



**LATVIJAS**  
**UNIVERSITĀTE**  
ANNO 1919

**Development Strategy**  
**2015 –2020**  
**summary**

**2017**

## Introduction

The UL development strategy 2016-2020 (hereinafter – the Strategy) sets strategic objectives and values, development directions, tasks, necessary tools to achieve these objectives and expected outcomes (see Figure 1 and 2).

The Strategy 2020 describes the development of the following directions:

1. **Higher education:** natural sciences, mathematics and information technology; engineering; environmental protection; health protection; education; humanities and arts; social sciences, commerce and law; social protection; labour protection and security.
2. **Research:** humanities and educational sciences; social sciences and law; exact sciences; medical and life sciences.
3. **Resources and performance management.**
4. **Cooperation.**
5. **Internationalization.**

<b>UL STRATEGY</b>	
<p>Vision: The UL in the year 2020 is one of the top science universities in the Baltic region and holds its place among the recognized European and world research and innovation centres.</p>	<p style="text-align: center;"><b>Values:</b></p> <ul style="list-style-type: none"> <li>• People</li> <li>• Excellence</li> <li>• Development</li> <li>• Creativity</li> <li>• Responsibility</li> <li>• Openness and respect for diversity</li> <li>• Cooperation</li> </ul>
<p>Mission: The UL trains human resources to accommodate social needs as well as Latvian and global labour markets, expands the knowledge pool, ensures knowledge transfer and knowledge spillovers, thus, building a sustainable economy and a sustainable society in line with the priorities or smart specialization areas defined in Latvian Smart Specialization Strategy. The UL guarantees its students an opportunity to obtain a high-quality higher education and professional skills, as well as to develop themselves through research and creative activities.</p>	

The Strategy is developed in compliance with the European Union and Latvian programming documents for specified directions and priorities, including:

- The EC strategy "Europe 2020: a strategy for smart, sustainable and inclusive growth";
- The Sustainable Development Strategy of Latvia until 2030 (Latvia 2030);
- The National Reform Programme of Latvia for the Implementation of Europe 2020 Strategy;
- The National Development Plan of Latvia for 2014–2020 (NDP 2020);
- Operational programme "Growth and employment";
- The Guidelines for the Development of Education for 2014-2020;
- The National Concept for the Development of Higher Education and Institutions of Higher Education of Latvia for 2013-2020;
- The Guidelines for the Development of Science, Technology and Innovation for 2014-2020
- The University of Latvia Strategic Plan 2010 - 2020;
- Progress report "On the development of the Action Plan for the implementation of the Guidelines for the development of science, technology and innovation for 2014-2020, that includes the plan for Smart Specialisation Strategy Activities and performance indicators system description", (endorsed by the Cabinet of Ministers on 21.10.14. No. 57 50.§.)
- The Sustainable Development Strategy of Riga planning region for 2014 - 2030.

# The UL Strategy Map

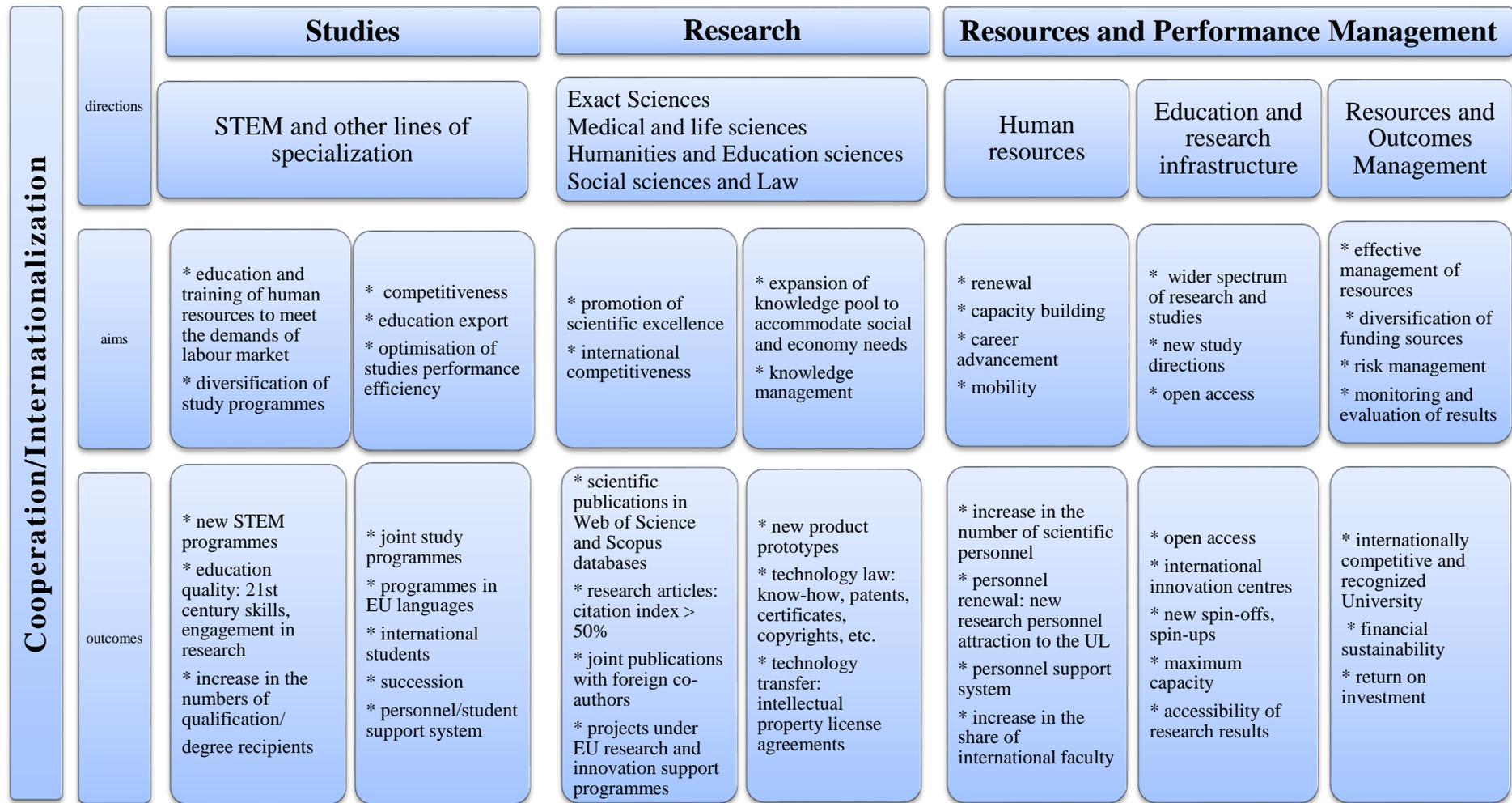


Figure 1. The UL Strategy Map

## 1. Description of the current situation

UL study directions are represented by 131 accredited study programmes, including 53 undergraduate programmes, 54 graduate and 24 doctoral study programmes.

Total student count, including P. Stradins Medical College of the University of Latvia and UL RMC in 2016/2017 is 14290, including 9807 undergraduate and 4483 graduate programme students. The number of students at the UL and its colleges constitutes 17% of the total student population in Latvia.

The total number of recipients of professional qualifications, academic and scientific degrees in 2016/2017 stands at 3615, including 2279 graduates of undergraduate programmes and 1336 graduates of graduate programmes.

The share of students in STEM graduate programmes in 2016/2017 is 38% of the total number of students in STEM directions, while the share of other graduate specialization directions is 27% of the total student count in other specialization directions.

