HITSA

Information Technology
Foundation for Education

Strategy 2018-2020

Tallinn 2018

HITSA@2020

Baseline

The Education Information Technology Foundation (HITSA) Strategy for 2018-2020 supports the implementation of the Lifelong Learning Strategy 2020 approved by the Government of the Republic in 2014 and the Information Society Development Plan. This is the organisation's three-year strategy, which only sets the targets for the activities that HITSA is responsible for, who can include sectoral experts and practitioners alongside key staff in their activities. The strategy is drawn up based on an upstream principle, involving experts from the technology area and representatives of education and research institutions.

The preparation of the strategy was based on the tasks received from the HITSA's Supervisory Board, according to which the upcoming three years of operation will have to focus on activities less in number, but more strategic. It is necessary to strengthen the analytical role of HITSA in its areas of activity and make the evidence-baseapproach important in the design of programs. It is important to reactivate cooperation with partners to generate ideas and set common goals to get an overview of their needs and to provide solutions. In the coming period, HITSA will have to take greater responsibility to introduce the ICT developments of Estonian education to the wider auditorium. A considerable international interest in Estonian education and digital solutions requires consistent development work and relevantly organised communication. It is important to raise the share of the funds outside the state budget.

[HITSA@2020](#) strategy includes an implementation plan that will explain the activities planned for the following three years in more detail. Both the strategy and the implementation plan shall be complemented once a year on the basis of the guidelines of the Supervisory Board. For each subsequent calendar year, the Management Board shall submit an action plan and a budget to be endorsed by the HITSA Supervisory Board.

Mission

We create evidence-based opportunities for Estonian education and research institutions for the thoughtful and purposeful use of information and communication technologies. We are a substantive and technical innovative partner for the community and a provider of cooperation network.

Vision 2020

HITSA is a trendsetter and leader in the use of information and communication technology by creating opportunities for Estonian students to acquire 21st century skills.

By 2020, information and communication technology studies are available in all Estonian educational institutions.

Decisive success factors

➢ Professional and dedicated staff, involvement of experts in the field of information and communication technology and corporate culture supporting cross-sectoral synergy.
➢ Successful launching of new activities in the analysis and monitoring field that ensures availability of necessary quality data and their easy access for making management decisions at various levels.
➢ Partners' cooperativeness and trust and clarity in the roles of stakeholders.
➢ Prioritisation of E-state developments at national level and provision of budgetary resources to HITSA for the implementation of national priorities.
➢ HITSA's autonomy in implementing agreed tasks.

Collaboration and inclusion principles

➢ We will establish program councils, consisting of experts, to the programs with the task to plan the future perspective of the program, develop action plans and assess the results;
➢ We will ask for feedback cross the educational levels on strategic topics from target groups (including sharing of digital material, use of technology in the study process, digital competencies and the need to update them);
➢ We will regularly provide overviews of HITSA programmatic activities to the representative bodies of educational levels (including the Estonian School Heads Association, the Estonian Assosiation for Advancement of Vocational Education, the e-university council, the representatives of the students, etc.);
➢ We are open to cooperation with other interested partners in Estonia (ITL and technology enterprises, Estonian Union of Child Welfare, and others) and at international level (European Schoolnet, GÉANT, EGI, and others);
➢ We are partners to other national institutions and seek cooperation for promoting the technology area (Ministry of Education and Research, Ministry of Economic Affairs and communications, local governments, SA Innove, Archimedese SA).

Our competencies

To realise the vision, we need further analytical competence and exchange of experience in international networks to consolidate data and knowledge into the strategic picture across education, information systems and infrastructure. Only that way we are able to conduct sectoral monitoring, initiate and lead development projects. We wish to have both professional and organisational capability in #monitoring, #education, #information systems and #infrastructure areas - management capability, legal and financial know-how, marketing and communication and logistic capacity to inform audiences in Estonia and outside Estonia about our activities.

Strategic activities in the coming years 2018-2020

#analysis and monitoring

In order for HITSA to have an up-to-date full picture of the use of educational technology in the study process, services supporting teaching, learning and education arrangements, information systems and databases and infrastructure, it is necessary to consolidate competence in the fields of education, information systems and infrastructure. We wish to launch a monitoring activity for explaining the current situation of the Estonian educational system, and pointing to the bottlenecks and development needs. We endeavour that the results of the monitoring and analysis form a credible input based on which to decide on the development of priorities in the education field and the basic processes.

