



UNIVERSITY OF LATVIA

FACULTY OF SOCIAL SCIENCES

STRATEGY

2022 - 2027



The Faculty of Social Sciences of the University of Latvia (hereinafter - FSS) was established in 2000.

The UL FSS 2022-2027 Strategy

- is the UL strategic governance document (see Fig.1);

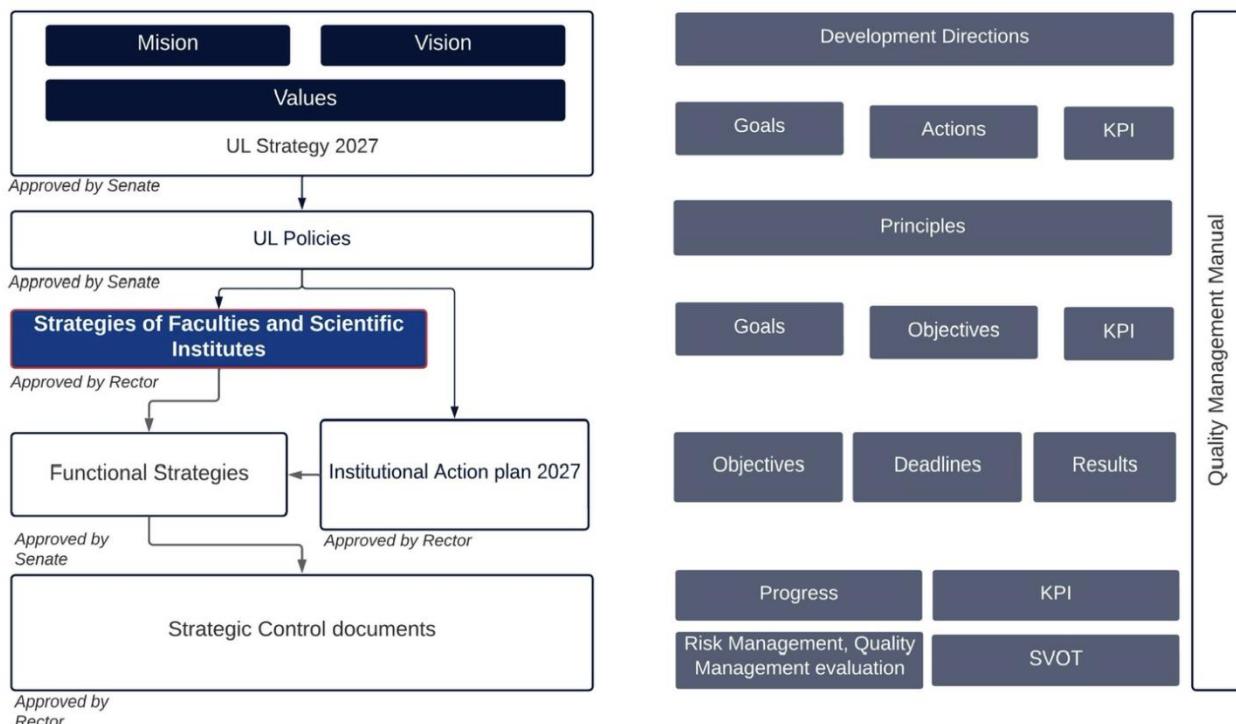


Figure 1. Hierarchy of Strategic Governance Documents

- Developed by a working group chaired by the Dean of the SSF, in consultation with specialists from the UL Quality Management, the UL Institutional Data Analysis Centre and the UL Department of Study Service, and assessed at the meetings of the Study Departments and the Council of the FSS;
- Approved by the decision of the FSS Council on 20 June 2022;
- Approved by the Order of the Rector of the University of Latvia;
- It will be reviewed in the autumn semester 2022 (in the context of the integration of the Anthropology Department into the structure of the FSS), as well as in the framework of the Strategic Control of the FSS in November 2023, reporting to the UL Governing authorities and Senate.



TABLE OF CONTENTS

TABLE OF CONTENTS	3
INTRODUCTION	5
PLACE OF THE FACULTY OF SOCIAL SCIENCES IN THE UL STRUCTURE	6
INTERNAL STRUCTURE OF THE FACULTY OF SOCIAL SCIENCES	8
ROLE OF THE FACULTY OF SOCIAL SCIENCES IN ACHIEVING THE UL MISSION	8
SCIENTIFIC EXCELLENCE	10
STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF "SCIENTIFIC EXCELLENCE"	10
KEY PERFORMANCE INDICATORS OF SCIENTIFIC ACTIVITY AT THE FACULTY OF SOCIAL SCIENCES	10
SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR EXCELLENCE IN SCIENCE	11
ANALYSIS OF THE INTERNAL ENVIRONMENT	11
ANALYSIS OF THE EXTERNAL ENVIRONMENT	11
PRIORITY RESEARCH AREAS OF THE FACULTY OF SOCIAL SCIENCES	12
RESEARCH PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS	12
DEVELOPMENT OF STUDIES	13
STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF "DEVELOPMENT OF STUDIES"	14
STUDY FIELDS AT THE FACULTY OF SOCIAL SCIENCES	14
KEY PERFORMANCE INDICATORS OF STUDY WORK AT THE FACULTY OF SOCIAL SCIENCES	14
SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR THE DEVELOPMENT OF STUDIES	15
ANALYSIS OF THE INTERNAL ENVIRONMENT	15
ANALYSIS OF THE EXTERNAL ENVIRONMENT	16
DEVELOPMENT OF STUDIES PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS	16
CONTRIBUTION TO SOCIETY	17
STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF "CONTRIBUTION TO SOCIETY"	17



TARGET AUDIENCE OF THE FACULTY OF SOCIAL SCIENCES	18
KEY PERFORMANCE INDICATORS OF CONTRIBUTION TO SOCIETY AT THE FACULTY OF SOCIAL SCIENCES	18
SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR THE CONTRIBUTION TO SOCIETY	18
ANALYSIS OF THE INTERNAL ENVIRONMENT	18
ANALYSIS OF THE EXTERNAL ENVIRONMENT	19
CONTRIBUTION TO SOCIETY PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS.....	19
ROLE OF THE FACULTY OF SOCIAL SCIENCES IN ACHIEVING UL INSTITUTIONAL OBJECTIVES.....	20
FACULTY OF SOCIAL SCIENCES KEY INSTITUTIONAL INDICATORS	21
HUMAN RESOURCES DEVELOPMENT PLAN OF THE FACULTY OF SOCIAL SCIENCES.....	22
RISK ASSESSMENT OF THE IMPLEMENTATION OF THE STRATEGY OF THE FACULTY OF SOCIAL SCIENCES	23



INTRODUCTION



The FSS was founded at the dawn of the 21st century when several related social science departments joined forces to further develop and evolve together. The FSS quickly became one of the most important centres of gravitation in the social sciences in Latvia. In both research and study, it relied on collaboration and the positive benefits of synergies. The FSS's most ambitious and well-known research projects have been characterised by a multidisciplinary approach and continue to yield excellent results in analysing and addressing issues of importance to Latvian society.

