

The SWOT analysis is divided into four parts: 1) research and development activities, 2) learning activities/higher education, 3) social services and 4) organization, management and economic activities. All parts consist of four components: strengths, weaknesses, opportunities and threats

In 2015 the Institute found itself in a conflict of interest between the development of the Estonian language and economising on research management. The Estonian Language Council believed that in the interests of the preservation and development of the Estonian language the Institute should remain an independent body, whereas the R&D Council argued that in terms of research management it would be expedient to merge the Institute with the University of Tartu.

The coalition government in power since 2016 has been supportive of the Institute remaining a state R&D institution. The Institute has a clear responsibility to take care of the development of the Estonian language. The government has announced that the Institute will not be merged with any university.

## **Institute of the Estonian Language (IEL)**

08.02.2016

### **R&D activities**

Current state:

The R&D activities at the Institute of the Estonian Language are partly project-based (research projects, projects under the national programme), and partly directly funded (subsidy assigned for the implementation of the Estonian Language Development Plan, whose action plan is annually confirmed by an Order of the Minister of Education and Research).

1.1. As of 2016 the Institute had **57 employees**, incl. 14 PhDs, 5 doctoral students and 9 MAs.

The R&D activities of the Institute of the Estonian language in 2015/2016 covered the following:

1 Institutional Research Funding, 1 Personal Research Funding, 15 high-quality scientific articles (2015, classifier 1.1, Scopus), 4 projects of EKKM II, 3 projects of EKT (incl. 1 for Smart Specialisation) and 1 international project (Estonian-Latvian programme "Development of an Estonian-Latvian and Latvian-Estonian dictionary, 2012–2015").

The Institute of the Estonian Language is responsible for the following activities necessary for the sustainability of the Estonian language:

1. Research of modern Estonian, Estonian language history, Estonian dialects and the Finno-Ugric (cognate) languages, incl.

- speech research and development of speech technology, as the Institute plays a central role in the development of speech synthesis in Estonia. The past decade has highlighted the analysis and recognition of emotional speech (note the dimension of national defence). The infrastructure necessary for speech processing is available.

2. Compilation, collection and upgrading the dictionaries and language archives important for the national culture, incl.

- dictionaries of contemporary Estonian (e.g. Estonian Explanatory Dictionary, the Dictionary of Standard Estonian (ÕS), learner's dictionaries for different competence levels, and the Lexicon of Foreign Words);
- dictionaries of Estonian dialects and cognate languages (e.g. the monumental scholarly Dictionary of Estonian Dialects, the Etymological Dictionary, the Hiiu (Dialect) Dictionary, published in 2015, and the Estonian-Udmurt Dictionary);
- major bilingual dictionaries (Russian-Estonian and Estonian-Russian, Finnish-Estonian and Estonian-Finnish; preparations for the compilation of an Estonian-Chinese dictionary; in the future also the databases taken over from the Valgus publishers in 2015: Estonian-French, Estonian-

Swedish, Estonian-German etc.);

- large termbases (e.g. Esterm, Militerm);
- the Archive of Estonian dialects and Finno-Ugric languages (EMSUKA);
- dictionaries of early Estonian sub-languages (e.g. the Historical Database of Estonian Bible Translations).

3. Safeguarding the Estonian literary standards, which, by law, are established by the latest edition of the Dictionary of Standard Estonian (see the Rules for the application of the norms of Standard Estonian), RT I, 14.06.2011, 3), incl.

- free public linguistic advice service (incl. names and special terms) both by phone and by email;
- language maintenance and language planning (incl. expert assessment on language matters).

4. Serving as the Office of Onomastic Expertise (Order of the Estonian Government of 2005). The Institute is expected to provide for expert assessments on names and to run targeted surveys of place names.

5. Organisation and management of terminology work all over Estonia. In 2015 the termbases Esterm and Militerm (working versions included) were taken over from Registers and Infosystems. The Institute is currently working on a prototype for a new online interface for termbases; it participates in terminology committees for military, aviation, education and accounting fields; cooperation has continued with EU institutions on the improvement of the IATE (Inter-Agency Terminology Exchange) termbase, and on Euro-terminology; The IEL is the main executor in the state programme “Estonian Terminology Programme 2013–2017”.