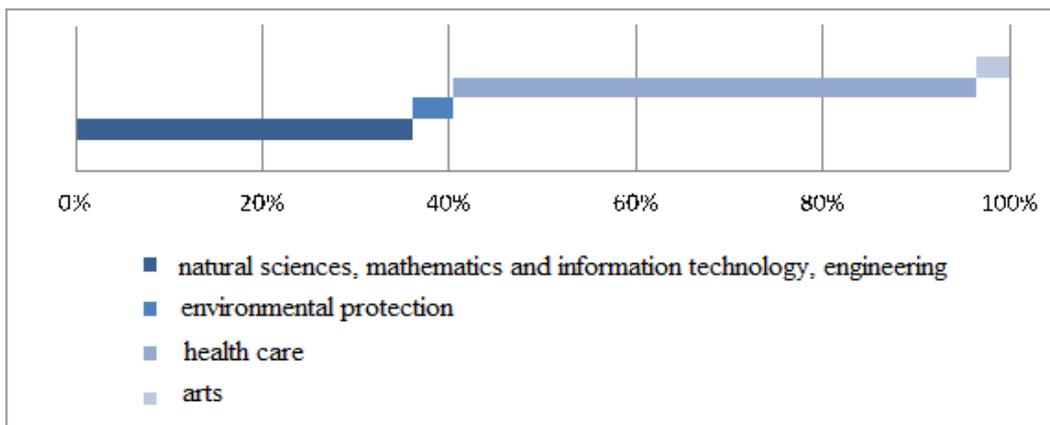


Figure 2. Students distribution by STEM study directions

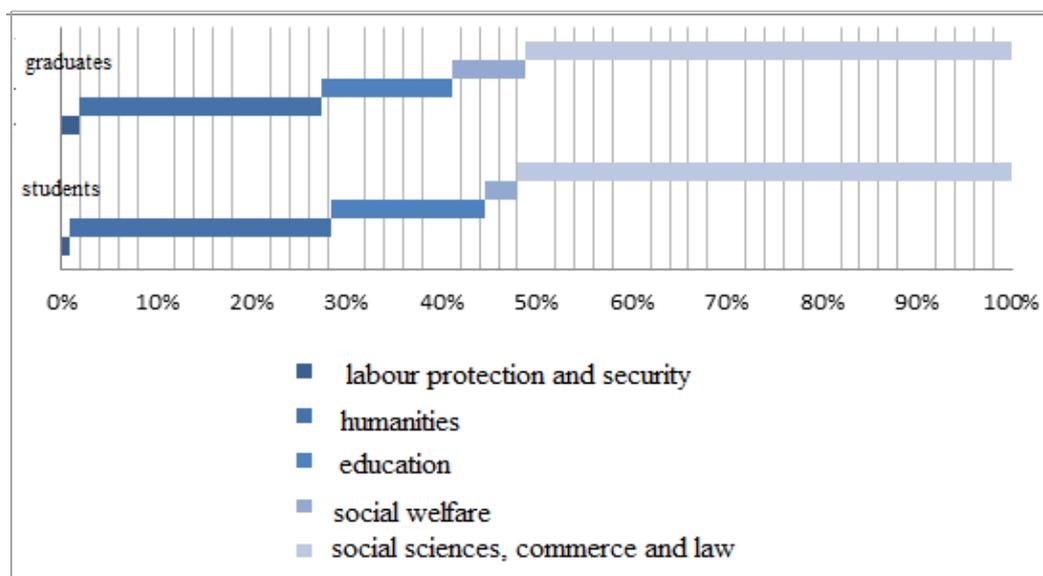


Figure 3. Share of students and qualification/degree recipients by other lines of specialization

## 1.1. Competitiveness analysis

The competitive status of the UL is supported by the UL position in World University Rankings, quality assessments of education and results of the opinion poll of the population.

### The UL position in World University Rankings

#### The Times Higher World University Ranking

According to the Times Higher World University Ranking data, the UL was ranked number 801+ in 2016, while the University of Tartu (TU) has a spot in the 301-350 band and Vilnius University in the 601-800 band.

European rank	World rank	University	Country
= 147	301-350%	University of Tartu	Estonia
= 291	601-800%	Vilnius University	Lithuania
= 354	801 +	Riga Technical University	Latvia
= 354	801 +	UL	Latvia

Table 1.. Baltic Sea region Universities in The Times Higher World University Ranking

#### QS World University ranking

The annual QS World University Ranking<sup>1</sup> offers informed comparisons of 900+ leading universities around the world. According to QS World University Ranking, the UL was ranked number 700+ in the 651-700 band in 2016, while the University of Tartu (TU) has moved up from 400 to 347 spot.

University	QS stars	QS World University Ranking	The EECA (Emerging Europe and Central Asia) rank
University of Tartu		347	5
Vilnius University		481-490	21
University of Latvia (UL)	4	651-700	47
Riga Technical University (RTU)	3	-	64
Riga Stradins University (RSS)	-	-	111-120

Table 2 The status of Baltic Sea region Universities in QS World University Ranking

#### Webometrics

According to the *Webometrics* ranking, the UL is the most recognisable higher educational institution in Latvia that is substantiated by the publicly accessible research information that ensues from the academic activity of the UL.

Latvia rank	World rank	University	Presence rank	Impact rank	Openness rank	Excellence rank
1	1016	University Of Latvia	134	1364	1434	1476

<sup>1</sup>Source: <http://www.topuniversities.com/qs-world-university-rankings>

2	1705	Riga Technical University	778	2365	2563	2323
5	8498	Rezekne Higher Education Institution	3481	8400	4121	5824
6	3467	Riga Stradins University	3558	6305	4121	2862

Table 3. Ranking position for higher educational institutions of Latvia in the Webometrics ranking

### Education quality assessment and survey results in Latvia

According to the Latvian population surveys conducted by GfK Custom Research Baltic in 2016, the UL is the most reputable university in Latvia (see Figure 4).

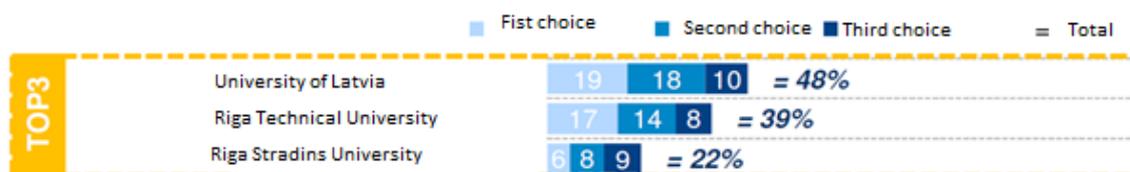


Figure 4. University reputation (source of information: the Latvian population surveys done by GfK Custom Research Baltic in 2016)

According to the Education Quality Assessment in Latvian Universities prepared by the Marketing and Public Opinion Research Centre SKDS (hereinafter referred to as the SKDS) in 2015, the UL education quality is top-ranked, moreover, the LU most often is associated with the concept of "Science" (see Figure 5).

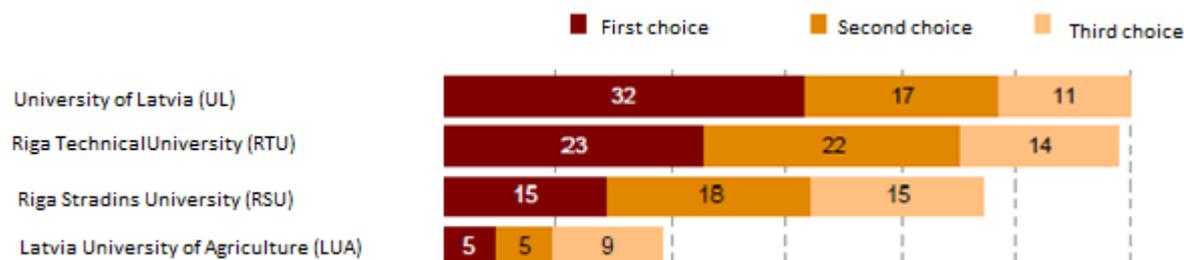


Figure 5. Higher Education Establishments, that are associated with the concept of "Science" the most<sup>2</sup>

### Conclusions

Data of the world rankings, the assessment of the quality of education and survey results allows concluding the following:

1. The UL is the leading higher educational institution in Latvia, taking into consideration the following criteria:
  - visibility;
  - an extensive network of international cooperation;
  - professional academic personnel;
  - research-based quality higher education;
  - extensive spectrum of the offered directions of studies.

<sup>2</sup>source of information: The Latvian population survey conducted by the Marketing and Public Opinion Research Centre in 2015.

2. The RTU and the RSU are the closest competitors of the UL in Latvia. In comparison with the UL the said higher educational institutions have a higher technology transfer potential, and more extensive cooperation with the private sector (employers).

## 1.2. SWOT

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. The UL is a nationally and internationally recognized University, which since 1919, through its scientific activity has become a significant factor in national development.</li> <li>2. A wide spectrum of study and research directions, including STEM sectors, which ensure systemic competence training, and cross-sectoral synergies.</li> <li>3. Research-based higher education, high scientific qualifications of academic personnel.</li> <li>4. An extensive international and national cooperation network.</li> <li>5. The study directions offer is designed respecting the expectations of employers and professional associations.</li> <li>6. Long-term experience in the implementation of study programmes and pooling of students, alumni and employers views.</li> <li>7. Positive experience in the development of modern, multifunctional, cooperation enabling infrastructure: The UL Academic Centre of Natural Sciences.</li> <li>8. Electronic control and accounting systems, incl. LUIS, VISMu, course management, using the electronic system MOODLE.</li> <li>9. UL financial accounting system provides for the financial flow accounts and analysis, consistent with EC legislation requirements set for research organisations.</li> </ol>	<ol style="list-style-type: none"> <li>1. A relatively lesser reputation among academic institutions in the region and especially in business environment when comparing with the leading universities of the neighbouring countries.</li> <li>2. Insufficient numbers of international students and especially international academic personnel.</li> <li>3. Insufficient academic personnel renewal caused by limited academic career development opportunities in the UL.</li> <li>4. The fragmentation of study programmes and overlap in some directions in the fields of Social sciences and Humanities.</li> <li>5. Insufficient numbers of scientific publications by academic personnel, especially in top quality international scientific periodicals.</li> <li>6. Insufficient level of generic skills among graduates, including critical thinking, entrepreneurial skills.</li> <li>7. Insufficient funding to ensure high-quality studies and research, including the modernisation and maintenance of infrastructure.</li> <li>8. Insufficient support for academic personnel in projects and scientific publications.</li> <li>9. Relatively small amounts of commercial research, insufficient technology transfer capacity.</li> <li>10. Insufficient administrative personnel operational capacity.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. The alignment of scientific publications system with the help of the</li> </ol>	<ol style="list-style-type: none"> <li>1. Emigration of new scientists and secondary education graduates that affects the</li> </ol>