Now is the time to build on our previously established strengths and take on new challenges. This strategy defines the FSS's future signposts on the road to excellence.

Further internationalisation of both teaching and research will not only enhance the academic process, but also expand and strengthen the contribution to addressing social challenges. Increasing enrolments will not only indicate the quality of the study programmes offered but will also strengthen the financial sustainability of the programmes. The HRD plan will contribute to staff development and better focus on individual objectives.

prof. Jānis Ikstens, Dean of FSS



PLACE OF THE FACULTY OF SOCIAL SCIENCES IN THE UL STRUCTURE

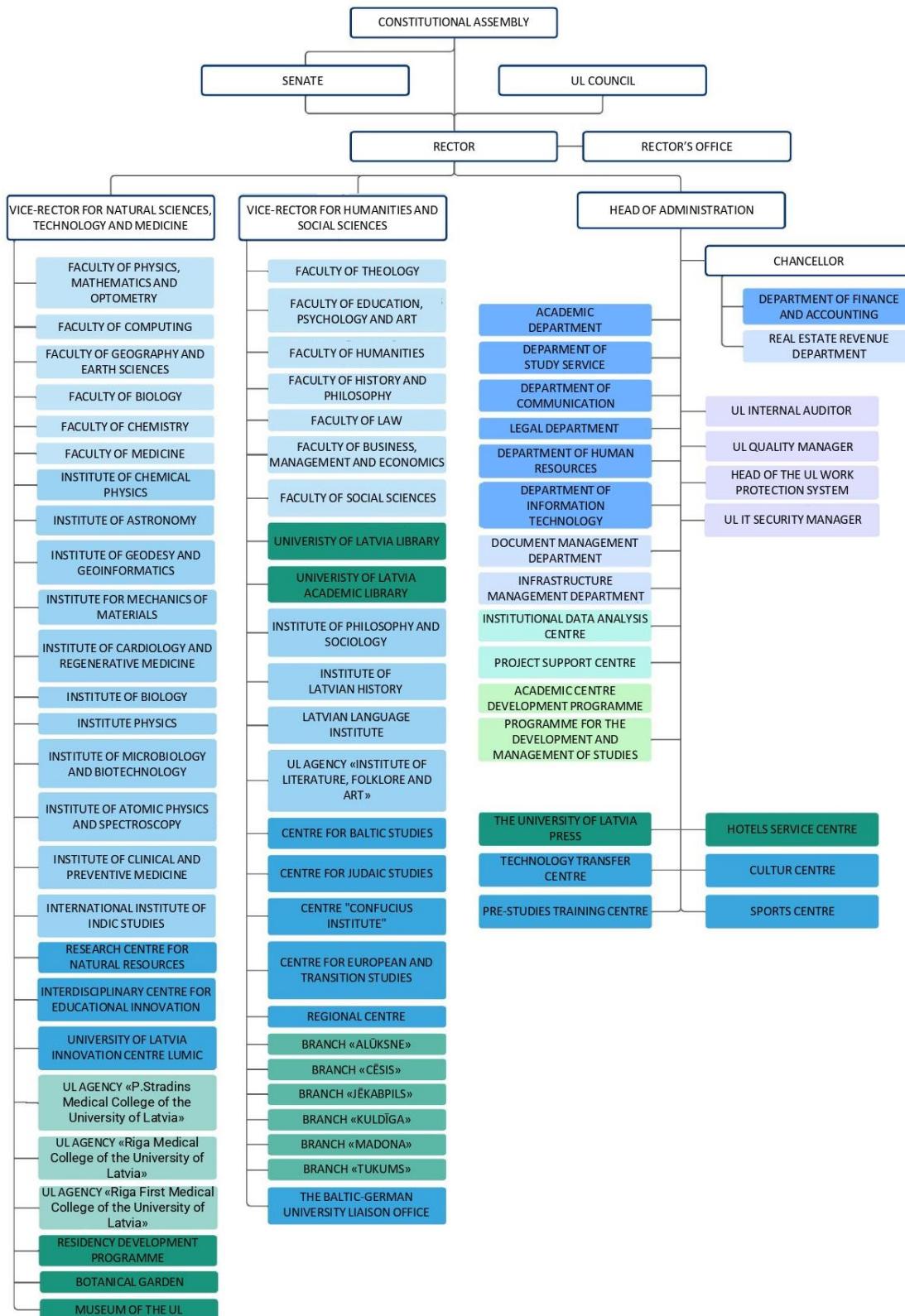
The FSS is a core academic unit of the UL established to nationally promote the development of social sciences as a group of sciences defined in the world academic and scientific practice, to improve academic and professional study programmes, to promote high quality and internationally appreciated scientific activity, as well as to provide high level qualitative expertise in the evaluation of vital social processes.

FSS's objectives:

1. to ensure the quality organization of academic and professional studies and research activities in the social sciences in accordance with the UL mission and goals;
2. to promote academic and professional education, science and research and lifelong learning;
3. to collaborate in academic work and research with other institutions in related fields in Latvia and abroad;
4. to develop and implement interdisciplinary academic studies and professional education programmes;
5. to participate in other academic and professional programmes at the UL;
6. to perform methodological work to ensure the study and research of social science theories and social development processes, as well as to provide assistance to schools and other educational institutions implementing educational programmes in line with the FSS' fields of activity;
7. to produce scientific literature (monographs, methodological resources, etc.) and other materials (all types of printed material, audio and video material, electronic publications);
8. to provide upskilling opportunities for FSS staff in Latvia and worldwide;
9. to ensure that the technical and technological facilities meet modern requirements;
10. to participate in public organisations and other activities (publications and media appearances, conferences, etc.) that contribute to societal development and research;
11. to promote public awareness of the nature and processes of modern society and the role of the social sciences in understanding of the same.