6. Upgrading and development of a large number of free public services (e.g. linguistic advice service, online dictionaries, various language and speech technological applications). The Institute’s website receives about 7.8 million user queries annually.

- services for people with special needs (the visually impaired, the blind, the hard of hearing and the deaf) (speech technology, sign language dictionary)
- The proprietary rights of the Institute’s archives and databases belong to the state, which guarantees their free public availability in the future. Likewise, language assets are state property in many European countries, managed by independent institutions (e.g. Finland, Sweden, Denmark, Iceland (for about ten years now), Poland, Lithuania, Germany, Slovakia, Czech Republic, Hungary, Russia)
- The Institute has authority to use modern digital technology for any task. The name of the Institute of the Estonian Language in the title data of publications or on the web has been a mark of quality.

|           | Short description  | Remarks/Commentary  |
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| Strengths |  |   |
|           | The Institute of the Estonian Language is a centre of Estonian studies and development with strong and long-term traditions. 2017 is its 70th anniversary. | Long-term operation as an independent institution has brought the Institute an Estonia-wide reputation as the centre of Estonian studies (see the Corporate image Survey by TNS Emor, 2015).<br><br>The Institute of the Estonian Language (then the Institute of Language and Literature) was established in 1947 as an independent institution for specific large-scale tasks outside university functions (e.g. compilation of dictionaries, language planning, collection and storage of language materials). |
|           | Currently, the Institute has one Institutional Research Funding and one Personal Research  | Despite the very good ratings received from peer reviewers, the latest Personal   |

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|  | <p>Funding. The Institute has the scientific competence to apply for additional research funding (14 PhDs, 5 doctoral students, 9 MAs). When applying for baseline grants, the Institute has mainly considered the needs of development activities: dictionary compilation, the fostering of language (corpus) planning, speech processing. The target of the current Institutional Research Funding “Speech styles, sentence prosody, phonological variation: description, theory and modelling (2015–2020)” has a direct application in synthetic speech systems.</p> | <p>Research Funding applications have remained unfunded due to lack of money.</p>   |
|  | <p>The Institute of the Estonian Language deals with speech studies and with the development of speech technology, in which it plays a key role in Estonia. In the past decade the analysis and recognition of emotional speech (note the defence dimension) has risen to the fore. We have the necessary infrastructure for speech processing.</p>   |   |
|  | <p>The Institute of the Estonian Language participates in the Centre of Estonian Language Resources, which is a consortium designed to provide access to digital resources and technology concerning the Estonian language. The major resources of the Institute are (online) dictionaries, termbases, systems to compile and manage those dictionaries and termbases, speech processing software and speech corpora (e.g. software for speech synthesis, Estonian Emotional Speech Corpus).</p>  |   |
|  | <p>A cooperation agreement with the University of Tartu enables the Institute to access important databases of scientific articles.</p>   | <p>A merger with the University of Tartu would not affect our access to databases, whereas a merger with Tallinn University would have a negative effect, because the latter has access to fewer databases.</p>   |
|  | <p>The Institute of the Estonian Language compiles, collects and upgrades dictionaries and language archives of national importance.</p>  | <p>Those activities do not match the key objectives of either university, nor are they noted for scientific value in the Estonian Research Information System (ETIS). Since the autumn of 2015, the Institute of the Estonian Language is the sole compiler of major dictionaries in Estonia.</p> <p>The name of the Institute of the Estonian Language on title pages and on the web has been a mark of quality.</p> |
|  | <p>The Institute deals with language maintenance and corpus planning (incl. expert linguistic assessments), and coordinates the field in Estonia.</p>   | <p>Those tasks do not match the key objectives of either university, nor are they noted for scientific value in the Estonian Research Information System (ETIS).</p>  |
|  | <p>The Institute of the Estonian Language is in</p>   | <p>In 2015 the termbases Esterm and</p>   |

