Adopted by Resolution No 9 of 19 December 2025 of the Board of Tallinn University of Technology

Strategic Plan of Tallinn University of Technology 2026–2035

We are a Nordic technical university distinguished by cutting-edge research, bright and enterprising students, dedicated staff, and a strong contribution to economic and societal development.

We provide higher education at all levels in engineering, technology, natural sciences, and social sciences, driven by scientific and technological advancement, and, as Estonia's only technical university, we are responsible for preparing the next generation of engineers and scientists.

Our **mission** is to promote sustainable development and improve public welfare through world-class research, teaching, and development.

Our **vision** is to measure up to the best technical universities in the Nordic countries.

Our **values** are:

- **professionalism and reliability** – we deliver excellence in research, teaching, and service to society, guided by international best practices and principles of research ethics;
- **entrepreneurial and innovative spirit** – we are an innovative university of entrepreneurs, managers, scientists, and engineers, that both Estonia and our alumni are proud of;
- **openness and cooperativeness** – we value the commitment, development, and active contributions of our employees and students to both the university and society.

Our **motto** '*Mente et Manu*' reflects our belief that the best higher education and research provided by a university should combine both theory and practice.

Our internationally recognized **research** supports the education of the next generation of scholars, addresses society's growing demand for top specialists, and strengthens our role as an opinion leader. We focus on addressing the following three **key challenges**:

- clean, competitive and climate-friendly industry, construction, transport and energy;
- security and defence technologies;
- digitalisation and development of artificial intelligence.

Our **research-based approach in teaching and learning** addresses real-world challenges and provides students with practical, interdisciplinary, and teamwork experiences, helping to meet the growing demand for highly qualified engineers in the fields of engineering and technology.

We are **a university of entrepreneurs** and, through effective knowledge transfer, a preferred partner for companies and the public sector, enabling us to deliver practical and innovative solutions.

As **a key shaper of society**, we fulfil our distinctive role with integrity, enhancing our visibility and influence both in Estonia and internationally.

We are **a cohesive and collaborative university**, offering an attractive and modern learning, research, and working environment that fosters the resilience needed in a rapidly changing world.

We translate our cutting-edge research into teaching and practical applications

Tallinn University of Technology conducts both **basic and applied research**, forming the foundation of its teaching as a research university. Our international competitiveness relies on world-class researchers, modern teaching and research infrastructure and strong partnerships across Europe and the world.

- We publish our research in high-impact scientific journals and promote scientific excellence.
- We support the development of large-scale projects based on cutting-edge science and led by world-class researchers.
- We promote collaboration within the university, nationally, and internationally by concentrating expertise in specific fields in centres of excellence and actively engaging in networks of leading technical universities.
- We provide teaching and research infrastructure that is modern and competitive.

The university's **comprehensive academic career model** is motivating, upholds high standards, and values both teaching and research, thereby ensuring the preparation of successive generations of scholars and the delivery of studies in Estonian. Business collaboration and cross-sector mobility opportunities have been created to meet society's needs.

- We are developing a tenure system that ensures wage security while providing opportunities for personal development, in teaching, cutting-edge research, and business collaboration.
- We develop strategic professorships, with a focus on areas that are currently critical and have strong future potential.
- We provide PhD students with an attractive environment and career opportunities in academia, industry, and start-ups.
- We will expand research and doctoral training in areas with the highest demand from employers and society, while fostering the development of technical expertise.

Tallinn University of Technology is **a recognized opinion leader in the fields of engineering and innovation, contributing to the development of society and economy.** Building on our existing strengths, market priorities, and societal expectations, we have defined the following **strategic research areas** for the coming years:

1. high-tech and clean industry and manufacturing;
2. clean, affordable and secure energy;
3. energy and resource efficient construction and renovation;
4. circular economy and valorization of local resources;
5. climate-neutral and smart cities and mobility;
6. solutions for the defence sector;
7. dependable IT solutions and artificial intelligence;
8. data security and cybersecurity;
9. health technologies and services;
10. healthy and sustainable food system;
11. smart maritime sector and sustainable marine environment;
12. innovative businesses, responsible economy and governance.

We teach how to solve real-life challenges

Research-based education provided at Tallinn University of Technology **develops critical thinking, knowledge, and skills that enable students to solve complex problems and contribute to the development of society.** Digital and technological teaching solutions are designed with human interaction and ethical responsibility in mind.

- We provide a motivating and supportive learning environment that enables students to successfully complete their studies.
- We develop students' transversal competencies and professional skills.
- We enhance lecturers' teaching competence, engage teaching assistants, and foster modern approaches to learning.
- We design our programmes to meet societal needs, combining research-based and learner-centred approaches.
- We develop and implement challenge-based learning that integrates collaborative practices across science, business, and the public sector, providing students with interdisciplinary experience and teamwork skills.

The university is **attractive to both school students and participants in lifelong learning.** The university plays an active role in developing the next generation of talent while building partnerships with forward-looking employers.

- We will increase enrolment in engineering and technology programmes and actively contribute to the work of the IT and Engineering Academy.
- We raise awareness of the university's study programmes and enable talent to fulfil its potential.
- We offer flexible learning options designed to adapt to evolving work and knowledge requirements and to foster lifelong learning.