LATVIJAS UNIVERSITĀTE
SOCIĀLO ZINĀTŅU
FAKULTĀTE





INTERNAL STRUCTURE OF THE FACULTY OF SOCIAL SCIENCES

The structure of the FSS comprises structural units under the direct authority of the Dean.

FSS units are as follows:

- Department of Information and Library Studies
- Department of Communication Studies
 - Multimedia Centre
- Department of Political Science
- Department of Sociology
- Department of Anthropology Studies (will be incorporated into the structure of the FSS from 01.09.2022.)
- Advanced Social and Political Research Institute
 - Centre for Diaspora and Migration Research
 - Collective Memory Research Laboratory
 - Media Laboratory

ROLE OF THE FACULTY OF SOCIAL SCIENCES IN ACHIEVING THE UL MISSION

The academic and scientific staff of the FSS are high-level experts and opinion leaders who provide high-quality, reasoned, science-based opinions on social, political, information and communication processes taking place in society, contributing to public awareness and enhancement of the quality of life for the long-term development of the Latvian state. To enhance the academic quality of the FSS, guest lecturers from a wide range of social sciences - industry practitioners, as well as high-level international experts with guest lectures and seminars on topical societal processes are actively engaged in the study process. FSS researchers are involved in international projects and conferences, gaining visibility and experience in international cooperation. In its 21 years of existence, the FSS has accumulated experience in the design and implementation of large-scale research projects, successfully supported by experienced and responsible administrative staff. The FSS has also gained a long-standing experience in organising the international scientific conference "Riga Readings in Social Sciences" and the research "Latvia. Human development report".

The number of students in the study programmes of the FSS varies - studying in programmes with a relatively small number of enrolments allows for a student-tailored approach, addressing the study needs and research interests of each student. As the demand for social work specialists has been growing rapidly in the labour market in recent years, the FSS in Riga and at the UL branches offers the professional bachelor's study programme "Social Work", thus promoting the opportunities of obtaining quality higher education outside Riga and fostering the development of specialists in the regions. The demand for the non-formal education programme "Educational Institution Librarian" delivered by the FSS, where Latvian school librarians can upgrade their qualifications, has remained constant for several years. The bachelor's study programme "Communication Science" has been one of the most popular study programmes at the University of Latvia for many years, as evidenced by the number of applications for the programme and the number of graduates. To ensure secondary school students with an opportunity to decide on the most suitable study programme before starting their studies, the FSS has been offering to attend one of the five FSS "Schools of Young Professionals", which foster a deeper understanding of the social sciences and provide practical knowledge for starting a career in one of the same. Students have opportunities to get involved in research processes, if not directly through FSS research projects, then by getting involved in research processes as part of their studies. During their studies, students have an opportunity to start practical activities by choosing internship placements in institutions



under the supervision of industry practitioners. Students of the bachelor's study programme "Communication Science" have an opportunity not only to acquire practical skills in working with multimedia equipment, but also to work for the FSS television "KIVI TV", to publish on the FSS portal "Mansmedījs.lv" and in the FSS journal "Avantūra". These can be considered as practical activity support platforms for students, allowing them to create close links with industries already during their studies. Student mobility and missions abroad give students the opportunity to gain international experience. For several years now, the teaching staff of the Department of Political Science have been implementing the project "European Studies for Ukrainian Students", teaching study courses to Ukrainian students and providing opportunities for students of the FSS to go on exchange trips abroad. The FSS is proud to be able to offer an opportunity to study at the FSS to people with special needs. By participating in the FSS Student Council, students have an opportunity to contribute to the advancement of FSS activities and decision-making processes, while in daily life they have an opportunity to live a socially active student life, which also includes entertainment events organised by students themselves, such as the already traditional "Acoustic Christmas", or "Ziedonis Kirsī", a celebration of spring or creative bloom, where students gather to catch their breath and recharge before the examination period, etc.

The most important activities of the FSS by the year 2027 will relate to:

- accreditation of the three study fields and the new joint PhD programme in Social Sciences;
- re-launch of the UNESCO Media and Information Literacy Chair at the FSS, with a more active focus on research and training courses, and on contributing to the development of media literacy policy planning documents;
- re-launch of the FSS international scientific conference "Riga Readings in Social Sciences" after the Covid-19 pandemic;
- incorporation of the Department of Anthropology of the Faculty of Humanities of the University of Latvia into the structure of the FSS, attracting more foreign students to the bachelor's and master's study programmes "Cultural and Social Anthropology";
- FSS move to the "House of Letters" at the UL Academic Centre.

The FSS works to become a leading internationally recognised social science centre in Latvia, actively engaged in identifying and addressing societal challenges, and to train its graduates into future experts and opinion leaders equipped with knowledge, understanding, skills and ability to identify, analyse, anticipate and provide quality solutions to societal needs. In that wise, public awareness of contemporary social processes is promoted and the improvement of the quality of life is enhanced in accordance with the mission of the University of Latvia for the long-term development of the Latvian state.

UL mission is expressed in its motto "For Science and the Fatherland". The University of Latvia contributes to the world science, higher education, knowledge, technology transfer and innovation, ensures the growth of Latvia's democracy and culture, the development of the Latvian language and the prosperity of the national economy.

UL Vision Space for excellence, environment for development, time for responsibility. The UL is a university of science of high international standing. The UL creates an interdisciplinary, open, and innovation-oriented excellent work and study environment. The activities of the University of Latvia are the basis for the sustainable development and economic transformation of the Republic of Latvia.

UL Values

- University community

FSS mission - to provide extensive and multifaceted social, political, information and communication studies, research and expertise, promoting public awareness of contemporary social processes and enhancing the quality of life in accordance with the mission of the University of Latvia for the long-term development of the Latvian state.

FSS vision - Latvia's leading and internationally recognised social science education and research centre, actively engaged in identifying and addressing societal challenges.



