



TARTU ÜLIKOOL

University of Tartu Strategic Plan for 2026–2035

A university for us, Estonia and the world



Introduction

The University of Tartu strategic plan until 2035 (A2035) is the basic document for the university's long-term development, outlining the main directions for the next decade. The strategic plan supports achieving the university's main objectives based on the University of Tartu Act and statutes, and the university's mission, vision and values.

As Estonia's national university, the University of Tartu is responsible for the development of the Estonian state and society by fostering education, science, culture and technology. We carry the sole responsibility for developing many specialisations and have a special role in the development of Estonia's only university hospital. The goal for the next decade is to take a leap forward in increasing international competitiveness and societal impact, and creating the best learning and working environment. The choices in the strategic plan have been shaped based on the international situation, societal trends, and the needs and strengths of the University of Tartu to ensure a targeted and effective advancement of the university.

The strategic plan will be implemented through three-year action plans that define specific objectives, activities, responsible persons and resources. The implementation of the strategic plan is supported by separate thematic strategies. The faculties and institutions are guided by the strategic plan when drawing up their action plans in line with the university's strategic objectives. In achieving the results, the key indicators, which are set out in action plans and thematic strategies, are monitored.

Mission

As Estonia's national university, we bear responsibility for the knowledge-based development of Estonian society in the changing world. We ensure the vitality of Estonian intellectuals and of the Estonian language and culture. We advocate for academic freedom. We develop education, science, technology, and creative activities at an international level of excellence.

Vision

We are an internationally competitive, societally impactful, and inspiring academic community.

Values

- **Research-based approach**, which drives us to think critically, seek connections, strive for truth and solve problems. Scientific basis is the criterion of professionalism in everything we do.
- **Academic freedom and autonomy of the university**, through which we fulfil our mission with creativity and commitment.
- **Openness** to new ideas and in our relations with society. We stand by our traditions but are always open to innovate and contribute to positive changes both at the university and in the world around us.
- **Cooperation** between people, institutions and fields of research at the university, in Estonia, and internationally. We use the new knowledge arising from collaboration for the benefit of society in the most responsible way.
- **Human-centred approach and individual development.** Smart and educated people are the most valuable assets for the university and for Estonia. We value the staff and students of the university and provide them with the best conditions for their development and self-realisation as well as an inspiring and safe working and learning environment.
- **Responsibility.** We recognise the societal and university-wide impact of our actions and inaction. Our words and deeds are carried by a sense of responsibility for the past, present and future.



Areas of development

1. An internationally competitive research university

Over the next decade, we will raise the level and impact of research and teaching to strengthen the competitiveness of the University of Tartu. Our researchers and teaching staff take an active part in international collaboration, help resolve global and societal problems and shape the trends in research and higher education. To achieve this, we develop modern infrastructure and a strong support system, advocate for academic freedom, and contribute to the future of the European Research and Higher Education Area. In 2035, the University of Tartu will be at the forefront in the Nordic countries in terms of research excellence and impact – we will be an attractive destination for researchers and students from all over the world.

1.1. Increasing scientific impact

We promote excellence in research. The academic staff in all our fields of research are internationally recognised. We create a stimulating environment to enhance the stability and sustainability of high-level research groups and support our academic staff in applying for international research grants.





1.2. International cooperation in research and teaching

We step up international mobility for students and staff. We strengthen our teaching and research cooperation with partner universities to provide a diverse and high-quality international learning and working environment for students and researchers. We develop international digital learning. We foster cooperation with international networks. We follow the principles of responsible internationalisation.

1.3. State-of-the-art infrastructure and support services

To enhance international competitiveness and support research and teaching activities, we are developing modern, high-quality infrastructure, support services, and relevant technological solutions and capabilities. By building modern academic and research facilities, we will achieve better integration of research and teaching, interdisciplinary cooperation, and increased international attractiveness.

1.4. Development cooperation in research and higher education

In a changing international context, we strengthen partnerships with universities, the integration of which into the European Research and Higher Education Area supports democracy and academic freedom. We offer cooperation opportunities to researchers and students whose academic activities are at risk, and support the free movement of knowledge through joint projects and academic programmes.



2. A societally impactful university

Over the next decade, we will strongly consider the needs of Estonian society and promote balanced regional development. In 2035, Estonia will be a significantly more knowledge-based society with the support of the University of Tartu. The university's most profound societal impact is revealed through graduates who have received a high-quality higher education. Our alumni and researchers will help make Estonian enterprises more knowledge-intensive, ensure a rise in productivity, shape knowledge-based policymaking, and secure an overall growth in well-being. The application of scientific innovation enhances the competitiveness of the economy. The university carries the special responsibility for Estonia-specific research.

2.1. Forward-looking learning

We support students' engagement in studies and develop evidence-based and learning-centred teaching. We provide an attractive and cultivating learning environment to capable students from Estonia and abroad. We enhance and broaden flexible and lifelong learning opportunities that help people increase their competitiveness in the rapidly changing labour market. We develop teaching methods and content based on technological solutions and sustainable development. We support students' ability to cope in a changing world and contribute to the advancement of Estonia's economy and society.

2.2. Inter- and cross-disciplinary problem-solving

We promote interdisciplinary and cross-disciplinary cooperation to overcome societal and economic challenges. Interdisciplinary cooperation is essential in teaching, research and development, and relationships with external partners. We design effective funding measures, structures and management processes that support interdisciplinary collaboration between our researchers and students at the university, in Estonia and globally.

2.3. Knowledge transfer

We actively participate in shaping a knowledge-based society by making the results of research available and applicable in the economy, policymaking and society at large. The university's business cooperation will grow, be knowledge-intensive, significantly contribute to Estonia's economy and make companies more future-proof. We contribute to the balanced regional development of Estonia.

2.4. Maintaining and developing the Estonian scientific language

We are responsible for maintaining and developing the Estonian language as a language of research and higher education. We support the creation of Estonian terminology and scientific texts, as well as stronger research communication in Estonian, to ensure that the university's knowledge reaches the wider society.



3. University with the best learning and working environment

The University of Tartu must be the best environment for learning, studying, research and self-realisation. Our success and sustainability depend on how well we can retain and develop our people – academic staff, students and support staff. In 2035, the University of Tartu will be recognised in Estonia and the world as an attractive employer offering development opportunities and meaningful work. Our students will study in a safe environment where they are valued and supported.

3.1. Retaining students and staff and supporting their development

We promote an excellent leadership culture that ensures a cultivating and safe working and learning environment. We guarantee that every employee has the opportunity to develop professionally at every stage of their career. We promote work-life balance and foster equal treatment, an inclusive and values-based organisational culture. We maintain connections with alumni so that they can contribute to the university's progress.

3.2. Academic succession

We ensure the next generation of academic staff by connecting talented young researchers with the university early on and supporting their academic careers. We aim to increase the value of doctoral degrees in society and to expand doctoral studies. We take into account demographic and labour market changes, and improve the flexibility and attractiveness of the academic career model for both Estonian and international students.

3.3. Ensuring the university's operational resilience

We ensure the University of Tartu's crisis resilience in a changing security environment. We enhance security and develop risk management capabilities. In increasing preparedness for crises, we are an active cooperation partner to the state, local governments, and other partners. We aim to reduce the university's harmful environmental impact in line with the Sustainable Development Goals.



The University of Tartu Strategic Plan for 2026–2035 (A2035) was adopted by the Council of the University of Tartu Resolution no. 9 of 16 June 2025.

See how the university is doing:
<https://statistika.ut.ee/ut/>