<p>data analysis tool SciVal, to list the publications of all UL functional units, thereby increasing ratings in International University rankings.</p> <p>2. To attract more international students, academic personnel and researchers, by improving study and research programmes.</p> <p>3. Establishment of the support framework for the attraction of external financial resources for studies and research.</p> <p>4. A new and broader spectrum of cooperation for economic operators and professional organisations.</p> <p>5. The development of joint study and research programmes, based on a relatively high rate of STEM study programmes and research projects, the proportion of students and academic personnel and involving, as well as creating synergies with such fields as Education, Social sciences and Humanities.</p> <p>6. Promotion of study quality and scientific excellence, thus facilitating the development of soft skills contributing to infrastructure</p> <p>7. Prevention of study programme fragmentation, development of joint study programmes with partner HEIs, concentration of resources.</p> <p>8. Efficient use of electronic resources to optimize knowledge and financial management.</p> <p>9. Personnel renewal.</p>	<p>renewal of research personnel and University enrolment rates.</p> <p>2. Insufficient the level of knowledge among the secondary education graduates, especially in STEM subjects.</p> <p>3. Increasing competition for resources necessary for the development of higher education and science in Latvia and internationally.</p> <p>4. Foreign universities offer and free educational opportunities in foreign universities in Northern Europe, Germany and Scotland.</p> <p>5. Failure to diversify sources of funding by attracting private and foreign funds.</p> <p>6. Breach of the principles of the protection of legitimate expectation and legal certainty in the country, which hampers the planning of research and study direction development.</p> <p>7. The deterioration of the economic situation in Latvia and the EU, low level of income of the population and low level of gross domestic product.</p> <p>8. The increase in bureaucracy as a result of external rules and regulations governing study and research process.</p>
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*Table 4. The analysis of study process strengths and weaknesses, opportunities, and threats (SWOT)*

## **2. Higher Education Development**

Taking into account the assessment of UL competitiveness and SWOT analysis, it is concluded that there is a need to take further action on competitiveness, visibility and study process efficiency.

The UL has set itself the following objectives for the development of higher education:

- Latvian and EU labour market oriented human resources training:
  - the content development for existing study programmes, promoting students soft skills, including studies which include economic issues and community needs analysis as well as contribute to the advancement of soft skills required for the development of innovative products: financial literacy, identification of customer needs, design, process management, promoting solutions on the market;
  - study offer diversification – the development of labour market oriented and internationally competitive new study programmes;
  - enlargement of knowledge base and innovation resources, by attracting employers and professional organizations partners for the development and implementation of study programmes;
- internationalization of education:
  - the development of international study programmes, including the establishment or improvement of study programmes in EU's official languages, and joint and double degree programmes with foreign universities;
  - activities in international cooperation networks;
  - development and implementation of student engagement action plan;
  - examination of European and global higher education development trends and the implementation of best practice in the UL;
  - support for student and academic personnel mobility, internships abroad for student career growth;
- educational performance efficiency optimisation
  - human resources concentration, providing the "critical mass" for effective study process and research;
  - development of higher education infrastructure database to ensure open access at inter-institutional and UL units level;
  - student support (mentors and trustees) system for Bachelor's level programmes involving doctoral students and young researchers;
  - development of academic personnel assistant system<sup>3</sup>, providing the resources necessary for its proper functioning.;
- renewal of academic personnel and capacity building.

### 3. Research capacity and competitiveness development

The UL has set the following objectives to ensure research capacity and competitiveness development:

- promotion of scientific excellence;
- internationalization of research;
- knowledge base extension and technology transfer, which include:
  - development of new products and technologies with high added value to accommodate social and economic needs;
  - knowledge and technology transfer for the implementation of research results into production or provision of services.

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<sup>3</sup>An assistant to a faculty member is a person that offers technical and practical support for preparing the hand-outs and educational materials, evaluating students' work, and organizing practical work.

The UL selection of medium-term priority research directions is based on multiple criteria, including the following:

- research relevance to Smart specialization priority directions or areas of specialisation;
- knowledge base expansion for the development of Latvian and EU economy and to boost growth and raise living standards;
- research excellence;
- ability to attract external (international and private) financial resources;
- topicality of research direction at the national, EU or global level as attested by social and economy needs, the social partners' interests, situation analysis and substantiated assessment of industry outlook (analysis of publications, EU "foresight" and strategic planning activities, topical direction formation support mechanisms);
- problem oriented research development by using interdisciplinary methodologies, combining the traditionally competitive research fields;
- research and study process synergy.

Based on the above mentioned research direction selection principles, the UL has set the following priority research directions for 2016-2020:

1. Information technology services.
2. Innovative information technologies: nuclear physics, optical technology and medical physics.
3. Mathematical methods.
4. Nano and quantum technologies, innovative materials.
5. Climate change and the sustainable use of natural resources.
6. Biomedicine, pharmaceuticals.
7. Regenerative medicine, biobank.
8. Ecology and biodiversity.
9. Public health, quality of life and sustainable nation.
10. Critical thinking, innovation, competitiveness and globalisation.
11. Letonika, diaspora and intercultural communication.
12. People and technology, the quality of education.

# UNIVERSITY OF LATVIA STRATEGY 2020

The University becomes an innovation centre, by expanding the knowledge base and ensuring knowledge transfer for the needs of the public and economic development in line with smart specialisation areas.



UL-INNOVATION CENTRE



Knowledge Expansion



KNOWLEDGE TRANSFER



SMART-SPECIALIZATION AREAS

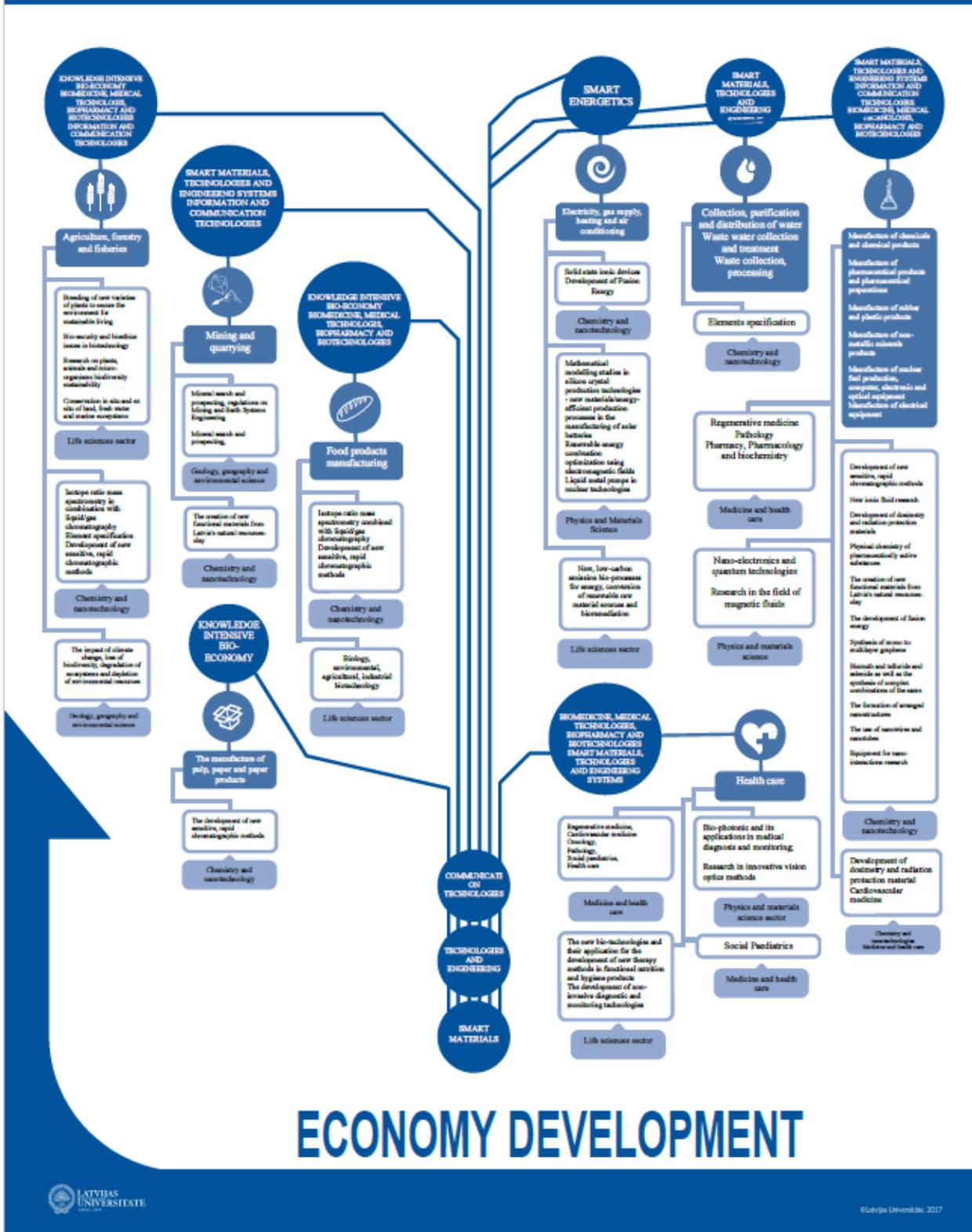


Figure 6. The potential impact of UL research deliverables on economic development in line with Smart specialisation areas

## 4. Institutional development

### The establishment of UL Academic Centre

To improve the quality of education and research work and to ensure the efficient use of infrastructure and human resources, the UL intends to create a modern, unified UL education and research centre (UL Academic Centre) in Tornakalns, Riga. The concentration of resources in the UL Academic Centre will provide for the efficient education and research synergy, will promote the international competitiveness of the UL and support UL development goals as regards education and science. The UL Academic Centre planning is represented in Figure 7.

