

Spatial development strategy until 2025 of the University of Tartu

Based on clause 9 (2) 2) of the Statutes of the University of Tartu, the Council of the University of Tartu decides to approve the Spatial development strategy until 2025 of the University of Tartu.

I. Starting points for the strategy

1. The goal of the Spatial development strategy until 2025 ('strategy') of the University of Tartu ('university') is to ensure the modernisation, sustainability, environmental and energy efficiency of the academic and research environment and working conditions, as well as the optimisation of real estate costs.
2. The strategy supports the university's strategic plan until 2025 (A2025). To perform the tasks of the strategic plan, the strategy focuses, among other matters, on the following factors affecting the development of the university:
 - 2.1. preservation and development of the historical buildings of the university;
 - 2.2. (information) technological development of the living and working environment and the speed of change;
 - 2.3. funding opportunities and sources;
 - 2.4. changes in spatial needs;
 - 2.5. present-day forms of work and study (e.g. e-learning, video lectures, flexible working hours);
 - 2.6. cost-efficiency;
 - 2.7. population changes.
3. The strategy serves as a guide for designing long-term investment plans, making real estate-related management decisions, incl. investment decisions and real estate transactions, and preparing financial plans.
4. The strategy serves as a basis for planning and designing the university's new buildings and facilities ('buildings'), development of existing buildings, spatial planning, and evaluating the optimality of the real estate belonging to and used by the university.
5. The university finances investments in real estate primarily through the capital budget. For planning and making investments, the university prepares an at least three-year capital budget outlook.

II. Principles of building development and design

6. The university uses the existing buildings for its main activities, i.e. teaching and studies, research and development, and serving the society, and providing the necessary support services. By developing the buildings, the university supports its main activities and ensures the best use of resources.
7. The university makes investment decisions based on the high-quality spatial planning criteria for each building. A high-quality spatial solution covers the architecture, the exterior and interior of the building, and sustainable environment. A high-quality spatial solution takes into consideration the development needs of the university's structural units, combining technological and economic solutions, accessibility and the physical location of the building into a balanced whole.
8. When planning and managing spatial development, the university primarily proceeds from the following goals:

- 8.1. teaching and learning and research environment, working conditions and infrastructure support the achievement of the objectives set in the university's strategic plan;
 - 8.2. the historical buildings of the university as an urbanistic whole are preserved and developed;
 - 8.3. the buildings are environmentally sustainable and energy-efficient;
 - 8.4. the rooms are in shared and joint use;
 - 8.5. suitable learning and working conditions are created for various target groups; incl. considering people with special needs and the requirements to ensure them opportunities for movement, as well as other principles of universal design;
 - 8.6. a modern, secure and convenient living and learning environment is created for students to support their studies;
 - 8.7. the buildings and rooms enable flexible use of the learning and working time;
 - 8.8. the number of unused rooms is as small as possible.
9. The director of administration and Estates Office continuously monitor the condition of the buildings, the needs for modernisation and the possibilities for implementing environmentally sustainable and energy-efficient solutions and optimising the use of space and real estate costs. The university analyses the operating expenses of buildings at least once a year and publishes the results on the intranet.
 10. The university reduces the number of buildings that the university owns or uses by gathering similar and/or synergy-creating activities, if possible, into one building or campus, giving preference to more functional buildings and, if possible, taking the university's historical buildings into use. The university seeks the best possible use for unused rooms or rents them temporarily to third persons.
 11. The university works out the principles for investment in buildings and the regulations for proceeding investment proposals. When making real estate decisions, the university evaluates the intensity of use of the buildings, the functionality, costs and condition of the building. Investments are ranked in the course of preparing and defending the budget.
 12. In real estate development, the university cooperates with non-university partners and considers possibilities of synergy with them, if it directly supports the main activities of the university. Besides acquisition and development of buildings, the university also considers using buildings under long-term lease contracts.
 13. The university does not develop buildings for commercial purposes. The university does not improve real estate, which is not necessary for the university, for the purpose of generating additional income.
 14. The university prefers to manage buildings itself to ensure a uniform standard of technology and security, a uniform standard of administration, cost-efficiency, and the transparency and comparability of cost accounting.
 15. The university itself or in cooperation with non-university partners ensures adequate conditions for storing and preserving the university's valuable movables (library collections, artefacts, cultural assets, etc.).

III. University buildings in Tartu and their development

16. The university guarantees the preservation and increase in the value of its historical buildings in central Tartu and increases their intensity of use.
17. The university maintains and develops its buildings in two integrated campuses in the city centre and in the Maarjamõisa area.
 - 17.1. The buildings in the city centre area are:
 - 17.1.1. the university's historical buildings in the heart of Tartu: the main building, its surrounding buildings and the buildings on Toome Hill, as specified in the annex to the strategy;
 - 17.1.2. the buildings in Riia and Vanemuine street;

- 17.1.3. the academic and research building and the business building of the Delta centre;
- 17.1.4. the sports hall in Ujula street and the sports facilities in Staadioni street.
- 17.2. The development of the Maarjamõisa area continues with the step-by-step implementation of the detailed plan. In the buildings of the Maarjamõisa area, environmentally sustainable renewable energy technologies are developed and tested. The buildings in the Maarjamõisa area are:
 - 17.2.1. the existing and planned modern research buildings in the Maarjamõisa field and its close surroundings;
 - 17.2.2. the buildings erected under building rights by non-university partners for research-based development, manufacturing and collaborative activities and for the development and support activities of the campus;
 - 17.2.3. a publicly used modern park area, planned in the central part of the planning area, with recreational, sports and service buildings.
- 18. As a founding member of Tartu University Hospital Foundation, the university in cooperation with the foundation ensures academic and research rooms with the best functionality and equipment for the clinical studies of the Faculty of Medicine. The rooms of Tartu University Hospital are in shared and joint use for units of the Faculty of Medicine.
- 19. In cooperation with the city of Tartu, the university considers the possibilities for connecting spatially separate areas and their functioning as an integrated whole, by:
 - 19.1. improving logistics and developing the network of cycle and pedestrian roads;
 - 19.2. reducing forced commuting, incl. developing an infrastructure for sports and leisure near academic and research buildings and student hostels;
 - 19.3. concentrating the city's cultural activity in one building or campus.

