative solutions to the top societal challenges.</b>		
10.1. We will bring the developments, interpretations and discussions of art, design, architecture, and cultural heritage to the cultural space and society of Estonia. The members of EAA are active in the creative and exhibition activity, speaking up in the media on the issues concerning their respective areas of competence, and on socially relevant issues.	Deans, CD, faculties, emeriti	EAA
10.2. Through open access publications, we will contribute to the availability of research results, with our research work we will provide input for a social debate.	VRR, faculties	EAA
10.3. In the teaching process, we will handle socially topical and relevant issues and will point out the sore points.	Faculties	EAA
10.4. Through our services and projects, we will offer practical solutions to migration issues and for increasing societal integration. We will collaborate with the voluntary sector and non-profit sector to solve social problems and to encourage their development.	Faculties	EAA; AF
10.5. With the exhibition program of the EAA Gallery, the exhibition activities and with creative and public space projects of our members, we will enrich the artistic life of Tallinn and Estonia. Every spring, we will organize the festival TASE, at the core of which are the exhibitions of graduation projects.	Galerist, CD, RD, faculties	EAA; AF
10.6. We will continue to develop the publishing policy of EEA, sectorally publish important scientific and educational literature. We will continue to cooperate with the magazines Kunstiteaduslikke Uurimusi (Studies in Art and Architecture) and Ehituskunst (Ehituskunst: investigations on architecture and theory).	VRR, the publisher	EAA; AF
10.7. We will initiate cross-disciplinary projects popularizing research activities.	CD, RD, VRR, Doctoral School	AF
10.8. In cooperation with the Ministry of Culture, we will develop the Narva Art Residency.	VRA, Project Manager of Residency	AF
10.9. We will continue organization of the series of open lectures and increase the availability of lectures	Faculties, CD	EAA; AF
<b>11. We will implement additional measures to improve the quality and effectiveness of doctoral studies and to ensure that doctoral students would complete their education. On the level of Doctoral studies, we will promote artistic research, analytical restoration, heritage studies, art history and studies of visual culture, which combine art, design and architecture with the nodal points of social life.</b>		

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11.1. We will involve doctoral students in the research groups and projects and the ventures popularizing research of the main areas of responsibilities of the EAA.	VRR, Doctoral School, deans, RD, CD	EAA
11.2. We will continue to contribute to the Graduate School of Culture Studies and Arts (in cooperation with the TU, TUT, and ETCB).	VRR, Doctoral School	EAA; AF
11.3. In the EAA Doctoral School, we will develop and launch a cross-disciplinary methodological support system in order to achieve a uniformly high academic level of dissertations. We will help doctoral students to link their activities and develop them according to the specifics of the academic world.	VRR, Doctoral School	AF
11.4. In order to develop doctoral studies and to improve the quality of research papers of the EAA, and to bring them into line with the international evaluation criteria, we will involve external consultants in the development activities of the doctoral studies.	VRR Doctoral School	EAA
11.5. We will launch a doctoral preschool, targeted for prospective doctoral students.	VRR, Doctoral School	AF
11.6. We will develop incubation services of the EAA Doctoral School (competencies and consultancy for applying for research funding).	RD, Doctoral School	AF
11.7. We will develop the principles of communication of the research output of doctoral students and researchers to potential partners (including business enterprises, the wider public and international cooperation partners in other research and development institutions).	CD, RD	EAA
11.8. We will offer doctoral students counseling and support activities that support graduation with the standard timeframe.	Doctoral School, AAO	EAA; AF
11.9. We will guarantee the conditions for the admission of foreign doctoral students (situation analysis, action plans).	TP, AAO, VRA, Doctoral School	EAA
<b>12. We will increase public awareness of the activities of the Academy, populating our core activities among the various target groups regionally and internationally.</b>		
12.1. We will develop marketing and communications strategy that supports image building of the Academy. We will carry out active and systematic marketing and outreach activities targeted to international audiences.	CD, IR	EAA
12.2. We will develop formats to popularize our core activities (including the events for the students of basic, secondary and vocational schools, with cooperation with the art teachers at these schools).	Deans, CD, faculties	EAA
12.3. We will develop the principles of research communication and popularization of EEA, initiate cross-disciplinary projects popularizing research activities and train spokespersons in the research areas of the Academy.	VRR, RD, the Rector's Office, CO, deans	EAA; AF
12.4. We will enhance the English language communication both in the Academy as well as in collaboration with partners (Archimedes, networks).	CD, IR	EAA
12.5. We will participate actively in international professional fairs, competitions and exhibitions, and education fairs.	Faculties, CD	EAA
12.6. We will organize high-level international conferences, workshops, and exhibitions.	Doctoral School, faculties, RD, IR	EAA; AF
<b>13. We will provide the students and all the faculties and staff of the EAA the opportunity to participate in international mobility. We will encourage the alumni to take part in the lectures and workshops of the visiting</b>		