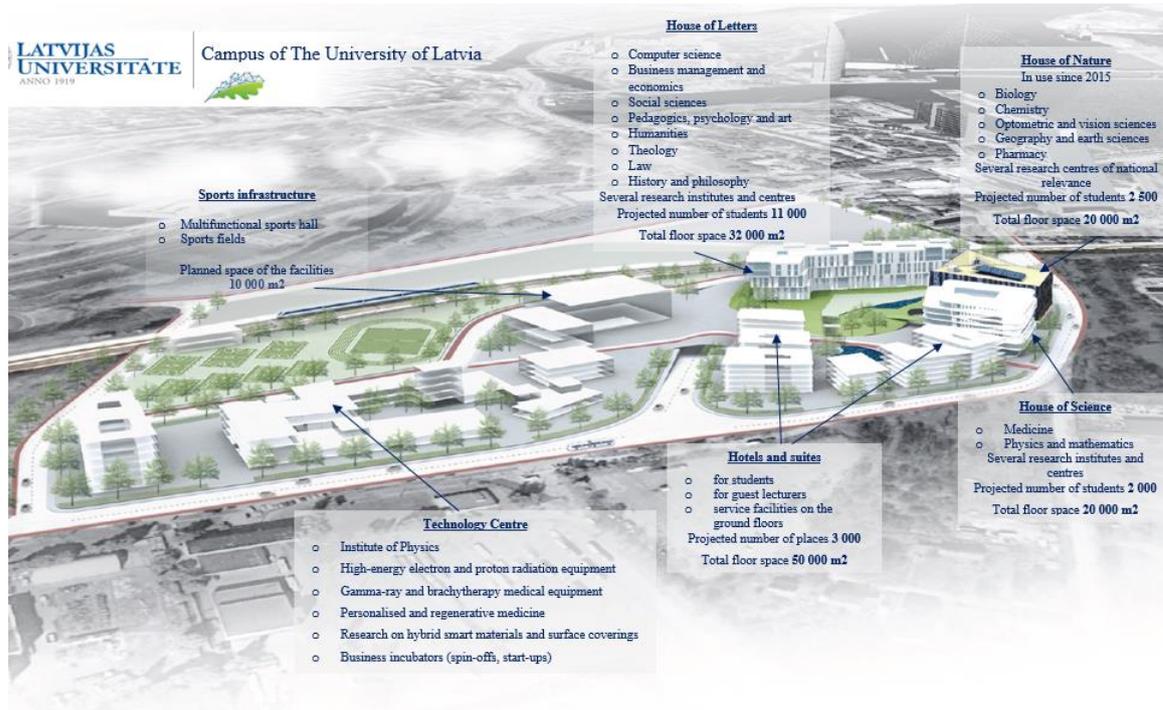


Figure 7. UL Academic Centre

**1. House of Nature** (formerly Academic Centre of Natural Sciences) was built and put into operation in 2015, mobilising EU funds. It contains Faculties of Biology, Chemistry, Geography, Earth Sciences, Medicine (pharmacology and biochemistry study programmes), as well as Department of Optometry and Vision Science of the Faculty of Physics and Mathematics, as well as offers premises to students of Medical and Nutrition programmes for laboratory tasks and hosts six National research centres.

The total area of the building is 18 540 m<sup>2</sup>. The maximum number of students – 2500, the number of employees – 270. The total UL and ERDF contribution to the establishment of the House of Nature stand at 36 million EUR.

**2. House of Science** is to be built in the limits of 2017 - 2018, mobilising EU funds. The planned amount of investment (construction, acquisition of necessary equipment and installations) is set at 37 million EUR. The total area of the building is planned for about 19 800 m<sup>2</sup>. The maximum possible number of students is 2000 and the number of employees up to 500.

House of Science is expected to host in full or in part the following UL units: the Institute of Physics, the Institute of Geodesy and Geoinformatics, the Institute of Cardiology and Regenerative Medicine, the Institute of Atomic Physics and Spectroscopy, the Institute of Polymer Mechanics, Institute of Astronomy, as well as the Faculty of Medicine and the Faculty of Physics and Mathematics.

**3. House of Letters** is to be built in the limits of 2018 - 2020, mobilising credit resources. The planned amount of investment (construction, acquisition of necessary equipment and installations) is set at 45 million EUR. The total area of the building is planned for about 32 000 m<sup>2</sup>. The maximum possible number of students is 11 000 and the number of employees up to 1100.

House of Letters is expected to host in full or in part the following UL units: the Faculty of Computing, the Faculty of Business, Management and Economics, the Faculty of Humanities, the Faculty of Social sciences, the Faculty of Education, Psychology and Art, the Faculty of Theology, the Faculty of History and Philosophy, as well as the Institute of Philosophy and Sociology, Latvian Language Institute, the Institute of Latvian History, and the Institute of Literature, Folklore and Art, as well as the UL business incubator for students.

All three buildings will offer modern, contemporary requirements oriented, convenient and attractive study and research environment: modern research and educational laboratories, auditoriums and seminar rooms, premises for scientific and academic personnel, libraries with reading rooms, recreation rooms with kitchen for the personnel, cafes, recreational grounds and creative arts room for students, other premises essential for modern education and science centre.

These three buildings for education and sciences will be located around a central courtyard which will be greened and landscaped with functional and expressive small architectural forms. The central courtyard is planned to ensure the possibility to organize various activities and public lectures, incl. graduation ceremonies. Parking area and bicycle sheds will be placed below the central courtyard.

The development of other objects of the UL Academic Centre is planned for 2019-2025 period:

**1. Technology Centre.** Technology Centre for Medical and Life sciences is an important project for the *Biopharm alliance*, *NanoTech Energy* cluster development. Technology Centre will accommodate a part of the UL Institute of Physics, the departments in the field of medicine, including personalized and regenerative medicine, gamma-ray and brachytherapy medical equipment, high-energy electron and proton radiation equipment, as well as business incubators. To set up the Technology Centre, the UL plans to raise funds from the projects implemented by public-private partnerships

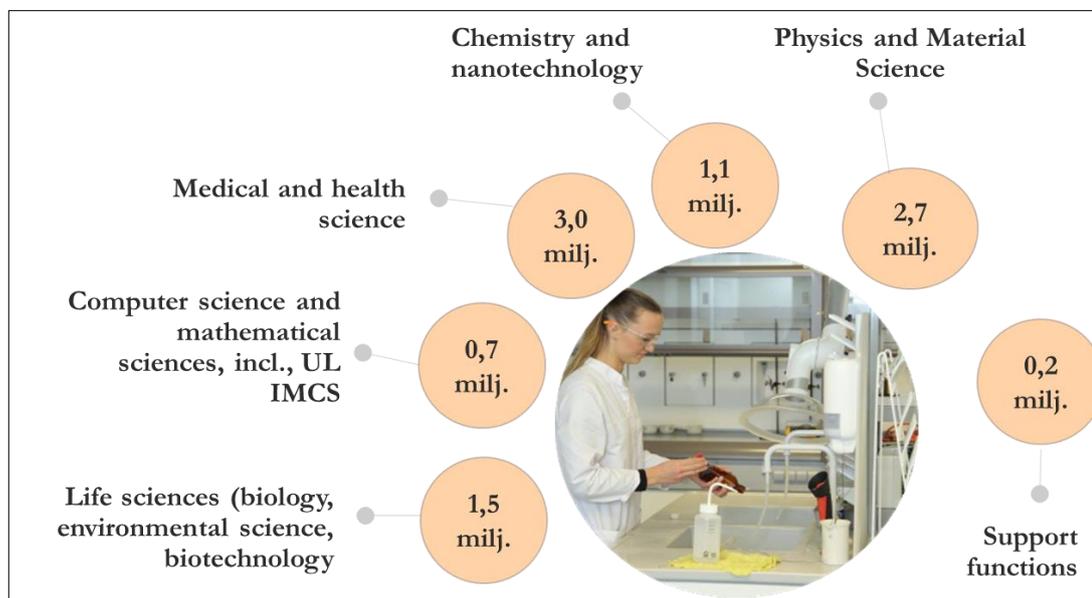
**2. Hostels and residences.** It is planned to build a number of hotels and residence buildings in the territory of the UL Academic Centre. The maximum possible capacity of a planned space is up to 3000. It is initially planned to build hostels with the capacity of 1000 places. The designed hostels and residences will be equipped with modern amenities and will guarantee a high level of comfort. Different types of services that are required for easy and comfortable accommodation will be set up on the first floor of hostels and residence buildings. It is planned to raise funds from the projects implemented by public-private partnerships.