IV. Student hostels in Tartu, Viljandi and Narva and their development

- 20. The development of the university's student hostels aims to support students during their studies by providing a modern, safe and convenient living and learning environment. The student hostels in Tartu, Viljandi and Narva are managed by MTÜ Tartu Üliõpilasküla (Tartu Student Village), in which the university is a member. In a long-term rental agreement, the university agrees with the student village about the terms and conditions of covering the university's investments and the amount of rent.
- 21. The university continues renovating the student hostels on the basis of a long-term investment plan, giving preference to investments that are cost-efficient and enable technological innovation.
- 22. The university considers the possibilities of involving private funds in the development of student hostels.

V. University buildings elsewhere in Estonia and their development

- 23. The university continues to develop the regional colleges in Narva, Pärnu and Viljandi, and applies for support measures from national and local governments to ensure the sustainability of colleges. The university ensures the functional integrity of the buildings of Tartu Observatory in Tõravere.
- 24. The university keeps the network of fieldwork stations (practical training bases) of the Faculty of Science and Technology operational but does not expand it. The university may develop the existing network of fieldwork stations (practical training bases) using support measures and other external funding. The university promotes the intensive and broad-based use of fieldwork stations, increasing the opportunities to earn income from them in the hours outside studies and research.
- 25. The goal of developing the university-owned Kääriku Sports Centre is to build a modern centre offering world-class conditions for students to train and study, and for top and junior athletes of Estonia to train. Kääriku Sports Centre is developed and managed by Tehvandi

Spordikeskus Foundation based on a long-term contract of usufruct made with the university. The complex is developed and managed on the basis of investment plans approved by the investment council comprising the representatives of the university, the foundation and the Estonian Olympic Committee.

26. The university enhances its presence in Tallinn and ensures the best solution for the spatial location of the university's structural units. To create synergies, the university brings its activities together into one building or a building complex. The Estonian Marine Institute continues operation in its current location.

VI. Linking spatial development to digital development

27. The cost management of the buildings is digital and it is connected with the university's information systems.
28. For booking shared-use and joint-use rooms, the university uses a digital environment, which enables to analyse the dynamics of the use of rooms.
29. The management of the buildings' technological, access and other systems is gradually transferred to centrally controlled digital solutions.

VII. Key indicators of spatial development

30. As key indicators, the university monitors the following trends, ratios or the underlying absolute values:
 - 30.1. the evaluation of workspaces and physical working environment from the annual job satisfaction survey;
 - 30.2. a faculty's or structural unit's
 - 30.2.1. ratio of room costs to the revenue of the faculty or structural unit (percentage);
 - 30.2.2. room costs per employee or student of the faculty or structural unit (in euros);
 - 30.3. number of square metres per employee or student of the faculty or structural unit of the total floor space of the rooms used by the faculty or structural unit;
 - 30.4. analysis of the use of classrooms, including their shared and joint use, and temporal efficiency of use according to the data on room users and time of use, retrievable from the digital environment.
31. The head of the faculty or structural unit is responsible for achieving or maintaining the target key indicators. The rector arranges the monitoring of changes in key indicators. An analysis is conducted once a year and as a result, if necessary, reasoned proposals are submitted via the rector to competent decision-making bodies.
32. The University of Tartu council resolution no. 9 of 20 April 2015, "Principles of spatial development in the city of Tartu until 2020", is repealed.

Historical buildings of the University of Tartu

	<i>Address of property in Tartu</i>	<i>Description of buildings</i>	<i>Land reg. no.</i>	<i>Cadastral reg. no.</i>
1	Lai 38/40	greenhouses, academic building, Botanical Garden	<u>91903</u>	<u>79507:001:0002</u>
2	Vanemuise 46/46a	academic building, Natural History Museum	<u>92703</u>	<u>79507:036:0001</u>
3	Jakobi 2 // Lossi 3 // Ülikooli 16	Complex of buildings of the Faculty of Arts and Humanities	<u>93603</u>	<u>79507:019:0002</u>
4	Jakobi 1 // Ülikooli 18/18a/20	main building of the university, administrative building, historical café	<u>93703</u>	<u>79507:010:0001</u>
5	Uppsala 10	Old Anatomical Theatre	<u>191003</u>	<u>79501:002:0381</u>
6	Lossi 25	university museum, cathedral and ruins	<u>191303</u>	<u>79507:019:0007</u>
7	Lossi 36	academic building of the Faculty of Social Sciences	<u>436503</u>	<u>79501:002:0380</u>
8	Jakobi 5 // Lutsu 1 // Munga 4	academic building of the Institute of Education, historical sports hall	<u>2393703</u>	<u>79507:009:0007</u>
9	Näituse 2	New Anatomical Theatre	<u>3031403</u>	<u>79507:021:0011</u>
10	Uppsala 4/6/8	complex of buildings of the Old Observatory	<u>4381903</u>	<u>79507:023:0010</u>