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|                      | charge of terminology work all over Estonia.   | Militerm (together with working versions) were taken over from State Registers and Infosystems to be managed by the Institute.   |
|                      | One of the tasks of the Institute is to guarantee the norms for standard Estonian. The Institute of the Estonian Language provides free public linguistic advice (incl. on names and special terms), deals with language maintenance and corpus planning (incl. linguistic expert assessments).  | According to law, the norms are established by the latest edition of the Dictionary of Standard Estonian, written at the Institute (see “The Rules for the application of the norms of Standard Estonian”, RT I, 14.06.2011, 3). |
|                      | The Institute of the Estonian Language serves as the Office of Onomastic Expertise ( <a href="#">RTL 2004, 87, 1376</a> ; <a href="#">RTL 2005, 28, 397</a> ). Its task is to provide expert assessments on names and conduct studies targeted at place names.   |  |
|                      | The Institute of the Estonian Language has the competence to use modern digital solutions in any task.   |  |
| <b>Weaknesses</b>    |  |  |
|                      | Project-based funding is precarious. The annual preparation of applications for funding is time-consuming, and lately the response has become increasingly unpredictable: due to a lack of money, quite excellent applications have been turned down, which complicates budgeting. Also, the Institute has lost a number of highly qualified specialists (incl. PhDs) for the same reason. | A merger with a university will not solve the problems caused by the general condition of research funding in Estonia.   |
|                      | Research in Estonia has become project-based, although Institutional Research Funding should support and express the strategic aims of a research institution.   | No applications for Institutional Research Funding were accepted either in 2015 or 2016.   |
|                      | The sustainability of the results gained by language technological projects is at risk due to the lack of funding for maintenance and development.   | There is no national mechanism to guarantee the maintenance and development of the software and language technological systems created within projects.  |
|                      | Financial constraints prevent the recruitment of young professionals (MA, PhD graduates), despite their availability and keen interest.  | The institute is open to trainee programmes.   |
| <b>Opportunities</b> |  |  |
|                      | New development initiatives, such as the development of The Estonian Centre for Applied Linguistics at the Institute, its principal activities including (1) the development of placement tests in Estonian language proficiency and (2) the creation of an e-environment for tests (in collaboration with the Ministry of Education and Research and the Innove Foundation).              | Systematic development of placement tests in Estonian language proficiency is still an unfilled niche in Estonia.  |
|                      | Options of smart specialisation: Some business contacts have been developed.   | The current programmes (e.g. speech technology) fail to set high priorities for applications targeted at smart   |

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|         |  | specialisation. So far, only 4 of the 38 projects of integrated software have received funding (2 of the 4 were Institute projects).  |
|         | Collection of major bilingual dictionaries in the Institute's databases and provision for free access.   | In June, 2015 the Institute signed an agreement with Valgus Publishers on the transfer of the manuscripts of major bilingual dictionaries to be collected in the Institute's databases. The agreement covers the unfinished manuscripts (in Word format) of the following nine dictionaries: French-Estonian, Estonian - French, Estonian-Swedish, Swedish-Estonian, Estonian-German, German-Estonian, Spanish-Estonian, Italian-Estonian and Finnish-Estonian. At the Institute the manuscripts will be converted to database (EELex) format to make possible their further online editing and free access when ready. |
|         | Creation of a new dictionary writing and editing system and a web environment.   | An application for the programme " <a href="#">Support for the Modernisation of the Research Equipment of Research Institutions</a> " has been submitted.   |
|         | Modernization of infrastructure and setting up a cloud service.  |   |
| Threats |  |   |
|         | Dependence on possible administrative reforms. Research management could suffer at the expense of commercial considerations.   | The Institute of the Estonian Language offers public services and public goods.   |
|         | A merger with either university would sooner or later lead to a dissolution of the Institute's development activities in a large institution whose main goal is to provide good education and high-quality research. |   |
|         | The current system of research funding does not favour inter-agency joint research.  |   |
|         | Work planning is hampered by the late arrival of a precise budget (end of January – February).   |   |

| <b>Learning activities/higher education</b>  |   |  |
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| Present situation: One of the Institute's main activities is further training of adults in the Institute's main areas of activity. Adult training is offered by the Institute of the Estonian Language in language maintenance, name planning and terminology. |   |  |
|  | Short description   | Note/Commentary  |
| Strengths  |   |  |
|  | The Institute of the Estonian Language is staffed by professionals who can enrich university curricula with special courses in fields developed solely by the Institute (e.g. lexicography, name studies, language planning). | This is supported by the partnership agreements concluded with universities. |