**3. Sports infrastructure.** Taking into account the experience of other countries in campus planning, the UL intends to develop sports infrastructure (such as multi-purpose sports hall, sports grounds, etc.) in the territory of the Academic Centre. Sports infrastructure will be developed in close collaboration with the Technology Centre, providing synergies between sports and medicine.

### **Investments in research infrastructure**

To create modern, contemporary requirements oriented infrastructure for the implementation of the priority research directions in the fields of exact sciences and medicine and life sciences, within the frame of the activity 1.1.1.4. "Development of R&D infrastructure in the Smart specialization areas" it is planned to make investments in the amount of 29.7 million EUR in the UL, including UL IMCS, research infrastructure.

- intangible assets (equipment, supplies, IT technology) purchase/creation – 9.2 million EUR, including UL IMCS 0.4 million (see Figure 8);
- construction – 18.5 million EUR, including UL IMCS 0.65 million EUR;
- service, supervision, unexpected expenditure – 2.1 million EUR

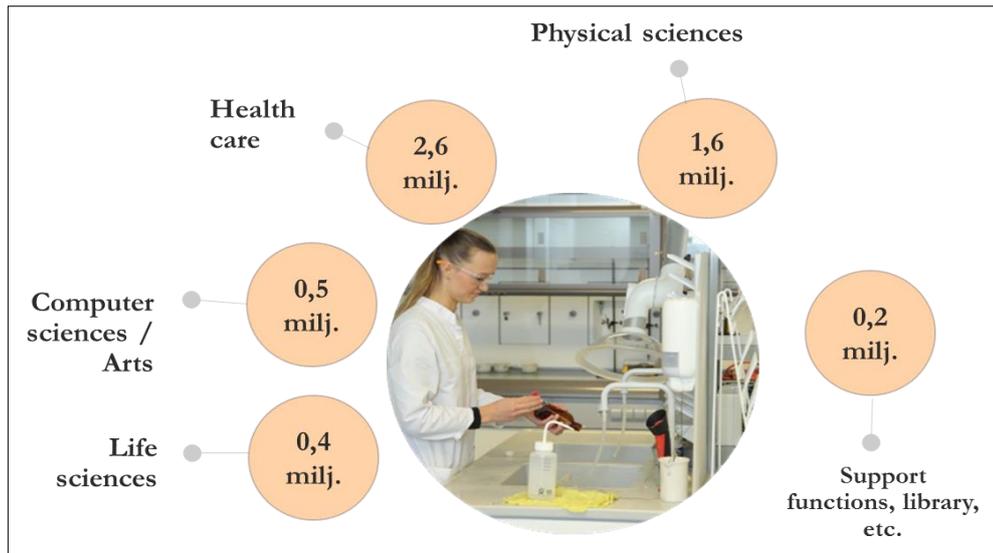


*Figure 8. The indicative investment in research infrastructure distribution by scientific disciplines*

### **Investment in the infrastructure of higher education**

To create a modern, contemporary requirements oriented infrastructure for STEM study programmes it is planned, within the frame of specific support objective 8.1.1. “To increase the number of study programmes of modernized STEM, including medicine and creative industries”, to invest 12.2 million EUR in the UL higher education infrastructure, including UL SMC and UL RMC :

- intangible assets (equipment, supplies, IT technology) purchase/creation – 5.3 million EUR, including UL Colleges 0.3 million EUR (see Figure 9);
- construction – 6.2 million EUR, including UL Colleges 0.4 million EUR;
- service, supervision, unexpected expenditure – 0.7 million EUR.



*Figure 9. The indicative investment in the infrastructure of higher education by STEM directions*

In addition to the investments from EU funds, it is planned to attract credit funds, as well as to invest UL budgetary resources including the revenue from the lease or disposal of the UL property occupied or possessed, to create a modern infrastructure in the House of Letters at the UL Academic Centre, for the development of study programmes and research directions in such fields as social sciences, humanities and education sciences and commerce.

## 5. Action plan for the implementation of the strategy

Based on competitiveness and SWOT analysis, the UL has determined the following strategic development directions, goals and targets to promote UL competitiveness in the EU and global higher education and research area:

### 1. Action plan for the implementation of the Strategy

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
<b>The overall UL goals for the implementation of the UL Strategy</b>			
0.1.	Create a system for coordination and monitoring of UL development strategy	Head of administration	to 30.06.2017.
<b>A 1.</b>	<b>Development direction: Higher Education Development</b>		
<b>M 1.1.</b>	<b>Goal: Labour market oriented human resources training:</b>		
U 1.1.1.	The recruitment of undergraduate students to graduate programmes at the UL: Strengthening of identity; introduction to further study opportunities at the UL	CID	2017. IV. QTR
U 1.1.2.	The development or improvement of new joint study programmes (incl. STEM, joint study programmes, dual degree programmes)	STD	2019. IV. QTR
S 1.1.3.	Termination of inefficient study programmes that fail to address labour market demands	STD	2019. I. QTR
U 1.1.4.	The development of criteria for the termination of inefficient study programmes	STD	2018. II. QTR
U 1.1.5.	Student support system to reduce the dropout rate among undergraduate and graduate students	SSD	2017. IV. QTR
U 1.1.6.	The concept of cooperation with employers and professional organisations for research and studies	STD	2018. I. QTR
R 1.1.1.	Student numbers	14 290	16935
R 1.1.2.	incl. STEM study programmes	5 706	6832
R 1.1.3.	Number of qualification/degree recipients	3615	4279
R 1.1.4.	Increase in the numbers of students enrolled in graduate and postgraduate study programmes	31%	33%
R 1.1.5.	Development of new STEM study programmes	56	7
<b>M 1.2.</b>	<b>Goal: Education competitiveness and quality promotion</b>		
U 1.2.1.	<i>BrainCluster &amp; ChangeLab</i> <sup>4</sup> workshops	STD	2018. IV. QTR
U 1.2.2.	Development of job description sample for the position of Professor assistants	HRD	2017, IV QTR
U 1.2.3.	Steps to increase the number of study programmes, which have been assigned international quality labels	STD	by 2020.

<sup>4</sup>BrainCluster – an interdisciplinary faculty meetings to bring together the academic personnel/doctoral students, who have the potential to become study programme directors. ChangeLab – workshops for the current study programmes directors, with a view of improving the existing study programmes on offer and, if successful, to upgrade some into "Excellence" programmes.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
R 1.2.1.	Joint study programmes development/ improvement with Latvian higher education institutions	1	10
R 1.2.2.	Joint STEM study programmes development or improvement (with Latvian higher education institutions)	4	7
R 1.2.3.	Established student support system – the number of engaged trustees	68	90
R 1.2.4.	Established academic personnel support system	-	1
R 1.2.5.	Dropouts reduction	18%	15%
<b>M 1.3.</b>	<b>Goal: Internationalization of education</b>		
U 1.3.1.	International candidates recruitment system	CID	2017, II QTR.
U 1.3.2.	Participation in educational fairs in potential market countries: Kazakhstan, Uzbekistan, Azerbaijan, India, etc.	CID	Regular
U 1.3.3.	Contracts with specialised companies for student recruitment, preparation of information material	CID	Regular
U 1.3.4.	Dissemination of information: in the media, social networks, cooperation networks, target audience, website sections in foreign languages	CID	Regular
U 1.3.5.	The development and implementation of social integration complex for international students (e.g., representatives of international students in the UL Students' Council, mentoring programme, etc.)	SSD	Regular
R 1.3.1.	Increase in the number of international students enrolled in graduate and postgraduate STEM study programmes	6%	15%
R 1.3.2.	The proportion of international students in undergraduate programmes		8%
R 1.3.3.	The development of joint study programmes with foreign universities	4	8
R 1.3.4.	The development of study programmes in the official languages of the EU, incl.	25	35
R 1.3.5.	The development of STEM study programmes in the official languages of the EU, incl.	9	19
R 1.3.6.	The development of double degree programmes with foreign scientific institutions	-	+ 2
<b>M 1.4.</b>	<b>Goal: Study process efficiency optimisation</b>		
U 1.4.1.	Student support system development (mentor, trustee)	SSD	2017, III QTR.
U 1.4.2.	Assessment of study programmes offered in Latvia and the EU, competitor performance analysis, identification of prerequisites for the creation of joint study programmes Assessment of study directions in Latvia, EU, etc.	CID	28.02.2018.
<b>A 2.</b>	<b>Development direction: Research capacity and competitiveness development</b>		
<b>M 2.1.</b>	<b>Goal: Promotion of research and scientific excellence</b>		
U 2.1.1.	To associate load planning for the academic personnel involved both in studies and research process with the set research objectives.	Department of Science (DS)	30.06.2017.
U 2.1.2.	Not less frequently than quarterly to hold intersectoral collaboration planning activities and events to exchange information about the projects or publications where collaboration is possible, identifying the needs and competencies of each sub-sector that can help other sector representatives	Department of Science (DS)	Regular quarterly
U 2.1.3.	Clearly defined publication performance indicators for the academic and scientific personnel per year	Department of Science (DS)	30.09.2017.
U 2.1.4.	The development and maintenance of top quality scientific peer-reviewed journals and the list of international publishers by scientific fields	Library of the University of Latvia	Once a year