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<b>lecturers and experts related to EAA. We will include international students, lecturers, and researchers in the activities of the EAA.</b>		
13.1. We will offer foreign internships and mobility opportunities for students, the alumni, and the staff. We will encourage EAA members to participate in international mobility.	IR, deans	EAA; AF
13.2. We will involve foreign lecturers in our creative, teaching and research activities.	VRA, CD, IR, faculties	EAA; AF
13.3. We will participate in international study and (research) mobility projects and networks.	IR, deans	AF
13.4. We will welcome international lecturers and specialists in the continuing education, retraining, and informal education.	OA, IR	EAA; AF
13.5. We will provide students coming from other cultures the services necessary for adaptation to the EAA and the supportive learning and creative environment.	AAO, IR	EAA; AF

**Abbreviations used:** OA - Open Academy; IT - Information Technology Office; AO - Administration Office; IR - International Relations Office, PO - Personnel Office, AAO - Academic Affairs Office; CD - Communications Department; RD - Research and Development Office; QM - Quality Manager; VRA - Vice Rector for Academic Affairs; VRR - Vice Rector for Research; AFD - Administrative and Financial Director; EAA - the budget of EAA; AF - the additional funding applied for

## **Annex 2 List of Key Performance Indicators**

<b>FIELD</b>	<b>KEY PERFORMANCE INDICATORS</b>
<b>1. MANAGEMENT AND OPERATION</b>	<ul style="list-style-type: none"> <li>1.1. The competition for the elected academic positions and the proportion of the academic staff with a Doctoral degree</li> <li>1.2. The number of regular foreign lecturers</li> <li>1.3. The proportion of foreign lecturers and researchers</li> <li>1.4. The international mobility of the academic staff</li> <li>1.5. Employee satisfaction (management, work environment, and information flow)</li> <li>1.6. Breakdown of revenues and expenditures in the budget</li> <li>1.7. Dynamics of investments, including <ul style="list-style-type: none"> <li>1.7.1. Investments in R&amp;D infrastructure</li> <li>1.7.2. Spin-off companies, etc.</li> <li>1.7.3. Financial volume of the cooperation agreements entered into with enterprises</li> <li>1.7.4. The proportion of income received from continuing education of the total financial volume of teaching</li> </ul> </li> <li>1.8. The volume of research projects implemented in collaboration with other research institutions - thousand euros</li> </ul>
<b>2. R&amp;D AND IMPACT ON SOCIETY</b>	<ul style="list-style-type: none"> <li>2.1. The number of scientific publications/ creative work per one academic employee with research obligations (in the accounting of full-time positions, by sectors, including international peer-reviewed publications)</li> <li>2.2. Published teaching aids, teaching and creative literature on different media</li> <li>2.3. System development solutions, product development solutions, environmental development solutions</li> <li>2.4. International mobility of doctoral students, including <ul style="list-style-type: none"> <li>2.4.1. The proportion of foreign doctoral students</li> <li>2.4.2. The proportion of doctoral students who spent at least one semester at a foreign university</li> <li>2.4.3. Participation of doctoral students in international conferences</li> </ul> </li> <li>2.5. The efficiency of graduation of doctoral students and the average length of doctoral studies</li> <li>2.6. The number of (co)supervisors and consultants from other universities, business, public and the third sector; and the proportion of the opponents from foreign countries in defending doctoral theses</li> <li>2.7. The total number of defended doctoral theses, by sectors</li> <li>2.8. Internationally influential creative activities</li> <li>2.9. Events targeted to the public, including exhibitions and creative projects (the number by types, the number of participants)</li> <li>2.10. The hours of continuing education organized, or the number of ECTS credits per participant</li> </ul>
<b>3. STUDIES</b>	<ul style="list-style-type: none"> <li>3.1. Graduation efficiency (including the average period of study by levels of study; proportion of dropouts)</li> <li>3.2. Student mobility, including</li> </ul>