- Drive for excellence
- Science - based development
- Openness
- Cooperation
- Academic freedom

SCIENTIFIC EXCELLENCE

STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF “SCIENTIFIC EXCELLENCE”

O.1. UL STRATEGIC GOAL: The university as an internationally recognized science center	Directly applicable	Indirectly applicable	Not applicable
A.1.1. RESEARCH EXCELLENCE			
O.1.1.1. To strengthen scientific excellence in strategic areas of specialization and research priorities.	X		
O.1.1.2. To ensure excellence-oriented quality of scientific output.	X		
O.1.1.3. To increase research capacity, including in basic sciences.	X		
O.1.1.4. To ensure the implementation of cross-cutting principles of sustainable development in scientific activities.		X	
A.1.2. INTERDISCIPLINARY RESEARCH			
O.1.2.1. To create a support system and promote cooperation between researchers, UL structural units and external partners for the implementation of internationally competitive interdisciplinary research.			X
O.1.2.2. To promote interdisciplinary networking and knowledge exchange activities.		X	
A.1.3. INTERNATIONAL RECOGNITION			
O.1.3.1. To establish the University of Latvia as an international center for scientific cooperation and development.		X	
O.1.3.2. To build consortia with internationally competitive research institutions and businesses	X		
O.1.3.3. To intensify and diversify the participation of UL researchers in international cooperation networks and scientific activities.	X		

KEY PERFORMANCE INDICATORS OF SCIENTIFIC ACTIVITY AT THE FACULTY OF SOCIAL SCIENCES

Name and unit of measurement of the performance indicator	FSS indicator value			% of UL
	2018	2019	2020	
Publications (incl. Scientific articles in periodicals and collections of articles, department monographs, publications in conference proceedings, etc.) (number)	109	51	38	4,1%
Scientific articles published in journals or conference proceedings included in the Web of Science and SCOPUS databases (number)	12	11	14	3,2%
Scientific articles with a citation index of at least 50% of the industry average citation index (number)	3	5	4	1,5%



Name and unit of measurement of the performance indicator	FSS indicator value			% of UL
	2018	2019	2020	
Monographs (peer-reviewed monograph or collective monograph with ISBN code) included in the Web of Science Book Citation Index (UL) (number)	9	2	0	0%
Horizon 2020 research and innovation projects (number)	5	4	2	100%
Total research funding (EUR)	724512	637081	977147	3,8%
Private sector funding for research (EUR)	19590	965	0	0%
Foreign funding for research (EUR)	276838	173851	328254	3,5%
International research projects (number)	7	9	7	8 %
International scientific conferences organised by the UL (number)	2	2	1	1,9%
Research projects (effective cooperation) (number)	10	6	9	30%

SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR EXCELLENCE IN SCIENCE

ANALYSIS OF THE INTERNAL ENVIRONMENT

STRENGTHS

- Qualifications of scientific staff, professional qualifications
- Scientific staff generational renewal
- Public visibility of scientific staff in Latvia
- A steady flow of scientific projects
- Experience in attracting and implementing major research projects
- Experienced and responsible administrative staff

WEAKNESSES

- Narrow specialization in researching the processes of Latvia and the Baltic States
- Insufficiently ambitious publication of research results
- Insufficient research internationalization and international recognition
- Insufficient funding for scientific work
- Bureaucratization of the administrative system of the UL
- Insufficiently targeted enrolment in the Doctorate programme

ANALYSIS OF THE EXTERNAL ENVIRONMENT

Opportunities:

- Growing interest in the interaction between the individual and technology
- Growing multidisciplinary research
- Increased involvement in international scientific and academic projects
- Research project competitions in Latvia and elsewhere
- Cooperation with industries and the state administration in commissioned research
- UL centralised support tools
- Young talents in PhD, postdoc

THREATS

- Public/political discourse unfavourable to the social sciences
- Very low funding for research in the social sciences



PRIORITY RESEARCH AREAS OF THE FACULTY OF SOCIAL SCIENCES

Scientific areas pursued

Information and Communication Sciences

Sociology, political science and anthropology

Social Welfare

Name of the priority scientific area	Description or justification of the competitive advantage
Relevant and prospective research areas, that are considered multidisciplinary with the possibility of developing interdisciplinary and interfaculty research projects, and also include a broad perspective on:	
Innovative and inclusive governance for sustainable societies	<i>social processes in Latvia, international relations, security, innovative and inclusive governance, diaspora, migration, integration, media ecosystem, media literacy and information literacy, digital literacy, computer literacy</i>
Media ecosystem	<i>communication processes in society - media environment, media technology, media literacy, disinformation, media diversity, culture, collective memory communication, gender and gender equality and the communication of the same</i>
Interaction between the individual, information and technology	<i>information literacy, information technologies, information activities, human-centred information services, information systems</i>
Functioning and transformation of democratic governance	<i>challenges for the development of democratic governance in the contemporary context - COVID-19, geopolitics</i>
Innovative and inclusive governance	<i>aspects of national resilience and policy development and implementation in the context of public participation in decision-making at all levels of government</i>
Social inequalities and sustainable social inclusion	<i>aspects of social inequalities related to social, political, economic risks, social inclusion of marginalised groups in social and economic transformation processes</i>
Nature and society	<i>interaction between society and nature from a social science perspective, with a particular focus on the management of nature and social resources and the processes of creating public good</i>
Diaspora, migration and integration	<i>migration processes, flows, nature and consequences for societies of the country of origin and host country, integration of migrants, research on the Latvian diaspora</i>

RESEARCH PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS

Indicator	Objectives	Indicators to be achieved			
		2021	Growth 2023 vs 2021	Growth 2025 vs 2021	Growth 2027 vs 2021



High-quality scientific publications of high societal relevance	<i>Contribute to the development of an increasing number of internationally cited publications for publication in high-ranking journals (above 50% of the industry average citation rate) (number)</i>	4	+2	+4	+6
	<i>Ensure an increase in the share of co-publications with foreign partners in SCOPUS and Web of Science databases (number)</i>	4	+1	+4	+7
	<i>Prepare the proceedings of the international scientific conference "Riga Readings in Social Sciences" (number)</i>	0	1	1	1
	<i>Increase in Hirsch index values of scientific publications of academic staff (total)</i>	187	+1	+1,5	+2
Participation in scientific projects	<i>Develop multidisciplinary research projects and other collaborations with the humanities and sciences (cumulative, number of new contracts)</i>	1	+2	+4	+7
	<i>Encourage greater participation in the assessment of international research projects and peer review of publications (cumulative, number of evaluators)</i>	1	+3	+4	+5
	<i>Support the preparation of major international research project proposals (cumulative)</i>	1	+2	+3	+4
Scientific cooperation with national and international experts and research institutions	<i>Restore the FSS international scientific conference "Riga Readings in Social Sciences"</i>	0	1	1	1
	<i>Increase the involvement of Master's and PhD students in projects and research (cumulative)</i>	16	+1	+2	+3

