

Annex 3
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PALLAS UNIVERSITY OF APPLIED SCIENCES

DEVELOPMENT PLAN 2021-2025

Tartu 2021

INTRODUCTION

Pallas University of Applied Sciences (hereinafter referred to as Pallas or university) is the only higher education institution of applied arts in Estonia managed by the Ministry of Education and Research. Pallas operates on the basis of the Higher Education Act and its implementing acts, including the statutes of the higher education institution. In its activities, Pallas follows the strategic documents and survey reports of Estonia, the most important of which are listed in Section 7.

Pallas provides studies in three focus areas (design, conservation/restoration and the arts), which are organised into seven curricula: photography, painting and restoration, media and advertisement design, furniture design and restoration, leather design and restoration, sculpture and textile.

Staff, lecturers, students, alumni and partners were involved in drawing up the Development Plan, whereas the process was coordinated by the management of Pallas. The working document of the Development Plan was discussed and reviewed by the University Council of and the Advisory Board, after which it was submitted for approval to the Ministry of Education and Research.

The current Development Plan is a continuation of the previous one, which covered the period from 2015 to 2020. The new Development Plan updates the mission and vision of the university, it also redefines and restates its core values.

Since the Development Plan was prepared during the global pandemic, the experience gained in distance learning and teleworking can be applied in the implementation of the next Development Plan.

The implementation of the objectives of the Development Plan is supported by annual action plans, which include the specific activities for the calendar year, the list of people responsible for them and the deadlines. The action plans are approved by the Pallas Council.

Strategic approaches of the Development Plan

The role of Pallas in Estonia's higher education system is to train creative people equipped with strong practical skills and theoretical knowledge, who would also be qualified to enter the labour market or continue in Master's studies. The field of arts curricula is necessary in order to guarantee the sustainability and preservation of Estonian national culture.

Strengthening the position of Pallas in an established market scene agreed between higher education institutions is one of the key elements of the Development Plan. The aim is to ensure the stable functioning of the institution and to provide quality higher education in a rapidly changing environment.

For Pallas as a small university, this means the courage to experiment and make mistakes as well as the wisdom to reconsider the current approaches. The ability to adapt is important for Pallas; however, it is equally as important to remain unique and distinctive. Hence, Pallas' core values for the next five years are courage, creativity, openness, responsibility and freedom.

1. CORE VALUES

Pallas bases its activities and organisational culture on the core values that accompany Pallas all the time, but in order to better focus its activities, Pallas targets one of them per year of the 2021-2025 Development Plan.

Courage (2021)	Creativity (2022)	Openness (2023)	Liability (2024)	Freedom (2025)
To initiate To experiment	To expand boundaries To be unique	To change To transform To cooperate	To act as a team To maintain consistency	To make choices To have self-esteem To be different

To make mistakes To trust To do things differently	To notice and discover To be inspired To be spontaneous	For diversity For the world	To be ethical and empathetic To ensure quality art education To act in an environmentally conscious way	To be an independent creator To be critical
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2. VISION

Pallas is a recognised centre of art education, initiating changes in the creative sector, valuing traditions and leading innovation in the fields of art, design, conservation and restoration in cooperation with its partners.

3. MISSION

Pallas promotes teaching arts at a higher educational level, conducts both applied and academic research in the field of arts, design, conservation and restoration and creates the necessary environment for students to develop a sense of creativity and responsibility.

Pallas cooperates with the community and other educational institutions and establishments, supporting the development of a creative and sustainable society and lifelong learning.

4. STRATEGIC OBJECTIVES from 2021 to 2025

4.1 Internationally competitive higher education in the arts

The level of education in the university is best reflected in the level of graduates and the professional performance of the alumni. Pallas has developed an assessment system for final projects, which is unique in both Estonia and Europe and has been a model for several partner schools. It enables students to receive international and comprehensive feedback. Students and alumni from Pallas have won numerous prestigious awards and scholarships in the fields of arts, design, conservation and restoration.

The potential for the further educational development lies in the substantive development of the current curricula (introduction of new materials in the restoration field, contemporary approaches to design thinking and art practices with a strong basis in tradition).

Curriculum quality is assessed on the basis of the Development Plan and feedback from students, alumni and employers.

The Development Plan for the years 2015-2020 was successful in this area as shown by the following achievements:

- Stable competition and students from all over Estonia.
- Student and alumni satisfaction and competitiveness.
- High-level final projects.
- International mobility of students.

