

School of Economics and Business Administration Strategic Plan for 2025–2029: "The Future is Now"

VISION: We are the most attractive centre for interpreting, teaching, and shaping the contemporary economy.

MISSION: We are the architects and enablers of future-proof economic decisions.

The core idea of our strategy is simple and inspiring: **The Future is Now**. It reflects our mindset and ambitions:

1. **The Future is Now:** We understand that the world is in constant change, and issues crucial for the future must be addressed today. We carry forward the lessons and experiences of the past.
2. **We Shape the Future:** We are the future – our decisions and actions create tomorrow.
3. **A Bright Mindset:** We are guided by a dynamic mindset in everything we do. We are open, innovative, supportive, flexible, and quick to adapt to change. Together, we achieve more!
4. **High Ethical Standards:** We adhere to high ethical principles in all our actions and expect the same from our students and partners.

Our strategy is divided into three thematic blocks: studies, research and development cooperation, and organization. Each theme outlines the ultimate goals. To implement the strategy, annual action plans will be developed by March each year, covering a 12-month period (from March of the current year to the end of February of the next year). The action plans include activities, responsible parties, and performance indicators for the upcoming year and are based on the principle of focused progress.

Inspiring and Future-Shaping Studies

For us, learning and teaching are purposeful activities. Teaching is flexible and evolving, combining scientific rigor and practicality, encouraging students to be open-minded, and taking place in an inspiring international environment. The education we provide forms a foundation for self-fulfilment and shaping the future.

Goals:

1. We are the first choice for ambitious learners, attracting students from around the world.
2. As part of the national university of Estonia, we maintain and develop Estonian-language education at bachelor's and master's levels.
3. We offer knowledge and skills in an international learning environment on future-oriented topics (e.g., innovative digital solutions, sustainable development, green policies, global economy) necessary for navigating a rapidly changing world.
4. Our curricula are flexible, supporting students' development and allowing personalized learning paths.
5. We encourage students to participate in diverse activities, including study mobility, and support student initiatives.

6. We nurture an open and innovative mindset among learners by systematically employing modern teaching methods and digital technologies while balancing scientific rigor with practicality.
7. Our graduates impact the global economy by creating research-based companies and holding significant roles in international organizations.

Borderless, Innovative, and Impactful Research, Development, and Creative Activities

Our research focuses on addressing the future challenges of society and organizations in collaboration with local and international partners. In choosing partners, we base our decisions on quality and the principle: we can learn from anyone, but we learn from and with the best. We value our top researchers while supporting the development of young researchers.

Goals:

1. Our researchers are well-networked within and outside the university.
2. In collaboration with other top universities, we initiate and implement international interdisciplinary research and development projects that contribute to the application of research results in solving societal and economic problems, and shaping policies.
3. Our researchers' publications are published in leading international scientific journals.
4. Our research-based entrepreneurship programmes engage faculty members and attract high-potential enterprises.
5. Our researchers are the first in Estonia to be consulted on economic issues, making us opinion leaders in the country.

A Faculty Oriented to Staff Development, Innovation, and Community

The School of Economics and Business Administration is a supportive, innovative, and evolving organization with a strong culture of belonging, inclusion, and collaboration. Our staff is committed to achieving the faculty's strategic goals. The faculty provides a safe working environment that prioritizes the health and well-being of employees.

Goals:

1. We strategically and systematically support employees' professional development, ensuring the continuity of Estonian-language academia.
2. Our funding model ensures improved quality in research and teaching while achieving faculty's strategic goals.
3. Our work environment and motivation package are dynamic and inspiring, fostering engagement and supporting well-being.
4. We enhance leadership quality by empowering current leaders and ensuring the development of future leaders.
5. We maintain long-term partnerships with innovation-driven organizations and the public sector to participate in significant economic development and solution design projects.
6. We have an active and engaged community that not only fosters knowledge transfer but also inspires collaboration.