DEVELOPMENT OF STUDIES



STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF “DEVELOPMENT OF STUDIES”

G.2. UL STRATEGIC GOAL: Unique study offer and high competitiveness of graduates	<i>Directly applicable</i>	<i>Indirectly applicable</i>	<i>Not applicable</i>
A.2.1. STUDIES BASED ON SCIENCE AND PRACTICE			
O.2.1.1. To develop an innovative and research-based study offer.	X		
O.2.1.2. To promote excellence in doctoral theses in the fields of science pursued by the UL	X		
O.2.1.3. To promote student involvement in research at all levels of education	X		
O.2.1.4. To purposefully involve industry representatives and graduates in the improvement of the study offer and the quality of study programmes responding to upcoming global needs.	X		
O.2.1.5. To expand the range and availability of lifelong learning, retraining and upskilling programmes.	X		
A.2.2. INTERNATIONAL AND INTERDISCIPLINARY STUDY OFFER			
O.2.2.1. To develop an interdisciplinary study offer towards a versatile qualification.	X		
O.2.2.2. To actively participate in the development of international study programmes in the national, European and international education space, to attract highly qualified teaching staff.	X		
A.2.3. STUDENT-CENTERED AND INCLUSIVE APPROACH			
O.2.3.1. To support the inclusion of sub-programmes and modules in study programmes, providing students with a wider choice of content and learning opportunities.	X		
O.2.3.2. To supplement onsite and distance learning with the form of hybrid studies.	X		
O.2.3.3. To promote student-tailored approaches and the use of innovative study methods in the study process.	X		
O.2.3.4. To improve the study support system, including the prevention of dropouts.	X		

STUDY FIELDS AT THE FACULTY OF SOCIAL SCIENCES

Name of the study field	Number of programmes at undergraduate level	Number of graduate study programmes	Number of doctoral programmes
Information and Communication Sciences	2	2	
Sociology, political science and anthropology	2	3	
Social Welfare	1	1	1

KEY PERFORMANCE INDICATORS OF STUDY WORK AT THE FACULTY OF SOCIAL SCIENCES

Name and unit of measurement of the performance indicator (as of 1 October)	FSS indicator value			% of UL
	2018	2019	2020	
Number of students (total)	955	972	1051	6,9%



Name and unit of measurement of the performance indicator (as of 1 October)	FSS indicator value			% of UL
	2018	2019	2020	
Number of students in undergraduate studies	773	789	801	7,5%
Number of students in master's study programmes	148	142	161	6,4%
Number of students in doctoral programmes	34	41	33	5,2%
Number of students in branches	0	0	56	3,2%
Number of students enrolled (total)	346	433	371	6,7%
Number of students enrolled in undergraduate studies	257	319	273	7,3%
Number of students enrolled in master's degree programmes	84	66	90	7,2%
Number of students enrolled in doctoral programmes	5	11	8	5%
Number of students enrolled in branches	0	37	0	0%
Number of degree holders (total)	243	195	188	6%
Number of degree holders in undergraduate studies	188	151	136	6,6%
Number of degree holders in master's degree programmes	55	42	48	6%
Number of degree holders in doctoral programmes	0	2	4	10,3%
Number of state-funded study places for undergraduate studies	241	241	251	7,6%
Number of state-funded study places in master's degree programmes	100	100	102	7,9%
Number of state-funded study places in doctoral programmes	27	25	25	6,5%
Number of fee-paying students in undergraduate studies	534	541	532	7,5%
Number of fee-paying students in master's degree programmes	38	38	35	3%
Number of fee-paying students in doctoral programmes	2	3	2	1,8%
Lifelong learning: Number of persons who have received a certificate of professional development from the FSS	215	57	146	4,8%

SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR THE DEVELOPMENT OF STUDIES

ANALYSIS OF THE INTERNAL ENVIRONMENT

STRENGTHS

- Qualifications, professionalism of academic staff
- Public visibility of academic staff in Latvia
- Experienced and responsible administrative staff
- More personalised approach to students than in large higher education institutions abroad
- Students have a relatively wide range of opportunities to engage in research
- Excellent internship placement opportunities for students
- Student Council interested in the improvement of the study process
- High competitiveness of graduates in the labour market
- High motivation of students to gain international experience
- Good facilities
- Cooperation with employers

WEAKNESSES

- Stagnant number of students (including dropouts)
- Very low funding for studies, including from the state budget
- Weak regeneration of academic staff
- Insufficient internationalisation of the study process
- Bureaucratization of the administrative system of the UL



ANALYSIS OF THE EXTERNAL ENVIRONMENT

Opportunities:

- Moving to the "House of Letters" at the Academic Centre of the University of Latvia
- EU Structural Funds funding for academic staff development/recruitment
- Young talents in PhD, postdoc
- Attracting guest lecturers and guest researchers
- UL Patron Scholarships

THREATS

- Public/political discourse unfavourable to the social sciences
- Stabilisation of the number of secondary education graduates at a low level
- Inadequate preparation for university studies/low motivation to study among some students
- Insufficient prestige of the programmes among potential students
- Inefficient use of centralised deductions (finance, administrative procedures)
- High student employment
- Rapid technological development
- Global competition in the higher education market
- Side effects of a pandemic
- Public does not understand that higher education is 3+2 years

DEVELOPMENT OF STUDIES PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS

Indicator	Objectives	Indicators to be achieved			
		2021	Growth 2023 vs 2021	Growth 2025 vs 2021	Growth 2027 vs 2021
Enhancing the study offer in line with modern content, academic innovations and professional requirements	Develop study programmes in English (cumulative)	0	0	1	1
	Develop joint inter-faculty study courses (cumulative)	1	1	2	2
	Develop inter-university study programmes (cumulative)	0	0	1	1
	Develop hybrid study courses (cumulative)	0	5	8	12
Attracting students to raise the public profile of study programmes and professions	Encourage an increase in the number of secondary school students participating in FSS "Schools of Young Professionals" and FSS creative competitions in advertising, public relations and journalism (average number per year)	150	250	300	300
	Organise events to attract international students (number)	0	0	1	2
	Promote the establishment of targeted scholarships for students by cooperation partners (number of scholarships)	1	2	2	3