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|                      | The Institute offers systematic refresher courses, incl. teacher training in language maintenance, name planning and terminology.  | Those subjects are not offered by universities.   |
|                      | Active participation in graduate schools: “Linguistics, Philosophy and Semiotics” (2010–2014), partners: University of Tartu, Tallinn University, IEL, University of Göttingen; “Linguistics and Language Technology” (2005–2008), partners: University of Tartu, Institute of Cybernetics at Tallinn University of Technology, IEL. |   |
|                      | Supervision of doctoral and master’s studies at different universities.  |   |
| <b>Weaknesses</b>    |  |   |
|                      | There is currently no PhD school of linguistics with the Institute participating.  | A joint application including the University of Tartu, Tallinn University and Estonian Literary Museum has been submitted to ASTRA.   |
|                      | Lack of personnel prohibits the expansion of refresher activities.   | Demand outstrips supply; the application lists fill up in no time.  |
| <b>Opportunities</b> |  |   |
|                      | Shared participation in PhD schools with universities.   | A joint application to open a joint PhD school on Linguistics, Philosophy and Semiotics together with the University of Tartu, Tallinn University and Estonian Literary Museum has been submitted to ASTRA. |
|                      | More doctoral students to supervise  | Partnership agreements with universities  |
| <b>Threats</b>       |  |   |
|                      | No funding for the PhD school  |   |

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| <b>Social services</b>  |  |   |
| <p>Current situation:</p> <p>The Institute has various national functions: the compilation of dictionaries of the Estonian language of national importance, free public linguistic advice (incl. names and special terms), coordination of terminology work all over Estonia, services for people with special needs (speech technology, a dictionary of sign language), e-services for language learners (learner’s dictionaries for different proficiency levels), collection and development of language archives.</p> <p>The Institute is responsible for guaranteeing the norms of the Estonian literary standard, lawfully established by the latest edition of the Dictionary of Standard Estonian, published by the Institute (see “Rules for the application of the norms of Standard Estonian”, RT I, 14.06.2011, 3). Also, the Institute has been appointed the Office of Onomastic Expertise ((<a href="#">RTL 2004, 87, 1376</a>; <a href="#">RTL 2005, 28, 397</a>), charged with the task of providing expert assessments on names and conducting studies targeted at place names.</p> |  |   |
|   | Short description  | Note/Commentary   |
| <b>Strengths</b>  |  |   |
|   | According to the Language Act (2011) § 6 (1), the Ministry of Education and Research directs and coordinates the language domain, incl. language teaching, development and implementation of Estonian special lexis and language technology designed for Estonian. | The fact that the Estonian state has withdrawn from Estonian language development activities sends a misleading signal to the public. |

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|  | Many of the relevant tasks are commissioned from the Institute by the Ministry.  |   |
|  | The Institute of the Estonian Language is one of three Estonian (and world) centres where the Estonian language is systematically studied, and the main centre where it is consciously cultivated and developed.   | In terms of the survival of the Estonian language, it is necessary that there continues to be more than one such centre. Concentration of Estonian language studies in a single centre means a standstill in scientific debate and, in the worst cases, such as human or management error, the extinction of a whole area of research.  |
|  | As an R&D institution, the Institute of the Estonian Language is a unique centre of excellence in the field of the Estonian language.  | A change in the status and/or site of the Institute would place at risk the continuation of all activities to date. We are convinced that the best possible guarantee of development activities for the Estonian language is the survival of the Institute of the Estonian Language in the capacity of a national independent research and development institution.   |
|  | The basic goal of the Institute of the Estonian Language is to guarantee the capability of the Estonian language to function as a national language: therefore, the Institute has a symbolic meaning. This is an intrinsic value considering (1) that 1/3 of the Estonian population do not speak Estonian as their native language and (2) an increase in immigration numbers is expected.  |   |
|  | The Institute as an important instrument for shaping language policy and planning belongs to the state, thus offering the state a good opportunity to guide and direct both areas.   |   |
|  | <p>The Institute fulfils national tasks commissioned by different ministries: Education and Research, Defence, Finance, and Interior. It would be difficult to link those tasks to any basic activity of a university.</p> <p>The Institute of the Estonian Language:</p> <ol style="list-style-type: none"> <li>(1) compiles, collects and upgrades dictionaries, language archives and other language collections of national importance;</li> <li>(2) guarantees the norms of the Estonian standard language;</li> <li>(3) provides free public linguistic advice (incl. on names and special terms);</li> <li>(4) engages in language maintenance and language planning (incl. expert linguistic assessments);</li> <li>(5) serves as the Office of Onomastic Expertise;</li> <li>(6) organises and manages terminology work all over Estonia;</li> <li>(7) Modernises and develops a great number of free public services (Linguistic Advice, a dictionary portal providing free access to all</li> </ol> | <p>The language archives and collections, incl. dictionaries, results of studies and their applications are public benefits.</p> <p>The proprietary rights of the Institute's archives and databases belong to the state, which guarantees their free public availability in the future. Similarly, the language assets of many other European countries are state property, yet are managed by independent institutions (e.g. in Finland, Sweden, Denmark, Iceland (for ten years now), Poland, Lithuania, Germany, Slovakia, Czech Republic, Hungary and Russia). If a country waives those rights, how can their free public availability be guaranteed?</p> |