	<ul style="list-style-type: none"><li>3.2.1. The ratio of the students participating in international curricula to the total number of students</li><li>3.2.2. The proportion of foreign students and foreign guest lecturers</li><li>3.2.3. The number/proportion of students participating in student exchanges and foreign internships out of the current students and graduates</li><li>3.3. Student satisfaction survey results (satisfaction with supervision, teaching and R&amp;D conditions, evaluation, organization and quality of teaching)</li><li>3.4. Alumni satisfaction with the quality of teaching and employment</li><li>3.5. Employers' satisfaction with the preparation of graduates and the quality of teaching</li></ul>
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### **ANNEX 3 Connections to national and sectoral strategies and development plans**

The [Lifelong Learning Strategy 2020](#) is the document guiding the most important developments in the field of education, which is the basis for the national education budget options in the years 2014-2020. The goal of the strategy is to enable all the people of Estonia to have learning opportunities throughout their life cycle, in accordance with their needs and abilities, in order to ensure dignified self-actualization opportunities as an individual in the society, in both their working and family life. For the purpose of realization of the vision and the overall goal, five strategic objectives have been set: a changed approach to learning; competent and motivated teaching staff and heads of the school; compliance with the opportunities for lifelong learning and the needs of world of work; the digital revolution in lifelong learning including equality of opportunities for lifelong learning; and increased participation in learning. (Pp 2–5)

The overall goal of the [Estonian Research, Development and Innovation Strategy 2014-2020 "Knowledge-based Estonia"](#) is to create favorable conditions for the growth of productivity and standards of living, good education and culture and the sustainability and development of Estonia. The strategy has four sub-goals, according to which Estonian science is high-level and diverse, research and development activities work for the Estonian society and economy, research and development activities make the structure of the economy more knowledge-intensive, Estonia is active and visible with international studies, research and development, and innovation related cooperation. (P 3)

According to the [Competitiveness Plan Estonia 2020](#) Estonia has two primary and central aims in the context of the prospects of further growth, firstly, to achieve speedy growth of productivity both through greater capital intensity as well as products and services with a higher added value, and, secondly, to restore the pre-economic crisis high level of employment. According to the plan, the quality of education and the international competitiveness of higher education must be improved, the areas of responsibility of institutions of higher educational establishments must be developed clearer. To increase access to education, to raise the level of skills of employees, to introduce measures to reduce drop-out rates, to develop support systems, including educational and career counseling; to expand conditioning education and retraining opportunities for adults, to enhance the provision of formal education for adults with no professional education, to enhance measures aimed at activating the unemployed. To increase the R&D capacity of the private sector and to develop the infrastructure of educational and research institutions. (Pp 6, 8, 9, 11, 12)

The goal of [Fundamentals of Cultural Policy until the year 2020](#) is to develop a society valuing creativity, preserving and promoting the Estonian national identity, researching, storing and carrying further the cultural memory and creating favorable conditions for the development of a viable, open and diversified cultural space and participating in the culture. Based on the fundamentals, cultural education must be based on labor demand and demographic changes, and be internationally competitive. Since the objective is to improve the country's competitiveness through innovation and creativity, the development of creative industries is encouraged as part of a knowledge-based economy.

The fundamentals of cultural policy, architecture that values the living environment as a whole has a major role. A high-quality built environment has an important role in achieving the country's sustainable development goals. A high-quality built environment is based on knowledgeable spatial decisions on the planning and design. The role of design is to contribute to the development of innovative, functional, environmentally friendly, user-friendly and attractive products and services; and formation of inclusive and safe environments. In the view of improving the quality of design education, internationalism of the studies, internship opportunities in companies and joint curricula and projects between universities providing design and technology education must be provided. The state considers necessary the internationalization of the Estonian art life, so that local artists, curators, and critics would participate actively in the art life of the world and that international exhibitions and art projects would be organized in Estonia. The state promotes mobility of art professionals and participation in international residency programs. The artist's residencies operating in Estonia are important in the diversification of the local art scene and creating contacts. In setting and implementing the goals of heritage conversation, it is necessary to increase coherence between the different areas and the relevant ministries and agencies, to improve the research and counseling capability of the field, to promote research-based heritage conservation and make public services in the field more professional and user-friendly.