The main challenges from 2015 to 2020:

- Insufficient preparation of applicants in the arts.
- It is costly and time-consuming to organise studies in the fields (particularly in the fields of conservation and restoration) that are important in terms of maintaining and preserving the cultural heritage of Estonia.
- The potential of curricular cooperation has not been fully realised.

Objective for 2025: Pallas graduates will have acquired a high-quality education and international experience. A graduate will be able to think critically, act professionally at a high level, understand and reflect society in a personal way and succeed in the professional world.

Objectives:

1. The Pallas student is self-directed, ethical, open-minded and creative. They are motivated to study and develop, participate in projects, competitions and exhibitions and contribute to the development of the speciality.
2. Pallas curricula are in line with international developments in the field. The curricula are flexible, developed in response to the expectations of stakeholders and society and in line with higher education and professional standards.
3. Pallas students are aware of the objectives and daily activities of the university.
4. The quality of learning is supported by a modern learning environment, flexible learning arrangements and effective support services.
5. Pallas graduates are creative individuals with professional skills, cross-disciplinary knowledge and international experience; they are aware of the need for lifelong learning and are ethical and responsible in their professional activities.

Activities from 2021 to 2025

- Promoting a learning approach that supports learner development and fosters learning skills, creativity and entrepreneurship.
- Cooperating with higher education institutions in Estonia and abroad to diversify the educational environment and promote the qualification of young people in the field of art through continuing education for art teachers.
- Participating enthusiastically in international mobility programmes.
- Organising lifelong learning in the fields of art, design, conservation and restoration.
- Integrating new technology, information design and digital solutions into the learning process consistently and knowingly.
- Developing tradition-based innovation based on a sustainable approach.
- Creating a community of motivated students from the admission process onwards, while preventing students from dropping out.
- Developing the concept of arts, design and restoration through a joint curricular approach.

4.2 Open and developing Pallas

Pallas is a significant contributor to education, art and cultural life in Estonia, standing out for its openness and activity both in terms of social involvement and in shaping public space. Pallas has created a supportive environment to make the institution more international and has also made teaching international by involving foreign experts and lecturers and participating in international projects in Estonia.

The Development Plan for the years 2015-2020 shows success in this area in particular in employee satisfaction with the management and with the functioning of the organisation. Success is also demonstrated by the following achievements:

- Restoring the name of Pallas to the university.
- Diverse cooperation with partners.
- Successful implementation of the budget and acquisition of additional resources.
- Creation of Pallas badges of honour and recognition of employees.
- Recruiting renowned and recognised creators and young academics.
- Great international mobility of employees.

The main challenges from 2015 to 2020:

- Centrally developed study information systems do not meet the needs of the university in a number of aspects and lead to additional work.
- State operating grant has not increased sufficiently.
- Lack of resources to purchase the equipment needed to implement new technology and upgrade ageing equipment.

Objective for 2025: Pallas is a reliable and attractive employer. Pallas operates efficiently with proficient and motivated employees and a contemporary working environment.

Objectives:

1. Pallas is a university that applies up-to-date quality and environmental management principles.
2. Pallas employees are aware of the objectives and daily activities of the university.
3. Pallas is an important partner in the development of higher education in the creative fields in Estonia.
4. Lecturers at Pallas are recognised creative professionals with deep knowledge; they are motivated and ethical in their field, mastering and applying up-to-date learning methods and technical tools.
5. Pallas' strengths are its competent and dedicated employees and its modern learning and working environment.
6. The financial capacity of Pallas is guaranteed by a state operating grant, complemented by additional core activity related funding.

Activities from 2021 to 2025

- Better specification of the roles and responsibilities of decision-making bodies.
- Analysis and updating of the statistics collection and feedback system.
- Establishment and implementation of an environmental management Development Plan.
- Maintaining the regular information network established in 2020 (the year of the pandemic), which deepens the sense of community among students and employees in Pallas.
- Pallas is actively involved in the development of higher education in the creative fields.
- Ensuring the succession of lecturers through the targeted personnel policy and the consequent planning of teaching workloads.
- Continuous motivation of the professional development of the employees, support for their research, development and creative activities and training based on individual needs related to assessment results and career interviews.
- Applying for earmarked funds and generating revenue to compensate for insufficient state operating grants and develop the technical base for teaching new technology.
- Employee training according to their individual and professional needs.
- Providing support for the development of centralised information management environments or seeking other alternatives.
- Continuous monitoring of the use of energy and other resources to maintain optimal administrative costs.