#education

The task of HITSA is to consolidate evidence-based overview about ICT education and technology usage trends in the Estonian educational system, to be a spokesman of educational innovation and technology use, and a distributor of new directions. We are conducting monitoring of new technology trends to understand what competencies the students and teachers need to acquire by 2030, and in cooperation with experts, we will reflect on the development and implementation opportunities of new technologies at educational institution level and make recommendations for the education policy making. Through various programs, we create opportunities for basic and secondary education ICT training in all Estonian educational institutions, while recognising the awakening of early interest in ICT already in kindergarten. We implement the IT Academy's program, which will help raise the quality and international competitiveness of ICT's professional and higher education. We consider it important that our young people are not only skilled users of technology, but also the creators and developers of new technologies.

HITSA contributes to equal opportunities for integration of technology into a learning process in Estonian schools to ensure the digital competencies of students and the implementation of a changing student approach. We consider it important that the institutional digital capability of educational institutions is at good level and the educational institutions of Estonia have the best examples of the use of technology in the development of general competencies of learners and the deployment of a new student approach. We value each other and learning in cooperation and sharing experiences. We support and recognise educational institutions in the use of ICT in studies and management of the educational institution. With our activities, we create opportunities for self-development for experienced leaders as well as occasional users of digital technology. Here we consider important the team-based approach and change management at school on holistic level. We support creation of modern learning assets to achieve our programmatic goals. We promote international cooperation of educational institutions, showing how technology broadens borders and allows teachers of different countries to work together, and students to study in international teams.

#information systems

HITSA shall provide educational institutions with the necessary IT services for studying, teaching and work organisation and shall be responsible for their effective operation, development and management, by involving appropriate partners, if needed. IT services support the development of teaching and learning (making digital turnaround possible), enable effective learning arrangements and ensure quality data for evidence-based management decisions.

Development and management of IT services that support the working processes of educational institutions is comprehensive and systematic. In order to ensure integrity, uniformity and sustainability, HITSA has the information systems that support the key processes and that are not available in the market. The interoperability of the services provided has increased through the automation of the necessary data exchange and creation of interfaces. The terms of each service are agreed with the representative of the audience to create the assumptions for monitoring and reporting. Users of the IT services has grown thanks to active introduction of solutions to the audiences of the educational area.

The consolidation of basic services of ICT of the administrative area of the Ministry of Education and Research supports cost-effective and proper functioning and development of IT infrastructure, allowing cost savings and/or increasing the security of data processing. This includes the establishment of a list of ICT basic services (system) and the introduction of minimum requirements for these and allows a cooperation network for the interested parties, information sharing and knowledge exchange, and participation in joint procurements, but does not take over (neither during the project nor later) the role of ICT management and/or ICT manager's role.

#infrastructure

HITSA will ensure the development and stable operation in agreed volume of the optical backbone network and central services (TAAT, domains, scattering, etc.). Internationally, HITSA is tasked to be responsible for national science and education data communication network (*National Research and Education Network* - NREN) and represent the Estonian state and HITSA within the mandate in international organizations and cooperation projects.

The optical backbone network, hereinafter 'the infrastructure', allows access to scientific data and resources, their use in different locations and thus national as well as international cooperation between research groups. The existence of infrastructure corresponding to needs, supports the development and availability of resources and services belonging to the Estonian research infrastructure road map. Electronic identity (TAAT, HarID, *eduroam*) allows access to high quality digital learning resources and materials also in foreign databases.

We will provide the target group with access to the calculation and storage resource necessary for their main activity that is used to store, transfer, analyse, share and collaborate on data and to host information systems. Resources are located centrally, allowing effective and sustainable management.

During the forthcoming period, we will implement a program for the modernisation of the digital infrastructure of general education schools, we will develop the best wireless and local network practices and distribute them among the target group.

Today's IT-infrastructure will help raise competitiveness in education and research institutions and thereby keep high Estonian e-state reputation.

#HITSA organization development

To carry out our tasks, we need professional, innovative, reliable and cooperative workers and cooperation partners. To realise new tasks in the area of monitoring and analysis, we will assemble the team by bringing together the best Estonian experts. We are acting as a flexible organization where, alongside the primary staff, the task-based sectoral experts contribute to the task. We attach importance to corporate culture that supports the cross-sectoral synergy. We create a capability for effective international cooperation and professional introduction of ICT @eduest experience to an international auditorium.