

GRID FOR A STRATEGY

UNIVERSITY OF TARTU

1 VISION

- Analytical dimension: challenges, identification of drivers of change

The biggest influence to the LLL market has current economical situation and decreasing number of population.

The number of participants in CE courses depends a lot on the economical situation. Since salaries have been decreased and the unemployment rate has increased fewer learners are coming to short courses because they have to pay fees for CE. Nevertheless there are several ESF programmes that promote and support LLL provision in Estonia these funds are planned mostly for vocational adult education and liberal (hobby) education institutions. At university level there are funds for curricula development, APEL activities and university staff training.

At the other side many unemployed persons are decided to come back to the university to finish interrupted studies. From the autumn 2010 there will be starting a support system for dropped out adult students to bring them back to the university.

Decreasing number of population forces university to widen target groups and offer different study possibilities. Therefore it is good time for new initiatives.

- Strategical dimension:

- Missions/statements

According to the University of Tartu Strategic Plan 2009-2015 the vision of the University of Tartu is to be an internationally renowned research university, and the centre of academic life, culture and high-technology innovation in Estonia. In LLL principles are pointed out that the university should become to learning organization and promote LLL.

A Strategic Plan 2009-2015 approved in 2009, linked to operational plans, to be supplemented and updated annually

The LLL concept fully integrated into the general policy paper of the university

Supported by "University of Tartu LLL Principles" approved in April 2009

According to the University of Tartu LLL Principles the LLL includes degree education leading to diploma (both university level initial degree education and degree studies for adults) and CE ending with certificate (including pre-studies - courses supporting one to

enter into next study level, professional development courses, and studies in the field of interest as well as requalification courses).

According to the university strategic plan the mission of the University of Tartu is to act as the leading force driving the development of knowledge-based society in Estonia and the guarantor of its continuity with the following strategic aims (which all supports LLL):

- Motivations

As the national university, the University of Tartu, in cooperation with the state, works to ensure the continuity of an educated Estonia and the development of Estonian language and culture. The university seeks to promote disciplines that are concerned with Estonia and the Estonian people, and to guarantee the preservation and development of its cultural heritage.

- Values

2 OBJECTIVES

In the field of LLL 3 important aspects should be considered: degree study opportunities for adults, CE (short courses) for all people interested in professional development or widening knowledge in the field of interest (including courses for pupils and third age participants) and university staff development activities.

The number of adult learners should increase. The volume of continuing education and retraining courses should increase 25% by 2015. The university staff should be international, highly qualified (in both research and teaching), and creative as well as capable of ensuring the effective and high quality operation of the university. University staff is active in professional development.

To achieve the goals the university:

1. promotes LLL in Estonia;

2. *supports staff in professional development and mobility as well as provides regular professional development opportunities for teaching skills;*

3. enhances cooperation with different organisations to development curricula and CE programmes as well as LLL support systems;

4. improves access to education for different target groups;

5. *offers various flexible study opportunities, organizes more courses in counties and via e-learning, develops new CE courses, proposes new methods incl. instructed study possibilities at work-place;*

6. *develops APEL system;*

8. promotes international cooperation for development of quality assurance systems and offer more courses to international audience.

3 ORGANISATION

The university uses decentralised model, i.e. we have established structures for coordinating the studies and the academic structural units conduct training. Degree studies and formal education acquired within the adult education system (Open University studies) are coordinated by the Office of Academic Affairs and CE by Open University Centre. Both formal education, acquired within the adult education system, and CE are provided by the faculties and colleges. CE could be also organised by different structural units: Open University Centre, departments of IT and personnel, museums, library etc. As a rule, CE education is offered in the fields of studies that are taught in the university.

In Estonia a higher educational institution itself assumes the responsibility for the quality of tertiary education it provides and maintenance of this high quality. Today self-evaluation report is the basis for the accreditation. The process of evaluation is supported and coordinated by the Office of Academic Affairs.

To assure the quality of CE the university have adopted internal legal norms. These norms enact requirements for training programmes (the essence of a training, endorsement of the programme, etc) and the certificates issued after passing the course. The head of a structural unit, organising the training, is responsible for the quality of organisation and content of the training.