4.3 Building a creative society

The way Pallas contributes to the development of society is closely intertwined with the main activity of Pallas – the provision of art education. Research, development and creative activities are Pallas' contribution to society, and as an art university, the primary focus is on creative activities. The role of Pallas was, and must be, to promote creative thinking and creative activities that have an impact on both the environment and people's wellbeing. In order to fulfil this role, Pallas must be recognised as an institution and have a positive reputation.

The following achievements in the 2015-2020 Development Plan demonstrate success in this area:

- Establishment of a Research, Development and Creative Council and a system for funding applied research.
- Recognition as a partner in art, design, conservation and restoration projects.
- Public projects carried out under the leadership and participation of Pallas.

- Active participation of students and lecturers in creative projects and exhibition activities.
- Employees are active in their research, development and creative activities.

The main challenges from 2015 to 2020:

- Applied research is required from institutions of applied sciences, but additional funding is not allocated.
- As a higher education institution of applied sciences in the field of arts, it is essential for Pallas to enrich the public space; however, the characteristics of the performance indicators for operating grants apply pressure to fulfil private commissions.
- Maintaining a balance in commissioning work so as not to interfere with teaching in order to generate revenue.
- The changing nature of the market for continuing education in recent years and the increasing demand for a variety of forms of distance learning due to the global pandemic.

Objective for 2025: Pallas is an expert with international reach, an outstanding and contributing specialist in its field, a supportive and empowering partner, a responsible member of the community and a distinctive university.

Objectives:

1. Pallas' contribution to the development of the field and to public space is recognised. Through its unique competence development and display, Pallas is an active leader in the field of art.
2. Pallas is a cooperative partner offering innovative ideas and practical solutions in shaping environments and providing services and bases its activity on the principle of sustainability.
3. Pallas is an active organiser of exhibitions and cultural and educational events, involving students, lecturers, alumni and partners in shaping creative society.
4. Scientific and applied research supports interdisciplinary and problem-oriented approaches for the development of related fields.
5. Pallas is an initiator and an active participant in Estonian and international cooperation, expanding the international reach of the community of Pallas and inspiring internationalisation at home. Pallas is an attractive destination for foreign (visiting) academics and students.
6. Public-focused continuing education in the creative sector responds to the needs of the target groups and to the demands and changes in the world of work, providing added value in personal development as an enrichment of quality of life.

Activities from 2021 to 2025

- Making the university visually identifiable, contributing to advertising and marketing targeted at stakeholders and strengthening and reinforcing the identity and image of Pallas.
- Domestic and international cooperation with the public, private and non-profit sectors, contribution to events in the fields of education, culture and community.
- Participation in national and international cooperation networks, specialist associations and professional councils.
- Active public involvement in cooperation with alumni and partners.
- Continued funding and conducting of applied research and increased share of applied research in cooperation with external partners.
- Mapping of target groups for continuing education and providing further training and re-training based on their needs.
- Integrating new technology, information design and digital solutions into training, increasing the share of online courses.

- A careful selection of cooperation projects and commissioned work, in particular in light of curricular objectives.

5. Implementation and evaluation of the Development Plan

The Development Plan is the basis for the activities of Pallas in the coming years. The implementation of the Development Plan will be carried out through the execution of annual action plans. The performance of the previous year's action plan will be analysed and the results presented to the Pallas Council for evaluation.

The analysis of the previous year's action plan and the assessment by the Pallas Council and Advisory Board is the basis for the preparation of next year's action plan.

The Development Plan is the basis for the annual plan of action and budget of Pallas. At least once a year, a development seminar is held, involving all the participants concerned, to review the main lines of action for the strategic objectives.

The management board, headed by the Rector, is responsible for the implementation of the Development Plan. The Vice Rector is responsible for the implementation, preparation, monitoring and updating of action plans.

6. Activity Indicators

The long-term impact of the COVID-19 pandemic on society and the economic environment has been taken into consideration when setting the performance indicators of the Development Plan. The emergency situation caused by the pandemic had a major impact on the results as early as 2020.

