



ORDER ([\*translation from original document\*](#))

Tallinn

02.10.2020 No 1-9/18

Approval of the Estonian Maritime  
Academy's Action Plan for 2022-2025

I approve the Estonian Maritime Academy's Action Plan for 2022– 2025 (attached) based  
on clause 7) of § 11 of the Statutes of Tallinn University of Technology.

(signed digitally)

Tiit Land  
Rector

## **The Strategic Goals, Targets and Action Plan of the Estonian Maritime Academy for 2022–2025**

The Estonian Maritime Academy's (EMERA) **mission** is to train recognised maritime experts, contribute to research and development, and provide services for the maritime sector.

EMERA's **vision** is to grow into an internationally recognised and highly regarded centre of excellence in the maritime field.

The actions outlined in the action plan are aligned with the university's Strategic Plan, the needs of the labour market and companies and both national and international maritime policies. The Academy operates in adherence with the conventions of the International Maritime Organisation (IMO), the Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW 78), as amended, the Maritime Safety Act, and other legislation.

Our quality management system, certified in accordance with the EVS-EN ISO 9001:2015 standard, is the hallmark of the quality of our action.

In pursuit of the set goals, we value an organizational culture that is focused on continuous improvement and collaboration and we have formulated significant agreements to ensure the effective implementation of our planned actions:

- We are committed and operate in alignment with the agreed goals.
- We take full responsibility for carrying out our tasks.
- We are not afraid to make mistakes and we learn from mistakes.
- We take on a lead role and actively participate in collaborative activities.
- We focus on the solution, not the problem.
- We stick to agreements, including deadlines.

### **1. Our primary targets for 2025 relating to the development goals of Tallinn university of Technology are the following:**

- 1.1.** The share of students graduating within the nominal period of study is 51%.
- 1.2.** The share of professional higher education study programmes where at least 30% of face-to-face teaching is carried out by academic staff with a PhD degree or equivalent qualification is 100%.
- 1.3.** The share of master's study programmes where at least 75% face-to-face teaching is carried out by academic staff with a PhD degree or equivalent qualification is 100%
- 1.4.** The annual revenue from continuing education is EUR 295 thousand.
- 1.5.** Ten per cent of the students are engaged in mobility, including virtual mobility.
- 1.6.** The annual number of high-level research articles per an academic staff member with a PhD is 0.7.
- 1.7.** The annual income from research and development contracts and services is EUR 200 thousand.
- 1.8.** The occupational gender integration is 0.9.
- 1.9.** The employee satisfaction index (TRIM) is 68.

### **2. To achieve the desired result, we have drawn up an action plan and set out the following strategic goals:**

## **2.1 Research and development, incl. entrepreneurship**

- 2.1.1 Maritime research and innovation are visible in society and the results can be applied in both the business and public sector.
- 2.1.2 New spin-off and start-up companies are created in EMERA.
- 2.1.3 The sustainability of research groups and the quality of research work have improved and its volume has increased.
- 2.1.4 Tenured/assistant professor positions involved in study programmes at all levels and research groups in the fields of waterway safety management and navigation have been created.
- 2.1.5 Maritime doctoral studies are high-level, interdisciplinary, innovative, and sustainable, meet the needs of the sector and are carried out in the transport services study programme group.
- 2.1.6 Doctoral studies are completed within the nominal period and the supervision of doctoral students is of high quality.
- 2.1.7 The university owns the intellectual property, and the research groups hold patents.

## **2.2 Academic activities**

- 2.2.1 The Academy is well-known to the public, including students from general education schools. It is a recognised maritime centre of excellence and the first choice for obtaining higher education in the field.
- 2.2.2 The education is of high quality, and need-based support activities are provided to ensure the provision of such high-quality education.
- 2.2.3 The goals and learning outcomes of the study programmes and courses meet the needs of the labour market, and teaching is primarily interdisciplinary and research based.
- 2.2.4 The learning outcomes to be acquired align with the objectives and learning outcomes of the study programme, as well as the assessment criteria and requirements laid down in the STCW .
- 2.2.5 Continuing education in the maritime field meeting the market needs and quality requirements is offered proactively.
- 2.2.6 The learning environments, both physical and virtual, are user-friendly, sustainable, modern and focused on innovative solutions.

## **2.3 Organisation and management**

- 2.3.1 Maritime studies are in focus at the university and in society and the significance of professions within this field is widely recognized by the general public.
- 2.3.2 Employees contribute to the continuous improvement of processes.
- 2.3.3 Support processes and regulations are clear, seamless, and sufficient to achieve the goals of the core processes.
- 2.3.4 The management model supports the achievement of the goals outlined in the strategy and action plan.
- 2.3.5 The working environment and infrastructure are modern and sufficient to achieve the goals outlined in the strategy and action plan.
- 2.3.6 There is a sufficient number of competent and committed employees to achieve the goals.
- 2.3.7 The commitment and satisfaction of employees support the achievement of the goals outlined in the strategy and action plan.
- 2.3.8 Alumni are involved in achieving EMERA's goals.