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 2.1.5.	Publication support system (support for article editing, translation into foreign language(s) and publishing), including the involvement of active Emeritus researchers with experience in and knowledge of publishing in the international scientific peer-reviewed journals	Department of Science (DS)	30.09.2017.
U 2.1.6.	To refine the doctoral theses evaluation approach by specifying that both, the use and analysis of international publications in the thesis and thesis-related publications in international journals are set as evaluation criteria.	STD	2017. IV. QTR
U 2.1.7.	To assess progress towards meeting publishing requirements set by the Council of Science	Department of Science (DS)	31.12.2017.
U 2.1.8.	To develop international scientific cooperation guidelines.	Department of Science (DS)	31.12.2017.
U 2.1.9.	To promote open access to scientific publications and research data. The development and adoption of Open access policy. The development and adoption of UL e-resource repository OA policy.	Library of the University of Latvia	30.06.2017.
U 2.1.10.	To review the opportunities to enter the existing UL journals into internationally important databases and develop the action plan for the implementation of the same.	Department of Science (DS)	30.06.2017.
R. 2.1.1	Publications (incl. scholarly articles in periodicals and article or section in collected articles, monographs' chapters, conference proceedings publication, etc.)	595	1296
R. 2.1.2	Scientific articles where citation index reaches at least 50% of the sector's average citation index (number)	229	300
R 2.1.3	The average citation count (H-index)	13	15
R 2.1.4	The number of monographs (reviewed scientific monograph or collective monograph with the ISBN code)	9	12
<b>M 2.2.</b>	<b>Goal: Raising international competitiveness</b>		
U 2.2.1.	Not less frequently than every six months to implement practical training and exchange of information/experience in research projects proposal preparation and implementation.	Department of Science (DS)	Fully implement – by 31.12.2017.
U 2.2.2.	To define the line of evaluation for the participation in research projects while prioritising boosting the potential for publishing in high level scientific journals, by pre-selecting projects and incorporating relevant criteria that state the exact method used to calculate remuneration for the specific project group	Department of Science (DS)	30.06.2017.
U 2.2.3.	To coordinate and encourage researchers to obtain the status of experts in the Horizon 2020 project tendering, to encourage involvement in EU research networks ERA Net, COST, etc., as well as encourage networking activities by posting information on the direction of research and researchers in the EU databases (e.g. partner search opportunities in Social sciences and Humanities NET for Society ( <a href="http://www.net4society.eu/public/pss.php">http://www.net4society.eu/public/pss.php</a> ))	Department of Science (DS)	31.12.2017.
U 2.2.4.	Electronic project evaluation and management system.	Department of Science (DS)	31.12.2018.
R 2.2.1.	Scientific publication in co-operation with foreign co-authors (number)	202	260
R. 2.2.2.	Success indicator for membership in the European Union's research and innovation programmes and technology initiatives within announced invitations to tender(in%)	8%	15%
R 2.2.3.	The number of projects within the framework programme for research and innovation "Horizon 2020"	49	50

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
R 2.2.4.	incl. the UL as Coordinator	10	12
R 2.2.3.	The number of research projects submitted within the frame of EU research and innovation programmes and technology initiatives	78	100
R 2.2.4.	incl. as Coordinator	10	15
<b>M 2.3.</b>	<b>Goal: Expansion of the knowledge base</b>		
U 2.3.1.	Increase in the number of technologies with the technology readiness level (TRL) 4-6, including:		
U 2.3.2.	Increase in the number of effective cooperation projects with the Latvian and foreign economic operators	Career Information Days (CID)	Permanently
U 2.3.3.	The improvement of UL scientific excellence and commercialization support programme, where the development and commercialization of technologies of high readiness level is set as a support criterion	Career Information Days (CID)	31.12.2017.
U 2.3.4.	Initiation and conclusion of contracts on resource partnership with economic operators, which will allow to use scaling and other infrastructures available to economic operators to conduct empirical research and to develop prototypes.	Career Information Days (CID)	Permanently
R 2.3.1.	The number of developed new product prototypes and technologies (methods) (cumulative as in 2020)	55	115
R 2.3.2.	The number of co-publications developed in collaboration with the commercial sector	0	30
R 2.3.3.	The number of registered industrial property rights, by means of international, European or national application procedure in the following countries: Germany, Spain, the United Kingdom, Denmark, Norway, Sweden, Finland, Estonia, Poland, the Czech Republic, Austria, Hungary, Romania, Russia, the USA, Australia, Canada, India, Japan, People's Republic of China.	26	98
R 2.3.4.	Total number of technology rights (know-how, patents, plant variety certificates, software copyright, supplementary protection certificates for medicine and other products, etc.)	26	150
R 2.3.5.	The number of intellectual property (rights) license agreements (LA) as for the year 2020 (exact sciences, medical and life sciences) (cumulative)	6	50
R 2.3.6.	The spin-off companies founded by 2020	-	12
<b>A 3.</b>	<b>Development direction: Human resources development plan</b>		
<b>M 3.1.</b>	<b>Goal: The development of motivation and remuneration system</b>		
<b>M 3.1.1.</b>	<b>The development of UL academic and research personnel remuneration system</b>		
U 3.1.1.1.	To develop and implement a communication plan for projected changes in the UL academic personnel remuneration system	Career Information Days (CID)	31.05.2017.
U 3.1.1.2.	To optimize academic personnel position/job descriptions	Human resources Department (HRD)	30.06.2017.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 3.1.1.3.	To check the remuneration principles specified by the model against the performance of one of the selected departments, linking it with the performance appraisal system (pilot project)	Human resources Department (HRD)	31.12.2019.
U 3.1.1.4.	To develop a training plan for the Heads of the departments regarding the changes in the academic personnel remuneration system	STD	30.05.2017.
U 3.1.1.5.	To draw up a complete and detailed map of all remuneration and motivation components, to better inform employees about available bonuses	Human resources Department (HRD)	31.12.2017.
U 3.1.1.6.	To introduce changes in the functionality of IS (information system) set for salary calculation	Department of Accounting and Finance (DAF)	31.12.2017.
<b>M 3.1.2.</b>	<b>The development of UL employees performance assessment system</b>		
U 3.1.2.1.	To develop UL employees performance appraisal and motivation system, incl.	Human resources Department (HRD)	31.12.2018.
U 3.1.2.2.	To determine measurable performance criteria for every level of job positions	Human resources Department (HRD)	31.12.2018.
U 3.1.2.3.	To develop new internal normative documents, incl. academic personnel performance assessment form, the performance assessment procedure, where the performance assessment steps are described, time limits, IS	Human resources Department (HRD)	31.12.2019.
U 3.1.2.4.	To assign the responsibility for performance system administration	Human resources Department (HRD)	31.12.2019.
U 3.1.2.5.	To assign the responsibility for employees performance evaluation	Human resources Department (HRD)	31.12.2019.
U 3.1.2.6.	To develop a training plan for department heads on the performance appraisal system and their involvement in the evaluation process	Human resources Department (HRD)	31.12.2018.
U 3.1.2.7.	To develop a training plan for academic personnel on the performance appraisal system and their involvement in the evaluation process	Human resources Department (HRD)	31.12.2019.
U 3.1.2.8.	To define educational objectives and the values of performance indicators for academic personnel of each unit	STD	31.12.2017.
U 3.1.2.9.	To develop a training plan for academic personnel on the performance appraisal system and their involvement in the evaluation process	Human resources Department (HRD)	31.12.2019.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 3.1.2.10.	To define objectives and the values of performance indicators for academic personnel of each unit	Department of Science (DS)	30.09.2017.
U 3.1.2.11.	To optimize human resources management system to collect and analyse performance assessment results	Information Technology Department (ITD)	31.12.2017.
U 3.1.2.12.	To develop and implement a communication plan on the implementation of performance assessment system	Career Information Days (CID)	31.12.2017.
<b>M 3.1.3.</b>	<b>The development of UL academic personnel motivation system</b>		
U 3.1.3.1.	To develop new internal regulatory documents that would be anchored with the motivation system, incl. motivation system policy	Human resources Department (HRD)	31.12.2018.
U 3.1.3.2.	To introduce amendments to internal regulatory documents that are related to motivation system, incl. regulations on the payment of wages at the UL, UL working procedure regulations, UL collective agreement	Human resources Department (HRD)	31.12.2018.
U 3.1.3.3.	To develop a plan to communicate the established motivation system, incl. motivational elements and to ensure regular communication of motivation system, incl. on the motivational elements, should any changes occur	Career Information Days (CID)	31.12.2018.
<b>M 3.1.4.</b>	<b>To improve employee retention, workplace satisfaction, and motivation through job satisfaction surveys</b>		
U 3.1.4.1.	To conduct employees satisfaction surveys	Human resources Department (HRD)	Annually, by November 30.
U 3.1.4.2.	To establish the procedure for employees satisfaction surveying	Human resources Department (HRD)	01.06.2017.
R 3.1.1.	The development of academic and research personnel support system to ensure knowledge management optimization, capacity building, etc.	-	3
R 3.1.2.	Streamlined remuneration system		1
<b>M 3.2.</b>	<b>Goal: Capacity building of human resources</b>		
<b>M 3.2.1.</b>	<b>Human resources attraction and retention</b>		
	<b>To strengthen the attractive employer brand for thhe UL</b>		
U 3.2.1.1.	To set up a working group represented by Human Resources and other departments and based on 2.3.4. results of employees satisfaction surveys and the results of the doctoral students focus groups to decide on the strategies to strengthen the UL attractive employer brand	Human resources Department (HRD)	31.12.2017.
U 3.2.1.2.	The working group shall develop specific solutions (up to 5 solutions that can be introduced during the period of one year) to consolidate the UL attractive employer brand, for instance, by creating a favourable environment for personal growth, promoting collegiality and collaboration, reducing administrative daily duties.	Human resources Department (HRD)	31.12.2017.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 3.2.1.3.	To develop and implement a communication plan to convey an attractive employer brand image for the UL	Career Information Days (CID)	31.12.2017.
U 3.2.1.4.	To rank the UL as an attractive employer brand in order to identify the number and expectations of potential employees	Human resources Department (HRD)	31.12.2017.
	<b>To improve UL employees recruitment and selection system</b>		
U 3.2.1.5.	Based on the results of the analysis of the UL attractive employer brand, to determine the essential requirements for each target group	Human resources Department (HRD)	01.06.2018.
U 3.2.1.6.	To develop a communication plan to attract the desired positions.	Career Information Days (CID)	31.12.2017.
<b>M 3.2.2.</b>	<b>The development and improvement of personnel further training and upskilling system</b>		
U 3.2.2.1.	To determine the minimum required training and competency for each position level	Human resources Department (HRD)	31.12.2017.
U 3.2.2.2.	To assess the academic personnel professional development and training needs	Human resources Department (HRD)	01.08.2017.
U 3.2.2.3.	To assess the impact of required training on the UL budget, to attract budget resources	Department of Accounting and Finance (DAF)	31.12.2017.
U 3.2.2.4.	To specify the parties responsible for the administration of academic personnel professional development and training system	Human resources Department (HRD)	31.12.2017.
U 3.2.2.5.	To align the employees' professional development and training system with the performance appraisal system	Human resources Department (HRD)	31.12.2018.
U 3.2.2.6.	To make changes to the internal regulatory documents, to introduce the UL academic personnel professional development and training system.	Human resources Department (HRD)	31.12.2017.
U 3.2.2.7.	To optimize human resources management system in order to collect and analyse data on the professional development and training needs	Human resources Department (HRD)	31.12.2017.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 3.2.2.8.	To develop a training plan for UL departments heads and immediate superiors as regards the training plan for the UL academic personnel professional development and training system	Human resources Department (HRD)	31.12.2017.
U 3.2.2.9.	To develop and communicate a plan for the UL academic personnel professional development and training system	Career Information Days (CID)	31.12.2017.
<b>M 3.2.3.</b>	<b>The development of personnel career planning system</b>		
U 3.2.3.1.	To determine the academic career ladder for each job level, incl. the minimum competence, capacity, qualifications and other requirements for the advancement	Human resources Department (HRD)	31.12.2017.
U 3.2.3.2.	To develop information material on the academic personnel career advancement opportunities and requirements	Human resources Department (HRD)	31.12.2017.
U 3.2.3.3.	To anchor career planning system with the performance appraisal system	Human resources Department (HRD)	31.12.2017.
U 3.2.3.4.	To check career planning system in association with the performance appraisal system against one of the selected units (pilot project)	Human resources Department (HRD)	31.12.2017.
U 3.2.3.5.	To specify the parties responsible for the administration of UL academic personnel career advancement system	Human resources Department (HRD)	31.12.2017.
U 3.2.3.6.	To make changes to the internal regulatory documents, to introduce UL academic personnel career advancement system	Human resources Department (HRD)	31.12.2018.
U 3.2.3.7.	To optimize personnel management system in order to be able to introduce UL academic personnel career advancement system	Information Technology Department (ITD)	31.12.2018.
U 3.2.3.8.	To develop a training plan for UL departments heads and immediate superiors as regards the UL academic personnel career advancement system	Human resources Department (HRD)	31.12.2017.
U 3.2.3.9.	To develop and communicate a plan for the UL academic personnel professional career advancement system	Career Information Days (CID)	31.12.2017.
R 3.2.1.	Scientific personnel (the leading researchers, researchers, research assistants) count in FTE (UL), incl.	518	647
R 3.2.2.	Employed scientists (FTE, UL)	285	356