(Pp 1, 5, 6, 8, 10)

The overall goal of the [Youth Development Plan 2014-2020](#) is to ensure young people with the avenues for development and self-realization, which would support the formation of a coherent and creative society. The idea is, through the sub-goals, to increase the opportunities for development of the creative, initiative and joint action of young people, to increase the involvement of young people and improve their employment readiness. (Pp 7, 8)

[Active Ageing Development Plan 2013-2020](#) aims to develop an age-friendly society and to ensure the quality of life and equal opportunities for the elderly. The specific objectives of the Development Plan are set in four areas, according to which the elderly are involved in the society and are socially active; eager to learn and versatile active learners; active in the labor market and happy with their professional lives, living a longer a healthy life and are coping well. According to the Development Plan, we must contribute to the formation of an age-friendly living environment, including the development of the solutions supporting the cooperation of the health care and social field, to use the community resources in preventing and reducing social exclusion. It is important to extend the age of the target group of lifelong learning, to associate the content and the objective of lifelong learning with social coping and social activity in general. To encourage the cooperation between the state and local governments, the voluntary and the private sector and various fields in the creation of opportunities for lifelong learning suitable for the elderly. To develop innovative solutions supporting lifelong learning for the elderly. To improve the awareness of education workers and trainers and to improve the competence of the specific nature of learning of the elderly to support the professional continuing education and retraining of the elderly. (Pp 7, 25, 34, 48, 60)

[Estonian national sustainable development strategy "Sustainable Estonia 21"](#) presents and describes the four development goals of Estonia. According to the strategy, sustainable

Estonia is one where the survival of the Estonian cultural space, the growth of welfare of the people, the integrity of the society and its balance with nature are ensured. Given pan-European trends, the key activities of the Estonian educational strategy are considered the evaluation of internationally recognized quality, expansion of the availability and quantity of learning opportunities, the operation of the educational system as a uniform system of different forms of learning and networked educational institutions with openness and flexibility. Partnerships between the public, business and third sector representatives and their effectiveness are also the main activities. Ensuring the learning content and the quality of education is aimed at meeting the educational needs of the future of the individual, the organization, and the society. (Pp 6, 8, 10, 12, 14, 27)

[\*\*Estonian Enterprise Growth Strategy 2020\*\*](#) has two major overarching goals: to increase the productivity per employee to 80% compared to the EU average and to raise the employment rate for the 20-64 age group to the level of 76%. The key issue is considered to be bringing the content of education into line with the requirements of the labor market. The educational system is expected to link more the learning with practice, enhancement of vocational and continuing education system integration of e-skills development into the curricula. It is considered important to give a new impetus for the program "Start-Up Estonia" to support the spread of the teaching modules dealing with start-up entrepreneurship, the formation of interdisciplinary teams, and the creation of spin-offs, more systematic and higher quality promotion of entrepreneurial studies and more concrete differentiation from economic studies. In the development of efficiently high-value-added products and innovative services, research and development institutions are seen as important partners. Highlighted as particularly important in the strategy has been the design and the use of which will lead to the development of new, economically and ecologically viable high-quality products and services based on human needs. The creative economy is seen as a great potential to create added value to the rest of the economy, in order to achieve success with the support of innovative solutions born in the collaboration. (Pp 2, 5, 11, 23, 12)

The goal of [\*\*the Estonian Information Society Development Plan 2020\*\*](#) is to create in Estonia a well-functioning environment for widespread use of ICT and for the creation of smart solutions, which have thereby increased the competitiveness of the economy, human welfare, and the state government efficiency. Establishment and development of general prerequisites of the use of ICT are important; more ICT skills must also be used to create jobs with a higher added value. ICT can provide resources to make education more flexible and more personalized, including through retraining and continuing education. ICT provides opportunities for preservation and digitalization of the cultural heritage of Estonia. (Pp 5, 11, 15, 16)

[\*\*The United Nations sustainable development goals\*\*](#) for the year 2030 is to ensure a healthy life and prosperity for everyone of all ages and an inclusive, quality education on an equal footing and to promote lifelong learning for all. To achieve gender equality and strengthen women's and girls' opportunities. To promote permanent, inclusive and sustainable economic growth, full and productive employment and decent work for all. To establish a sturdy infrastructure, promote inclusive and sustainable industry and innovation. To reduce disparities within and between countries. To make cities and human settlements inclusive, safe, and adaptable to changes, while keeping them sustainable. To ensure sustainable

consumption and production patterns. To promote peaceful and inclusive societies, in order to ensure sustainable development; to allow everyone access to justice, and to establish efficient, accountable and inclusive institutions at all levels of decision-making. To strengthen the tools for implementation of policies and to revive global partnerships in order to ensure sustainable development.