6.1 Internationally competitive higher education in the arts

	Activity indicator	2018	2019	2020	2021	2025
1	Percentage of graduates graduating in a nominal time	62%	71%	63%	65%	70%
2	Student satisfaction: The learning and working environment of the university supports the development of students			88% ¹⁾	-	90%
3	Student satisfaction: Development of digital skills in the learning process			64% ¹⁾	-	75%
4	Employability of alumni ⁽²⁾	82%	87.7%	88.1%	81,00%	90%
5	Alumni continuing their studies at the second level of higher education	29% ³⁾				25%
6	Admission competition	2.81	2.59	4.77	4,27	4
7	Percentage of starting and leaving students in the student population	7.1% 3.5%	9.2% 3.6%	4.2% 1.5%	8,10% 2,10%	10% 4%
8	Percentage of employees on work mobility	46.10%	41.90%	11.90%	16,28%	40%

¹⁾The feedback survey on the study environment and study organisation was conducted in 2020. The data reflect the responses 'I rather agree' and 'I fully agree'.

²⁾Performance indicator for the operating grant to the university.

³⁾Alumni survey was conducted in 2017 (on 2006-2016 graduates).

6.2 Open and developing Pallas

	Activity indicator	2018	2019	2020	2021	2025
1	Percentage of additional resources in the annual budget of Pallas	15%	15%	8.5% ¹⁾	13,80%	17%
2	Employee satisfaction with management		93% ²⁾		-	90%
3	Employee satisfaction with working conditions		86% ²⁾		-	90%
4	Employee satisfaction with communication		62% ²⁾		-	75%

5	Establishment and implementation of an environmental management Development Plan				started	available
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¹⁾As of the 2020 financial year, the budget of Pallas does not include a VAT component, so the data are not strictly comparable with previous years.

²⁾The employee satisfaction survey was conducted in 2019. The data reflect the responses 'I rather agree' and 'I fully agree'.

6.3 Building a creative society

	Activity indicator	2018	2019	2020	2021	2025
1	Public events, exhibitions, creative projects (of which international) ¹⁾			116 (5)	121	128
2	Number of visits to Gallery Pallas	36,996	31,558	23,319	17,910	40,000
3	Number of entries in ETIS	8	5	5	19	10
4	Number of ongoing applied research studies	8	8	8	5	8
5	Number of presentations at conferences and seminars ¹⁾			19	16	23
6	Number of students who participated in continuing education during the year	274	260	128	289	320
7	Number of hours of continuing education	788 ²⁾	481	398	517	720

¹⁾As of 2020, a revised methodology is applied to data collection, so the results for 2018 and 2019 are not comparable with the following years and are not included.

²⁾In 2018, the number of hours of continuing training was increased by those who participated in large-scale individual training offered by the Estonian Unemployment Insurance Fund.

7. Links to national and sectoral strategies and development plans

Estonian Education Strategy from 2021 to 2035

<https://www.hm.ee/et/kaasamine-osalemine/strateegiline-planeerimine-aastateks-2021-2035/eesti-haridusvaldkonna-arengukava>

Vision for Applied Higher Education for 2035:

https://www.hm.ee/sites/default/files/rkrn_visioonidokument_2035.pdf

Research, Development, Innovation and Entrepreneurship (RDI) Strategy 2021-2035

<https://www.hm.ee/et/TAIE-2035>

Estonian Design Development Plan 2023

https://media.voog.com/0000/0038/1850/files/EEST%20DISAINI%20ARENGUKAVA%202023_loplik.pdf

Sustainable Estonia 2021

<https://www.riigiteataja.ee/akt/940717>

Green Paper on harnessing the potential of cultural and creative industries <https://eur-lex.europa.eu/legal-content/ET/TXT/PDF/?uri=CELEX:52010DC0183&from=ET>

Development Plan 2019-2022 of the Ministry of Culture

https://www.kul.ee/sites/kulminn/files/kum_ak_2019_2022.pdf

Future perspective on workforce and skills needs – culture and creative activities: performing arts, crafts, museology, music, librarianship, sports https://oska.kutsekoda.ee/wp-content/uploads/2017/10/OSKA-Kultuur-ja-loometegevus_I-osa_uuringuaruanne_2019_06.04.20.pdf

Future perspective on workforce and skills needs – culture and creative industries: audiovisual field, word and language, marketing and communication, design and art, printing industry https://oska.kutsekoda.ee/wp-content/uploads/2017/10/Uuringuaruanne_-kultuur-ja-loometegevus_-2.pdf