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
R 3.2.3.	The count of attended professional development events per one member of scientific personnel, (seminars, courses, training)	2	3
R 3.2.4.	The proportion of academic personnel, who improved foreign language skills	42%	70%
<b>M 3.3.</b>	<b>Goal: Academic personnel renewal and succession</b>		
U 3.3.1.	Create a HR and other departments representatives working group to agree on the criteria for the progressive renewal of the existing academic personnel, such as the maximum instruction hours for the retirement age academic personnel, etc.	Human resources Department (HRD)	31.12.2017.
U 3.3.2.	To regularly assess the compliance with the criteria for progressive academic personnel renewal	Human resources Department (HRD)	31.12.2017.
U 3.3.3.	Create a HR and other departments representatives working group to agree on the criteria for the progressive renewal of the existing academic personnel, such as the maximum instruction hours for the retirement age academic personnel, etc.	Career Information Days (CID)	31.12.2017.
U 3.3.4.	To establish and implement academic and research personnel succession system	Human resources Department (HRD)	31.12.2018.
U 3.3.5.	To identify the most important academic positions in succession planning	Human resources Department (HRD)	31.12.2017.
U 3.3.6.	To identify academic succession candidates	Human resources Department (HRD)	01.06.2018.
U 3.3.7.	To determine the criteria for succession planning, by analysing job descriptions, UL strategic objectives, specific competences and skills needed	Department of Science (DS)	01.06.2017.
U 3.3.8.	To oblige the holders of existing academic leadership positions to transfer knowledge to the selected candidates	Vice Rectors	01.06.2017.
U 3.3.9.	To attend to the selected candidates' careers planning and develop a career advancement plan	Human resources Department (HRD)	01.09.2018.
U 3.3.10.	To regularly assess the personnel holding academic leadership positions and obliged to provide for the successors development	Human resources Department (HRD)	31.12.2019.
U 3.3.11.	To regularly assess the identified successors, by aligning it with the performance appraisal system	Human resources Department (HRD)	31.12.2019.
U 3.3.12.	To develop new regulatory documents and make changes to the existing internal regulatory documents to introduce an academic personnel succession system	Human resources Department (HRD)	31.12.2018.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 3.3.13.	To assign responsibility for the administration of succession system	Human resources Department (HRD)	01.06.2018.
U 3.3.14.	To develop a training plan for the holders of academic leadership positions as regards the succession system and their involvement in the knowledge transfer process	Human resources Department (HRD)	01.06.2018.
U 3.3.15.	To optimize personnel management system in order to be able to introduce UL academic personnel succession system	Information Technology Department (ITD)	01.06.2019.
U 3.3.16.	To develop and communicate a plan for the UL academic personnel succession system	Career Information Days (CID)	31.12.2018.
R 3.3.1.	Number of Doctoral degree recipients	94	125
R 3.3.2.	Career advancement in the UL - UL Doctoral degree recipients, who stand in an employment relationship with the UL	45	100
R 3.3.3.	Master and doctoral students engaged in UL research activities in the previous year	137	172
<b>A 4.</b>	<b>Development direction: The development of resources and performance management system</b>		
<b>M 4.1.</b>	<b>Goal: Financial capacity building</b>	UL administration	
U 4.1.1.	To collect information on the intellectual property resulting from the UL research projects activities, to plan the funding required for its maintenance, to analyse the utilisation of the products, to take actions for the protection of intellectual property under the laws and regulations in force in the Republic of Latvia	Career Information Days (CID)	31.12.2017.
U 4.1.2.	To develop a funding model for scientific work performed by the researchers, commissioned by central and local government (ministerial working groups, the delivery of any opinions or contributions to the Commission, to working groups, to the courts, etc.)	Human resources Department (HRD)	31.12.2017.
U 4.1.3.	To optimise processes and UL support mechanisms to attract contract work and disseminate research results.	Career Information Days (CID)	30.11.2017.
U 4.1.4.	To develop the guidelines and define the detailed activities to communicate UL experts' opinion in the media to increase public awareness of the UL as of Science University as well as public awareness of UL research activities and their deliverables.	Career Information Days (CID)	30.09.2017.
U 4.1.5.	Proactive communication of experts' opinion (TED Talk, popular scientific magazines, such as "Kapitāls", "Balance", blogs, newsgroups, etc.)	Career Information Days (CID)	Permanently
U 4.1.6.	Regular monitoring of public procurement, and should the UL be interested in the procurement, the coordination of tender bids	Career Information Days (CID)	Permanently