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|                      | dictionaries produced with state funding, various language technological applications; services for the hearing or visually challenged etc.).   |   |
|                      | The Institute's website receives about 7.8 million user queries a year.<br>The Institute's language collections contain:<br>- approx. 70 dictionaries and databases,<br>- approx. 1.5 million lexical or conceptual entries,<br>- approx. 10 million word slips.  |   |
|                      | The Institute of the Estonian Language belongs to international institutions (e.g. European Federation of National Institutions for Language EFNIL) and participates in several international projects.   |   |
|                      | The Institute engages in collaboration with several universities (e.g. the University of Tartu, Tallinn University, Tallinn Technology University and the Estonian University of Life Sciences). In addition, the Institute cooperates closely with several other state institutions (e.g. different ministries), who either receive advice or commission projects from the Institute (e.g. on terminological matters). |   |
|                      | The public is aware that the Institute of the Estonian Language has the vital role of being responsible for the welfare of the Estonian language. The Institute's public services are well-known and distinctive brands.  | According to the Awareness and Reputation Research of 2015, the spontaneous awareness of the Institute has risen from 18% to 33% in five years. The Institute is considered necessary (both in 2010 and 2015, 81% of the respondents gave ratings from 8–10 on a 10-point scale). |
| <b>Weaknesses</b>    |   |   |
|                      | Lack of financial resources to create a state-of-the-art web environment which would make it possible to provide better public services.  |   |
|                      | Too many professional hours are consumed by bureaucracy.  |   |
|                      | Due to financial constraints we cannot recruit new specialists to expand our public services.   |   |
| <b>Opportunities</b> |   |   |
|                      | Implementation of new technologies.   |   |
|                      | Supplying new types of public services.   |   |
|                      | Extension of the Institute's competencies to other languages used in Estonia.   |   |
|                      | Ensuring the availability of applications by using cloud service.   |   |
| <b>Threats</b>       |   |   |
|                      | The Institute of the Estonian Language performs its tasks most efficiently as an independent institution. The orientation of the Institute's activities is quite different from that of universities, who are mainly focused on providing   |   |

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|  | higher education. If the Institute were part of a university structure, it would be at risk of becoming marginalized and the sustainability of its development activities could be called into question. Therefore, the best form of cooperation is through partnership agreements, not a merger. |  |
|  | A merger with a university would obliterate the identity of the Institute of the Estonian Language and the Institute's public role would be blurred.  | The structural units of universities bear names that resemble that of the Institute of the Estonian Language.<br><br>Users may find it difficult to find their favourite services on a university website. |
|  | The Institute's trademark, <i>Eesti Keele Instituut</i> , would be lost.  |  |
|  | A merger of the Institute of the Estonian Language with a university might mean a decrease in the Institute's public services.  | Nowadays the strategies and policies of university development are increasingly influenced by commercial interests.  |
|  | The loss of the status of the Institute of the Estonian Language as an independent institution would weaken the importance and public reputation of language planning in Estonia. This would certainly be a step toward negative symbolic value.  |  |

