

THE DEVELOPMENT PLAN OF THE ESTONIAN ACADEMY OF MUSIC AND THEATRE 2026–2030



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INTRODUCTION

The development plan is a strategic document that defines the main objectives and development directions of the Estonian Academy of Music and Theatre (EAMT) until 2030, in order to support the achievement of the Academy's core goals.

The development plan is based on the Estonian Academy of Music and Theatre Act and statutes, as well as its mission, vision, and core values.

In preparing the document, national strategies have been taken into account, as well as EAMT external evaluation reports, the general forecast of the future workforce and skills forecasting system OSKA for the years 2022–2031, the objectives and obligations set in the administrative agreement concluded with the Ministry of Education and Research, the updated institutional accreditation guidelines of the Estonian Quality Agency for Education, as well as proposals from the Academy's staff, the results of the employee satisfaction survey, and students' feedback on the organisation of studies and the quality of teaching.

According to the statutes, the Academy's objective is to contribute to the sustainable development of society and the growth of public well-being through high-level international research, teaching, development and creative work, as well as innovative services based on these activities.

The development plan is implemented through annual action plans, which define the objectives, activities, and responsible persons for each year. The implementation of the development plan is organised by the rector's office, which is responsible for its execution and reports once a year to the Academy's council and senate on the progress of the development plan.



MISSION

The mission of the Estonian Academy of Music and Theatre is to sustain, develop and promote Estonian culture at the highest level, through music and theatre studies as well as creative activities and research.

VISION

The Estonian Academy of Music and Theatre is a prestigious and attractive educational, scientific and cultural institution with a high level of professionalism, dedicated to preserving national cultural traditions and actively developing international cooperation, while being open to creative ideas, diverse scientific research and innovative interdisciplinary projects.

THE CORE VALUES OF EAMT

- Creativity: we provide opportunities for meaningful expressions of creativity at a high level.
- Playfulness: we understand that playfulness is the basis of any creative activity, enabling new approaches to be discovered and to flourish.
- Proficiency: we strive for competence, the sharing of ideas and knowledge, as well as consistent learning and growing, thereby setting an example for the current and future creators in the field of music and theatre.
- Commitment: we recognise dedication to a calling as a requisite for achieving a high level of creativity. We offer an environment conducive to commitment, enabling the discovery of prevailing truths as well as the creation of fresh interpretations.
- Preserving our national culture: we understand our unique responsibility to sustain and nurture the generations of creators in music and the dramatic arts, who will ensure the role of Estonian music and theatre in our national identity in the future. We are aware of the significant impact of our work in upholding and developing Estonian culture.
- Openness: we are open to different approaches in art, education and research, the versatility of styles and methods in music and theatre. We share ideas and knowledge, and acknowledge our mistakes. We are united and straightforward in our search for the best solutions.
- Equal and respectful treatment: we treat all students, colleagues and partners equally and with respect, and give credit to their success and achievements.



STRATEGIC OBJECTIVES AND DEVELOPMENT DIRECTIONS UNTIL 2030

1. The Academy is sustainable and internationally competitive.

The Estonian Academy of Music and Theatre offers an inspiring learning environment where motivated students across all fields study with distinguished faculty. EAMT graduates are able to pursue professional careers both in Estonia and internationally.

The creative activities and research work of faculty and students are of a high international standard and make an important contribution to Estonian culture. EAMT is an important centre of expertise in the field of music and performing arts. As a preserver and developer of Estonian culture, EAMT offers high-level education and research results. The Academy nurtures leading figures of the music and theatre world, outstanding researchers, educators, and cultural managers.

Development Directions

- Strengthen cooperation with pre-higher education institutions in Estonia and abroad in order to identify and support talented young people and ensure a steady inflow of motivated and well-prepared students in all fields of the Academy.
- Increase international reach at the institutional level in accordance with EAMT's internationalisation strategy. Develop international partnerships and the Academy's international learning environment, and promote Estonian language and culture worldwide.
- Ensure competitive education for students and provide a supportive and motivating learning environment.



2. Teaching, organisation of studies, and curriculum development are based on the high professional standards of the international labour market and are open and future-oriented.

EAMT curricula are coherent and diverse, meet contemporary needs, and are open to development and innovation. Principles of sustainability are integrated into the Academy's activities and curricula. Teaching processes are student-centred, and teaching methods are aligned with learning outcomes. Effective feedback systems help identify shortcomings in teaching and the organisation of studies and enable the planning of improvement activities. Students are satisfied with the quality of education, and graduates are satisfied with the education they have received.

Development Directions

- Updating curriculum objectives, planned learning outcomes, and assessment criteria and aligning them with the new requirements of the Estonian higher education standard.
- Continuous improvement of the curriculum self-analysis and development process.
- Development of digital learning in accordance with the digital learning strategy.
- Monitoring and supporting the individual development of students.
- Further development of the feedback system.

3. EAMT's research is sustainable, of a high international level, and makes a significant contribution to Estonian culture. Research results can be applied in society, and the Academy's visibility as a research institution has increased.

According to the research strategy of the Estonian Academy of Music and Theatre, the next strategic planning period will focus on supporting the development of early-career researchers, strengthening research collaboration, and increasing the Academy's visibility as a research institution.

Development Directions

- Continuing to prioritise research on Estonian culture and supporting open research collaboration.
- Developing artistic research and implementing artistic research projects.
- Promoting open science, science communication, and societal visibility.
- Developing doctoral studies and diversifying doctoral study opportunities.



4. EAMT contributes to the development of Estonian culture and society through public concerts, performances, discussions, cooperation projects, the development of new opportunities for open learning, and other activities, based on the development plan of the education sector. Society values the Academy as a preserver, creator, and promoter of Estonian culture. EAMT is a reliable knowledge-transfer partner in the fields of music and theatre and ensures the societal applicability of its research activities.

EAMT is a creative, open, and future-oriented educational institution that supports proficiency, commitment, and professional development. An internationally high-level learning environment creates opportunities to introduce Estonian music and theatre culture to the world. EAMT's visibility strengthens the Academy's role as a guardian of Estonia's cultural continuity and as a promoter of creative thinking. The centre of EAMT's public activities is a modern concert and theatre building that functions as an attractive hub for music, theatre, and culture.

Development Directions

- Organising concerts and performances for different target groups and in various locations.
- Providing high-quality and modern library services in the fields of music and theatre.
- Actively participating in cooperation projects and public discussions, especially on issues related to cultural life.
- Offering lifelong learning opportunities as a competence centre in music and performing arts for teachers and creative professionals working in this field. In teacher education, EAMT follows the goals and principles set out in the development plan of the education sector, including adult education, and takes a comprehensive approach to music teaching.
- Being a professional and reliable cooperation partner in the music and theatre sector for companies, non-profit organisations, and the public sector.
- Developing knowledge transfer in accordance with the knowledge transfer strategy.
- Shaping the Academy's image and increasing its visibility in line with communication strategies.



5. EAMT is a purposefully developing organisation whose members support an organisational culture based on shared values and quality agreements.

The members of the Academy form a cohesive community. Everyone's contribution is valuable and necessary, and all members feel appreciated and recognised.

EAMT develops a unified and strong organisational culture, involves employees in discussions and decision-making processes related to the organisation's development, and supports employees' professional development and career opportunities.

Development Directions

- Consistent implementation of the principles of strategic management and efficient work organisation.
- Supporting the development of employees.
- Creating a safe and modern working and learning environment.
- Developing a unified information space within EAMT and improving information exchange between structural units.