Enhancement of the study process, ensuring a student-centred approach, participation, cooperation and support for a high-quality education	<i>Encourage students to participate more actively in Erasmus+ exchange programmes (number)</i>	14	+3	+3	+3
	<i>Contribute to reducing student attrition (%)</i>	0	-1 %	-1 %	-1 %
	<i>Develop a collection of student research in electronic format (number)</i>	0	0	1	1

CONTRIBUTION TO SOCIETY

STRATEGIC ACTIONS AND OBJECTIVES RELATED TO THE FACULTY OF SOCIAL SCIENCES IN THE DIRECTION OF “CONTRIBUTION TO SOCIETY”

O.3. UL STRATEGIC GOAL: University activities as the basis for Latvia's growth	<i>Directly applicable</i>	<i>Indirectly applicable</i>	<i>Not applicable</i>
A.3.1. PRESERVATION, STRENGTHENING OF NATIONAL VALUES AND GENERATION OF KNOW-HOW			
O.3.1.1. To ensure the inquiry into and preservation of national identity, culture and succession.	X		
O.3.1.2. To maintain, preserve and promote the accumulated intellectual values and scientific achievements.		X	
A.3.2. CREATING SUSTAINABLE VALUES AND SOCIETAL WELL-BEING			
O.3.2.1. To integrate sustainable development in all areas of the University's activities		X	
O.3.2.2. To share know-how and strengthen cooperation with national and international partners.	X		
O.3.2.3. To respect the principle of gender equality in education and promote equal access to education for vulnerable groups.		X	
O.3.2.4. To develop support tools for talented underprivileged youth to access university studies.		X	
A.3.3. STRENGTHENING UNIVERSITY AS A VALUE IN SOCIETY			
O.3.3.1. To increase the UL contribution to the development of Latvia's economy, culture, society and education.	X		



O.3.3.2. To increase the value of academic knowledge in society, research and studies by solving significant social challenges.	X		
O.3.3.3. To promote the communication of the UL scientific achievements to the public by raising the profile of scientists	X		
A.3.4. SUCCESSFUL TRANSFER OF KNOW-HOW AND TECHNOLOGY			
O.3.4.1. To establish a support system for know-how and technology transfer and commercialization.			X
O.3.4.2. To expand the involvement of entrepreneurs among research cooperation partners in all fields of science.		X	
O.3.4.3. To develop entrepreneurial skills and expand students' involvement in creating innovations.		X	
O.4.3.5. To develop an open science approach by promoting the sharing of scientific infrastructure and the access to scientific results.		X	

TARGET AUDIENCE OF THE FACULTY OF SOCIAL SCIENCES

FSS target audience:

- Persons who want to complete a higher education programme or further their knowledge in a particular field of social sciences;
- Persons who show a deep interest in the processes of Latvian society;
- Public administration, media, NGOs;
- Businesses as employers and cooperation partners.

KEY PERFORMANCE INDICATORS OF CONTRIBUTION TO SOCIETY AT THE FACULTY OF SOCIAL SCIENCES

Name and unit of measurement of the performance indicator	FSS indicator value		
	2018	2019	2020
Coverage of academic staff opinion expressed in the print media (approximate number)	50	50	50
Academic staff participation in public administration and advisory bodies (approximate number)	20	20	20
Contract research development for public and private sector (number)	4	5	5
Participation of academic staff in national research projects (effective cooperation, Latvian Council of Science (LCS), National Research Programmes (NRP), State Culture Capital Foundation (SCCF), etc.) (number)	10	6	9

SWOT ANALYSIS OF THE FACULTY OF SOCIAL SCIENCES IN RELATION TO UL STRATEGIC GOAL FOR THE CONTRIBUTION TO SOCIETY

ANALYSIS OF THE INTERNAL ENVIRONMENT

STRENGTHS

- Qualifications and professionalism of academic and research staff



- Public visibility of academic and research staff in Latvia and communication of research output to the public
- Involvement of academics and researchers in the development of the sector
- Good facilities
- UL branch network
- Good linkages with sectors/industries

WEAKNESSES

- Passive publication of research results
- Insufficiently developed offer of lifelong learning

ANALYSIS OF THE EXTERNAL ENVIRONMENT

Opportunities:

- Growing interest in the interaction between the individual and technology
- Moving to the "House of Letters" at the Academic Centre of the University of Latvia
- Young talents in PhD, postdoc
- Interest in lifelong learning in selected fields

THREATS

- Little interest in lifelong learning among entrepreneurs and the general public
- Global competition in the higher education market

CONTRIBUTION TO SOCIETY PROGRAMME OF THE FACULTY OF SOCIAL SCIENCES/ STRATEGIC OBJECTIVES AND FEASIBLE INDICATORS

Indicator	Objectives	Indicators to be achieved			
		2021	Growth 2023 vs 2021	Growth 2025 vs 2021	Growth 2027 vs 2021
Contribution to public education in FSS research areas	Ensuring more active media coverage of expert opinions (approximate number)	150	180	200	200
	Providing lifelong learning and other professional development opportunities for different groups and professions (number of programmes)	1	1	+1	+2
Contribution to pupils' education, cooperation with secondary general education institutions in Latvia	Strengthening cooperation with general education teachers to promote social studies (number of activities)	0	+2	+2	+2
	To develop social studies learning materials for general education students and teachers (number of sets, cumulative)	0	1	3	6
Research on topics of public interest and relevance	To promote involvement in joint research projects with economic operators (number)	0	1	2	3



	<i>To promote co-publications with economic operators indexed in SCOPUS databases (number)</i>	0	0	1	2
Popularization of social sciences in society	<i>To contribute to raising the prestige of full-cycle higher education (number of students enrolled in master's degree programmes as of 1 October)</i>	76	+10	+20	+30
	<i>To promote science communication on social networks (number of followers of FSS profiles on social networks as of 1 October, %)</i>	3112	+30%	+20%	+10%
	<i>To involve students more actively in the public communication of the FSS, including by encouraging the production of audio and video materials as part of the study process (number of materials produced)</i>	220	+15%	+15%	+15%