| <b>Organization, management and economic activities</b>  |                                       |                                    |     |      |    |      |               |             |    |     |     |     |
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| <p>Current situation:<br/>As of 1 January 2016 the Institute employed 57 persons, of whom 46 worked full-time and 11 worked part-time (one was on parental leave).<br/>Compare: In January 2015 there were 77 employees, of whom 56 worked full-time and 19 worked part-time, while two were on parental leave.</p> <p><b>Distribution of net salaries</b> as of January 2016:</p> <table> <tr><td>Max</td><td>2500</td></tr> <tr><td>Q3</td><td>1300</td></tr> <tr><td><b>Median</b></td><td><b>1055</b></td></tr> <tr><td>Q1</td><td>639</td></tr> <tr><td>Min</td><td>256</td></tr> </table> <p><b>Mean 1029.4</b><br/><i>SD</i> 500.1</p> <p>During 2010–2015 the premises of the Institute were renovated through the support of the following projects: archive projects I–III, approx. 200 000 €, a fire safety and accessibility project, approx. 200 000 €, a CO2 project, approx. 600 000 €.</p> <p>Overhead forms 15% of the budget, incl. building management costs and support service costs (wages and other).</p> <p>In 2015 the Institute's profits were approx. 20 000 €.</p> |                                       |                                    | Max | 2500 | Q3 | 1300 | <b>Median</b> | <b>1055</b> | Q1 | 639 | Min | 256 |
| Max  | 2500                                  |                                    |     |      |    |      |               |             |    |     |     |     |
| Q3   | 1300                                  |                                    |     |      |    |      |               |             |    |     |     |     |
| <b>Median</b>  | <b>1055</b>                           |                                    |     |      |    |      |               |             |    |     |     |     |
| Q1   | 639                                   |                                    |     |      |    |      |               |             |    |     |     |     |
| Min  | 256                                   |                                    |     |      |    |      |               |             |    |     |     |     |
|  | Short description                     | Note/Commentary                    |     |      |    |      |               |             |    |     |     |     |
| Strengths  |                                       |                                    |     |      |    |      |               |             |    |     |     |     |
|  | The Institute staff is well educated, | The high professional and academic |     |      |    |      |               |             |    |     |     |     |

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|  | <p>knowledgeable and versatile, competent in development as well as research. Out of the 57 employees, 14 have PhDs, with 3 of them having defended their degrees over the past two years. Currently, there are 5 doctoral students.</p>   | <p>level of the Institute of the Estonian Language has also been recognised in awareness and reputation surveys. While in 2010 the Institute was considered "professional" by 59% of the respondents, by 2015 that rate had grown to 67%. "Academic" was considered the appropriate term for the Institute by 58% of the respondents (in 2010 the rate was 49%).</p>   |
|  | <p>The Institute of the Estonian Language considers it important to guarantee an influx of young professionals amongst its staff. The Institute provides training facilities for students. Although teaching is not one of the main functions of the Institute, its staff members with the necessary competencies have offered training courses, guest lectures and special courses; also, they have supervised master's and doctoral theses. This is also an additional way to popularise Institute's activities.</p> |  |
|  | <p>The Institute's support services function smoothly. The rules are clear, providing for fast movement of information, effective records management and fast decision-making.</p>   | <p>A small office, like a small country, has several advantages (also referred to in the 2015 report on the competitiveness of Estonian universities by Gunnar Okk, see p. 12): (1) Compared to large systems, it is easier to implement structural changes; (2) The effect of positive changes is manifested sooner and networking (with the scientific community, various ministries, businessmen) is simpler and more natural than in a large system.</p> |
|  | <p>The Institute of the Estonian Language as a state R&amp;D institution has a rather lean bureaucracy, which is due to the Institute already having been integrated into state support structures (central bookkeeping and staff policy; a unified records management system will be implemented soon). This enhances flexibility, which may facilitate the implementation of state priorities in the framework of the Estonian Language Development Strategy.</p>  | <p>Public universities, functioning independently of the state, have constructed a robust inter-layer that requires indirect state support (using overhead).</p>   |
|  | <p>The Institute's main building in Roosikrantsi St., Tallinn houses several other offices focused on Estonian language and culture: the Estonian Language Foundation, the Mother Tongue Society, the Estonian Association for Applied Linguistics, the Estonian Publishers' Association, the editorial offices of the journals Keel ja Kirjandus and Linguistica Uralica, the children's magazine Täheke, the Under and Tuglas Literature Centre of the Estonian Academy of Sciences.</p>                             | <p>There is strong synergy with other agencies involved in the Estonian language.</p>  |
|  | <p>The Institute has a modern work environment.</p>  | <p>Supported by several EU projects,</p>   |