To support quality assurance the university initiated the programme-based study management system for both degree studies (incl. degree studies for adults) and CE with the aim to involve more students and learners, employers and unions to the process of development of curricula as well as CE programmes to respond better and more flexible to the needs of society.

4 ACTORS

- Internal/external

In cooperation with its partners, the University of Tartu exerts an active influence on Estonia's economic and cultural life and social development, communicates its activities to the public and promotes lifelong learning

- Isolated actors/teams/ collective approach

To achieve the LLL goals set in the University of Tartu development plan it is important to involve all the faculties, colleges and administrative units.

The Open University Centre who is responsible for development of CE and e-learning initiated roundtables for development of CE and e-learning in different subject fields. All the faculties and colleges were asked to participate and discuss the development possibilities as well as suggest activities to reach the goals. Eight round-tables for CE took place in October and November 2009 and five roundtables for e-learning in the beginning of 2010.

All the thoughts were concentrated and analyzed. According to the proposals the action plan for CE for 2010 was composed and people responsible for certain tasks appointed. I must say

- *offers various flexible study opportunities, organizes more courses in counties and via e-learning, develops new CE courses, proposes new methods incl. instructed study possibilities at work-place;*
- *develops APEL system;*

7 IMPLEMENTATION

- Key elements: infrastructure, human resources, organization
- Roadmap, workplans, timing
University of Tartu strategic Plan 2009-2015
- Budget: costs – resources

There is no separate budget for LLL. The university general budget is composed and administrated by the Finance Office. It incorporates budgets of faculties and structural units. Each faculty and structural units has sub-accounts and the dean or head of structural unit is responsible for the budget and administrates their own incomes and outcomes. All the payments are done by the Finance Office but the invoice should be signed by the person responsible for the sub-account.

The financial board of the university is responsible for allocation procedure for state finances. Other incomes (incl. student fees from degree studies and CE as well as projects) are planned by each faculty or structural unit.

The budget of degree studies for adults are composed from student fees (80%) and places financed by Ministry of Education and Research (20%). In 2009 the state ordered study places for 309 people (approx 70% teacher training).

The budget of CE is composed 34.7% from training projects (incl. both public, private and international recourses), 32.4% fees paid by student, 21.6% fees paid by the organizations (incl. both public and private recourses) and 11.3% state finances (the Ministry of Education and Research finances requalification programs for teachers, courses for talented pupils and requalification studies for teachers).

I hope that in the future more LLL activities at the university are financed by the private institutions and enterprises. Today only 10-15% of the university level professional training courses are financed by private enterprises. In adult degree education less than 1% of fees are paid by organizations since the employers should pay quite high tax if they finance degree studies.

- Evaluation: indicators
- Management, leadership

The most important in construction of a LLL university is that the idea is acknowledged and approved by the leaders of the university: rector, vice-rectors, deans, directors and heads of departments. The LLL concept should be incorporated into the strategic documents which should be supported by action plans where also persons responsible for certain action are

appointed. In my mind the most difficult is to persuade academics to develop their teaching skills and offer different flexible study opportunities.

8 PERSPECTIVES

- Further developments

To widen LLL opportunities it is essential to offer more courses in different places in Estonia. The university has decided that more LLL activities should take place in Tallinn where the potential clients are but also many competitors: other universities, HEI-s and many private CE providers. The university already have some facilities in Tallinn and conducts law studies (also for adults) and some CE courses there. But to reach that goal the university should invest to widen the facilities and work out motivation system for academic staff to attract them conduct more courses in Tallinn. Quite a lot of attention should also be paid on visibility and promotion.

For this purpose we have planned different activities: to meet different stakeholders to introduce university activities, organise different events etc.

For example in the beginning of April second time the University of Tartu week in Tallinn took place. During one week several seminars, open lectures and short courses took place for various target groups: schoolchildren, teachers, specialists, managers in private and public sector, unemployed people, seniors, etc. This year it was very popular – more than 1000 people participated in these activities.

- Next steps