ROLE OF THE FACULTY OF SOCIAL SCIENCES IN ACHIEVING UL INSTITUTIONAL OBJECTIVES

TALENT DEVELOPMENT				ENVIRONMENT AND GOVERNANCE				ORGANISATIONAL CULTURE			
	Directly applicable	Indirectly applicable	Not applicable		Directly applicable	Indirectly applicable	Not applicable		Directly applicable	Indirectly applicable	Not applicable
G.4. UL STRATEGIC GOAL: Development- and excellence-oriented personnel policy				G.5. UL STRATEGIC GOAL: Green thinking, attractive, sustainable campus environment and effective administrative support				G.6. UL STRATEGIC GOAL: An inclusive, collaborative and innovative culture			
A.4.1. ACADEMIC AND GENERAL STAFF DEVELOPMENT				A.5.1. SUSTAINABLE GOVERNANCE AND THE MOVE TOWARDS A CLIMATE-NEUTRAL CAMPUS				A.6.1. STUDENT AND STAFF WELL-BEING, VALUE-ORIENTED AND INCLUSIVE CULTURE			
O.4.1.1. To establish a performance-based personnel management system, including the integration of sector-specific evaluation of scientific results, using, for example, DORA principles.	X			O.5.1.1. To ensure the sustainability of investment and infrastructure by reducing the University's negative impact on the environment by ensuring the sustainable use of resources.			X	O.6.1.1. To develop an organizational culture based on values, ethical and equal treatment, cooperation, high standards of work and communication culture.	X		
O.4.1.2. To introduce a competitive and motivating staff remuneration system.	X			O.5.1.2. To develop environmentally friendly infrastructure in line with the "Green University" concept.			X	O.6.1.2. To ensure the observance of the principles of academic honesty and ethics in the study and research process, incl. introducing a unified content originality check system.		X	
O.4.1.3. To strengthen the study and research support mechanism and capacity.	X			O.5.1.3. To promote sustainable consumption habits in the university community.		X		O.6.1.3. To create an environment that promotes a healthy and active lifestyle.			X
O.4.1.4. To strengthen staff capacity in the areas of project management and technology transfer.		X		A.5.2. INNOVATIVE AND DIGITAL ENVIRONMENT FOR STUDY, RESEARCH AND WORK				O.6.1.4. To organize and support non-work and extracurricular initiatives to promote creativity by enriching the UL cultural ecosystem.			X
A.4.2. GROWTH AND RENEWAL OF THE ACADEMIC STAFF				O.5.2.1. To promote the quality of studies and research and to expand the availability of infrastructure by developing UL academic centres.		X		O.6.1.5. To implement measures to promote non-discrimination and tolerance.	X		
O.4.2.1. To define and implement career development opportunities for academic staff	X			O.5.2.2. To promote the digitalization of study, research and administrative processes by transforming the ICT operating model, ensuring the efficient provision of ICT services, developing modern, integrated ICT systems and tools adapted to the specifics of the University of Latvia.			X	A.6.2. INNOVATION- AND CREATIVITY-FRIENDLY MINDSET AND ENVIRONMENT			
O.4.2.2. To balance the age profile of the research staff, promoting renewal, to increase the proportion of young researchers	X			A.5.3. EFFECTIVE ORGANIZATIONAL MANAGEMENT AND INTEGRATED QUALITY MANAGEMENT				O.6.2.1. To strengthen the organizational culture that promotes innovation and creative thinking.		X	



TALENT DEVELOPMENT			ENVIRONMENT AND GOVERNANCE			ORGANISATIONAL CULTURE					
G.4. UL STRATEGIC GOAL: Development- and excellence-oriented personnel policy	Directly applicable	Indirectly	Not applicable	G.5. UL STRATEGIC GOAL: Green thinking, attractive, sustainable campus environment and effective administrative support	Directly applicable	Indirectly	Not applicable	G.6. UL STRATEGIC GOAL: An inclusive, collaborative and innovative culture	Directly applicable	Indirectly	Not applicable
and middle-aged academic staff in the total academic staff.				O.5.3.1. To adjust the administrative structure of the University for the implementation of the UL strategic goals, determining the appropriate division of responsibilities and functions.			X	O.6.2.2. To promote the use of creative and innovative competencies, methods and tools in academic work.	X		
O.4.2.3. To increase the proportion of academic staff with primary employment at the University of Latvia.	X			O.5.3.2. To increase the efficiency of the University's administrative management.			X	O.6.2.3. To use the quality management system to facilitate the development and efficiency of academic and administrative processes.		X	
O.4.2.4. To develop the professorship by eliminating the distinction between scientific and academic positions and establishing criteria for evaluating the position according to the level of performance		X		O.5.3.3. To ensure continuous improvement of the quality management system, including integrated strategic management, risk management and process management.			X	A.6.3. INTERNATIONALIZATION AND OPENNESS TO COOPERATION			
O.4.2.5. To develop a system for attracting national and international academic staff, as well as new talents, and promote international mobility.		X		O.5.3.4. To develop an effective project management system.		X		O.6.3.1. To expand international cooperation in science and education, ensuring wider internationalization of studies, scientific activities and technology transfer.	X		
								O.6.3.2. To develop a quality support system for international guest lecturers, researchers and students.		X	
								O.6.3.3. To promote staff motivation to join global academic development processes and gain experience in leading foreign universities and research institutions	X		
								O.6.3.4. To form consortia with universities and other scientific institutions and to operate in international cooperation networks.	X		
								O.6.3.5. To involve public and business representatives in university governance and academic work.	X		
								O.6.3.6. To promote the culture of patronage at the University of Latvia.		X	

FACULTY OF SOCIAL SCIENCES KEY INSTITUTIONAL INDICATORS

Name and unit of measurement of the performance indicator	FSS indicator value			% of UL
	2018	2019	2020	
<i>Number of staff by scientific and academic positions and FTE (as of 1 October)</i>				
• Scientific personnel (full-time equivalent FTE)	11,71	14,16	19,8	5,8%
• Academic staff (FTE)	14,59	11,63	9,72	3,5%
Academic staff who have improved their foreign language skills	0	9	5	5%
Number of persons who have obtained a doctoral degree	0	2	4	10,2%
Number of real estate properties used for the core functions of the University (studies, research, administration)	2	2	2	10,5%
Proportion of academic staff with traineeship placements in private sector institutions (companies)	0	3	3	8,8%
Student outgoing mobility (number)	31/ 50 Group	21	13	9,4%
Student incoming mobility (number)	59	85	48	13%
Number of students doing internships abroad	5	2	1	3,7%
Number of foreign faculty (number of persons)	0	3	2	4,5%
UL Staff mobility (Erasmus+, Erasmus mundus, bilateral cooperation agreements, EEA NFIs)	5	9	0	0
Mobility of foreign staff (Erasmus+, Erasmus mundus, bilateral cooperation agreements, EEA NFIs)	3	17	0	0