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|                      |   | considerable investments have been made to improve the working environment. The building has been largely renovated, except for electrical installations and windows. About 1 million euros have been invested over the last five years.  |
|                      | The opportunity to participate in joint procurements (with the Ministry of Education and Research; Registers and Infosystems) helps in cost saving.                   |   |
|                      | Population decline does not reduce the Institute's role and functions in safeguarding the national language. To the contrary, immigration may add to those functions. | Universities are directly affected by population decline.   |
| <b>Weaknesses</b>    |   |   |
|                      | In a small organization, it is not possible to find a replacement, if necessary, for each post.   | Often work has to be done outside office hours.   |
|                      | Due to the decrease in the workforce, there is currently some excess space in the Institute's building.   | The usable space of the building at 6 Roosikrantsi St. is 2217.7 sqm, of which the Institute uses 1811.7 sqm (incl. auditoriums, library and archive spaces), while tenants use 406 sqm of the premises. The annual maintenance costs (with VAT) of the building are approx. 67 000 €, of which the tenants reimburse approx. 5000 €.   |
|                      | Project based funding breeds inequality and insecurity in remuneration policies.  | This entails complications in creating a truly motivating compensation system. In the employee satisfaction survey (2011), the inequality between employees in labour input and the pay received was pointed out as a demotivator.  |
|                      | Complaints regarding economic ineptitude disrupt the work atmosphere.   | Cf. a quote from Okk's report (p 4): One of the final conclusions of the 2013 audit of the Ministry of Education and Research was that most of the state research institutions and universities of applied sciences find themselves under constant economic stress, their liquidity indicators are below the critical level and, under the current system of funding, those institutions are not sustainable in the long term.<br><br>However, a large number of the tasks fulfilled by the Institute of the Estonian Language have been commissioned by the Ministry of Education and Research, while the Institute is a state agency. |
| <b>Opportunities</b> |   |   |
|                      | The possible creation of a Centre of Applied  | The Institute of the Estonian Language  |

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|         | Linguistics would allow for optimisation of the use of the premises.  | can incorporate the developers of Estonian placement tests and employ some people working on the problems of people with special needs.   |
|         | To improve our media visibility, we should tender a public procurement for a public relations agreement, or for the creation of the post of Communications Manager of the Institute of the Estonian Language. | The Institute of the Estonian Language is currently negotiating the enhancement of the public visibility of its activities.   |
|         | Depending on the form of the merger, it may lead to an opportunity for the Institute to make use of university support services.  | At present the technical systems of support services are offered by the Ministry of Education and Research.   |
| Threats |   |   |
|         | Economic decline in the country would cut back on funding.  |   |
|         | Unfavourable changes in the regulatory environment.   |   |
|         | Political decisions to the detriment of the Estonian language and culture.  | For example, the suggestion to teach university degree courses in English.  |
|         | A merger would bring a clash between two different organisational cultures. The formation of a unified culture would take years, while confusion would paralyse employee morale and hamper work.              |   |
|         | A possible merger with the University of Tartu would raise the problem of equitable salaries. The University has established minimum salaries and whoever earns less would be compensated automatically.      | A university merger would mean extra costs. This, in turn, might mean employee reduction both at the Institute and the university, which would compromise the fulfilment of the current main functions of the Institute of the Estonian Language. |
|         | A possible merger would raise the question of overhead.   | The Institute does not charge overhead costs to state commissions, whereas universities often do.   |
|         | A possible change in the purpose of the archive rooms in the Institute's basement.  | According to the EU funding conditions, the archive rooms should remain intact until 2025.  |
|         | A merger may increase the procurement costs for products and services.  | Currently, we participate in the joint procurements of the Ministry, which means reduced costs.   |
|         | The work atmosphere at the Institute is constantly disturbed by the recurring idea of a (coercive) merger. As a result, in the case of a merger, there could arise a psychological barrier to synergy.        |   |