The university **keeps pace with global changes and draws on the best practices of leading technical universities.**

- We will establish an engineering endowment fund to meet the increasing demand for highly qualified engineers in the fields of engineering and technology.
- We will continue and strengthen our cooperation with the EuroTech network and other strategic partner universities.
- We provide international learning and mobility opportunities for students and staff, making the university an appealing choice for international students.
- We leverage artificial intelligence and other digital solutions in the development of study programmes and in teaching.

We are a university of entrepreneurs

Tallinn University of Technology **fosters and supports business collaboration and innovation** with an aim to contribute to economic growth and sustainability. The university's research, development, and teaching activities align with the needs of companies.

- We boost companies' competitiveness through research-based innovation and international partnerships.
- We design professorships and industrial doctoral programmes to meet the evolving needs of industry.
- We develop and implement practical learning in collaboration with the public and private sectors.
- We sign long-term cooperation agreements with companies that contribute to research and development and increase income from business partnerships.
- We are a leading partner in knowledge transfer networks, fostering the creation and development of both national and international partnerships.

The university **strengthens its social impact** and increases its revenue by protecting intellectual property and launching spin-offs.

- We build an entrepreneurial environment at the university and inspire staff to invent and protect intellectual property.
- We systematically enhance the innovation readiness of our research outputs, license intellectual property, and establish spin-off companies with university shareholding.

The university **encourages students to become entrepreneurs** and helps build a young generation engaged in business.

- We develop entrepreneurship education, engage mentors, and support the development and competitiveness of student companies.

We are a trailblazer and opinion leader in social development

The university **guides societal development and contributes to public debates as a highly visible and respected opinion leader.** We take responsibility both for our actions and our omissions, upholding our role as Estonia's only technical university with integrity.

- We disseminate research results and contribute to debates on issues that are important and relevant to society.
- Guided by our values, we actively participate in advisory boards and working groups of our collaboration partners.
- We enhance the university's reputation as an attractive educational institution, employer, and research and collaboration partner, while raising the visibility of Tallinn University of Technology and its brand both nationally and internationally.
- We recognize our alumni, involve them in the university's development, and value the societal impact and relevance of opinion leaders, policymakers, decision-makers, and entrepreneurs among our alumni community.

The university **rapidly and flexibly adjusts its development directions** in response to changes in the external environment. The university contributes to Estonia's regional development in collaboration with state and local governments.

- We consolidate our expertise and strengthen our engagement with society through thematic centres of excellence, focused on strategic research areas and supported by collaboration across schools.
- We draw on feedback from employers and alumni to improve the competitiveness of the university and its graduates.
- The university collaborates with stakeholders across all cycles of the education system.
- We provide research-based higher education and continuing education in colleges that consider regional opportunities and address local needs.

We are an inspiring, cohesive, and effective university

The university practices **inclusive, values-based governance** that considers strategic risks and societal expectations.

- We value strong and inclusive leadership and ensure consistency across all levels of management.
- Our management relies on data-driven planning and decision-making.
- We evaluate risks, address potential threats, and adapt rapidly to changes in the external environment.

The university community is **cohesive** and fosters personal development, freedom of thought, and diversity.

- We actively involve international academic staff in research, teaching, and business collaboration and, when needed, provide support for their cultural integration in Estonia.
- We uphold academic traditions and offer flexible opportunities for university staff to engage in academic work, management, and entrepreneurship.
- We support and recognize students' active engagement in student organizations, cultural life, and the dual careers of student-athletes.

The university's **learning and working environment is attractive, sustainable, and promotes the physical and mental well-being of its community**. The university provides **efficient, cost-effective support services** tailored to the needs of its academic units.

- We are developing a smart, climate-neutral campus that serves as a living lab for future technologies and enables the implementation of the university's climate roadmap.
- We optimize space use by aligning the potential provided by our space program with the needs of our community.
- We provide effective, high-quality support services, incorporate user feedback, and leverage artificial intelligence capabilities.
- We seek solutions to reduce the administrative burden on academic staff.
- We develop digital solutions to make work processes more efficient.

Key indicators of the Strategic Plan of Tallinn University of Technology 2026- 2035

Area	Key performance indicator	
Research	1	Number of high-level research articles per academic staff member holding a doctoral degree
	2	Number of doctoral dissertations defended
	3	Number of filled tenure positions
Teaching	4	Share of students graduating within the nominal period of study
	5	Share of first- and second-cycle entrants in Estonian higher education
	6	Share of first- and second-cycle graduates who completed challenge-based learning
Business	7	Number of successful major knowledge transfers to industry and society
Financial and organizational management	8	University's income (from research, teaching, and business)
	9	Endowment principal, external funding, and disbursements
	10	Carbon footprint per university staff member and per student
	11	Employee satisfaction index (TRIM)
	12	University's reputation index (TRIM)
	13	University's position in international rankings (including subject-specific rankings)
	14	Ratio of the average income of master's graduates to the average salary in Estonia
	15	Student well-being index

The key indicators will be broken down by subdivisions.