HUMAN RESOURCES DEVELOPMENT PLAN OF THE FACULTY OF SOCIAL SCIENCES

1. The aim of the FSS Human Resources Development Plan 2022-2027 is to ensure the development of human resources in accordance with the directions, goals and objectives of the UL strategy for increasing competitiveness and ensuring quality in the European Higher Education Area.¹.
2. The implementation of the Human Resources Development Plan 2022-2027 is related to systematic, regular planning, the capacity and provision of the human resources management function, the level of funding and its distribution methodology, the appraisal and development of the performance and work quality of the teaching staff, information flow and communication.
3. Initiatives of the Human Resources Development Plan 2022-2027:

Initiative	Period	Responsible
3.1 Academic work		
3.1.1. <i>Defining individual academic goals</i>	<i>annually from 01.09.2022</i>	<i>Dean of FSS</i>
3.1.2. <i>Acquisition of the basic principles of the student-centred study process</i>	<i>01.11.2022.</i>	<i>FSS Deputy Executive Director</i>
3.1.3. <i>Use of e-resources and e-tools in the study process</i>	<i>01.12.2022</i>	<i>FSS Deputy Executive Director</i>
3.1.4. <i>Participation in international mobility</i>	<i>regularly</i>	<i>FSS External Relations Coordinator</i>
3.1.5. <i>Assessment of individual academic performance</i>	<i>annually from 30.08.2023</i>	<i>Dean of FSS</i>
3.2 Scientific work		
3.2.1. <i>Defining individual scientific goals</i>	<i>annually from 01.09.2022</i>	<i>Dean of FSS</i>
3.2.2. <i>Guiding principles for promoting international networking</i>	<i>01.01.2023.</i>	<i>FSS External Relations Coordinator</i>
3.2.3. <i>Promoting participation in international research projects</i>	<i>regularly</i>	<i>Director of the Advanced Social and Political Research Institute, FSS</i>
3.2.4. <i>Acquisition of the basics of international publishing</i>	<i>01.01.2023.</i>	<i>Dean of FSS</i>
3.2.5. <i>Increasing the number of SCOPUS/WoS publications</i>	<i>regularly</i>	<i>Dean of FSS</i>
3.2.6. <i>Use of sabbatical leave to pursue research objectives</i>	<i>regularly</i>	<i>Dean of FSS</i>
3.2.7. <i>Assessment of individual research performance</i>	<i>annually from 30.08.2023</i>	<i>Dean of FSS</i>
3.3 Administrative work		
3.3.1. <i>Defining individual administrative goals</i>	<i>annually from 01.09.2022</i>	<i>Dean of FSS</i>

¹https://www.lu.lv/fileadmin/user_upload/LU.LV/www.lu.lv/Dokumenti/Dokumenti_LV/1._VISPAREJIE_DOKUMENTI/LU_strategija_buklets_2021.pdf



3.3.2.	<i>Identification of administrative skills development needs</i>	01.11.2022.	Dean of FSS
3.3.3.	<i>Meeting administrative skills development needs</i>	01.07.2023	Dean of FSS
3.3.4.	<i>Assessment of individual administrative performance</i>	<i>annually from 30.08.2023</i>	Dean of FSS
3.4. Social outreach and cooperation with the public			
3.4.1.	<i>Defining individual cooperation goals</i>	<i>annually from 01.09.2022</i>	Dean of FSS
3.4.2.	<i>Using social networks to communicate research results and raise public awareness</i>	01.12.2022	Marketing and Public Relations Officer at FSS
3.4.3.	<i>Participation in FSS promotional activities</i>	<i>regularly</i>	Marketing and Public Relations Officer at FSS
3.4.4.	<i>Cooperation with industry associations and other professional organisations</i>	<i>regularly</i>	FSS academic staff
3.4.5.	<i>Involvement in professional development activities</i>	<i>regularly</i>	FSS academic staff
3.4.6.	<i>Assessment of individual cooperation with the public</i>	<i>annually from 30.08.2023</i>	Dean of FSS
3.5. Common/systemic measures			
3.5.1.	<i>Implementation of individual professional development plans</i>	<i>annually from 01.09.2022</i>	Dean of FSS
3.5.2.	<i>Identifying development needs</i>	01.10.2022.	FSS Deputy Executive Director
3.5.3.	<i>Meeting development needs</i>	<i>regularly</i>	Dean of FSS
3.5.4.	<i>Promoting the growth of academic staff</i>	<i>regularly</i>	Dean of FSS
3.5.5.	<i>Increasing the share of PhDs among academic staff</i>	<i>regularly</i>	Dean of FSS
3.5.6.	<i>Promoting international mobility</i>	<i>regularly</i>	FSS External Relations Coordinator
3.5.7.	<i>Introduction of scientific afternoon seminars</i>	01.01.2023.	FSS ASPRI Director
3.5.8.	<i>Assessment of individual research performance</i>	<i>annually from 30.08.2023</i>	Dean of FSS
3.5.9.	<i>Bibliometric analysis of scientific performance</i>	<i>annually from 30.08.2023</i>	UL Library

RISK ASSESSMENT OF THE IMPLEMENTATION OF THE STRATEGY OF THE FACULTY OF SOCIAL SCIENCES

Risk description	Risk impact	Risk occurrence probability	Risk prevention/mitigation measures
Insufficient public funding for studies	The quality of the study process is at risk	High	• Attracting fee-paying students;



			<ul style="list-style-type: none">• <i>Developing international study programmes;</i>• <i>Developing lifelong learning</i>
Insufficient public funding for research	Decline in scientific publications	High	<ul style="list-style-type: none">• <i>Participating in research projects abroad;</i>• <i>Increasing the number of contract studies</i>