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 4.1.7.	The drafting of internal regulatory documents regulating the UL personnel involvement in the establishment of technological and research-intensive companies	Career Information Days (CID)	30.11.2017.
U 4.1.8.	The alignment of the projects proposal and implementation system, by reviewing responsibility of project managers and UL departments (Project Management agreement, legal, financial, academic, etc. aspects)	Department of Science (DS)	31.12.2017.
U 4.1.9.	The development of joint UL scientific service offer in collaboration with UL departments and units and initiation of further cooperation with potential partners in the private sector	Career Information Days (CID)	31.12.2017.
U 4.1.10.	To identify the needs and the doctoral thesis theme, based on the public, incl., entrepreneurs and economic needs (for example, " <i>Industrial PhD</i> ").	All UL faculties and institutes	Permanently
U 4.1.11.	Private sector involvement in the development of new study programmes or the improvement of the existing ones, which would demonstrate internationally significant research potential and knowledge transfer	Career Information Days (CID)	01.12.2017.
R 4.1.1.	Total funding leveraged for research (EUR million)	22.4%	34.91
R 4.1.2.	Private funding leveraged for research (EUR million)	1.87	6.91
R 4.1.3.	Foreign funding leveraged for research (EUR million)	6.53	10.84
<b>M 4.2.</b>	<b>Goal: Knowledge management system optimization</b>		
U 4.2.1.	Centralized registration and maintenance of technology rights, coordination of intellectual property licensing process	Career Information Days (CID)	Permanently
U 4.2.2.	The development of intellectual property management regulations and commercialization guidelines	Career Information Days (CID)	04.2017.
U 4.2.3.	The establishment of <i>Spinoff</i> businesses support system at the UL	Career Information Days (CID)	31.12.2017.
U 4.2.4.	The establishment of identification and registration system for UL ongoing technology transfer processes and potentially commercializable developments	Career Information Days (CID)	31.12.2017.
U 4.2.5.	Capacity building of the personnel involved in technology transfer, incl.,		
U 4.2.6.	Regular training for the personnel involved in technology transfer, providing an opportunity to attend training, conferences, seminars, etc.	Career Information Days (CID)	Permanently
U 4.2.7.	Information support activities for UL personnel and doctoral students in knowledge and technology transfer processes, start-ups and further development of research-intensive businesses (4-6 seminars per year)	Career Information Days (CID)	31.12.2017.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 4.2.8.	An increase in the share of scientific personnel involved in technology transfer	Career Information Days (CID)	07.2018.
	<b>Marketing activities to promote technology transfer</b>		
U 4.2.9.	The development of UL cooperation portal (as UL portal special section)	Career Information Days (CID)	30.04.2017.
U 4.2.10.	Participation in the sectoral fairs and exhibitions (e.g. Life Sciences Baltic) and at National innovation strands	Career Information Days (CID)	Constantly
U 4.2.11.	Participation in the international technology transfer platforms such as Interreg Baltic Sea Region 2014-2020 programme with the projects "Baltic TRAM (Transnational Research in the Macro-region)", and Interreg project "Power Electronics for Green Energy Efficiency" (Green PE)	Career Information Days (CID)	Constantly
U 4.2.12.	Partnering with intermediary economic operators in attracting customers and investors in foreign markets (technology transfer agents)	Career Information Days (CID)	Constantly
U 4.2.13.	Inclusion of information on UL developments and competencies in international databases, such as the membership in the Enterprise Europe network (EEN) and notification of tenders - technology rights - in EEN or an equivalent database ( <a href="http://een.lv">http://een.lv</a> ).	Career Information Days (CID)	Constantly
U 4.2.14.	The communication of UL specialization and service offerings in the UL media, incl., UL portal and its section for cooperation, etc.	Career Information Days (CID)	Constantly
U 4.2.15.	Organization of UL annual scientific conference section on technology transfer	Career Information Days (CID)	Annual
R 4.2.1.	Knowledge management system optimization	-	1
<b>M 4.3.</b>	<b>Goal: The establishment of UL Academic Centre</b>		
U 4.3.1.	House of Science design, construction and commissioning	UL administration	31.12.2018.
U 4.3.2.	House of Letters design, construction and commissioning	UL administration	31.12.2020.
U 4.3.3.	Hostels first round of design, construction and commissioning	UL administration	31.12.2020.
<b>M 4.4.</b>	<b>Goal: The development of higher education and research infrastructure</b>		
U 4.4.1.	Specific Aid Objective 8.1.1. The purchase of educational equipment and installations co-financed under "To increase the number of modernized STEM, including medical and creative industry study programmes"	UL administration	31.12.2018.
U 4.4.2.	The purchase of research equipment and installations co-financed under activity 1.1.1.4. within the frame of "Development of the R&D Infrastructure in Fields of Smart Specialisation"	UL administration	31.12.2018.
R 4.4.1.	The number of new, well-equipped, modern, state-of-the-art research and educational laboratories	133	217
R 4.4.2.	The number of new, well-equipped, modern auditoriums and seminar rooms	40	70.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
R 4.4.3.	The number of modernized workplaces for scientific and academic personnel	360	850
R 4.4.4.	The share of STEM students studying in modernized infrastructure against the total STEM student population	35%	100%
R 4.3.5.	Accessibility for people with disabilities who want to study in STEM programmes	50%	100%
<b>M 4.5.</b>	<b>Goal: Real estate management optimization</b>		
U 4.5.1.	Reduction in the number and area of real estate used to ensure UL basic functions (studies, science, administration)	ID	31.12.2020.
U 4.5.2.	Reduction in the maintenance costs of real estate used to ensure UL basic functions (studies, science, administration)	ID	31.12.2020.
U 4.5.3.	Open access infrastructure assurance: The development of external users infrastructure strategy, and settlement policy,	ID	31.12.2020.
R 4.5.1.	Reduction in the number of real estate used to ensure UL basic functions (studies, science, administration)	17	11
R 4.5.2.	Total area of real estate used to ensure UL basic functions (m <sup>2</sup> )	171 800	123 100
R 4.5.3.	Maintenance costs of real estate used to ensure UL basic functions per year (EUR million)	4.53	3.81%
<b>M 4.6.</b>	<b>Goal: The development of changes support system</b>		
4.6.1.	To determine the procedure that would specify within the Strategy the priorities for base, performance and external funding	UL administration	01.03.2017.
4.6.2.	To devise the Strategy's concept of "Foundation of excellence"	UL administration	31.03.2017.
4.6.3.	To determine the Strategy's "Foundation of excellence" application procedure, incl. awarding procedure, criteria, etc.	UL administration	30.04.2017.
4.6.4.	To make changes to the provisions of existing internal regulations in order to introduce the Strategy's "Foundation of excellence", incl. changes to UL budgeting principles	UL administration	30.04.2017.
4.6.5.	To establish international research programme contact points		
4.6.6.	To establish academic personnel support system		
<b>M 4.7.</b>	<b>Goal: Operational efficiency optimisation</b>		
R 4.7.1.	Publications (incl. scientific articles in periodic publications and collections of articles, chapters, monographs, conference proceedings, and other publications) Web of science, SCOPUS databases per one scientific personnel representative (FTE)	1.2	2.25
R 4.7.2.	Scientific articles where the citation index reaches at least 50% of the sector's average citation index, per research personnel representative (in exact, life, health care and medical sciences)	0.01	0.3
R 4.7.3.	The concentration of resources, integration of the functional units in the UL Academic centre (faculties and research institutes)	5	26
R 4.7.4.	Provision of the principles of open access: the number of contracts on access to research infrastructures	0	30
<b>M 4.8.</b>	<b>Goal: Result management system implementation plan</b>		
U 4.8.1.	To conduct a detailed assessment of the technological solutions for the abstraction and counting of the data required for the calculation of performance indicators, incl:	Information Technology Department (ITD)	31.03.2017.
U 4.8.1.1.	To identify the UL IS in which performance indicators are available for the calculation of the necessary data	Department of Science (DS)	30.06.2017.
U 4.8.1.2.	To assess the current data recording format and identify necessary changes to the data recording formats (if necessary)	Department of Science (DS)	30.06.2017.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 4.8.1.3.	To determine the newly acquired data recording format, recording IS and data entry regularity	Department of Science (DS)	30.06.2017.
U 4.8.1.4.	To determine the necessary data exchange and its regularity for the calculation of performance indicators	Department of Science (DS)	30.06.2017.
U 4.8.2.	To introduce electronic performance tracking tool (for bibliometrics and other performance indicators accounting): t.sk.	Information Technology Department (ITD)	01.03.2016.-31.12.2018
U 4.8.2.1.	To make necessary IS adjustments to ensure recording and monitoring of performance indicators	Information Technology Department (ITD)	1.03.2016.-31.12.2018
U 4.8.2.2.	To ensure integration of IS	Information Technology Department (ITD)	01.03.2016.-31.12.2018
U 4.8.3.	To develop procedures/manual on monitoring and comparison (benchmarking) of performance indicators, incl.:	Department of Science (DS)	31.03.2017.
U 4.8.3.1.	To determine the processes governing definition, restoration, benchmarking and monitoring of performance indicators, attribution of responsibility for data tracking and monitoring, as well as the importance of performance in decision making	Department of Science (DS)	30.04.2017.
R 4.8.	Performance management system	-	1
<b>A 5.</b>	<b>Development direction: Promotion of cooperation</b>		
<b>M 5.1.</b>	<b>Goal: Promotion of networking with research organisations</b>		
U 5.1.1.	To create a database on cooperation programmes and cooperation networks (to align the database with the methodological support/ manual on the promotion of collaboration).	Head of International Relations	30.06.2017.
U 5.1.2.	To create a database on international bodies (to align the database with the methodological support/ manual on the promotion of collaboration)	Head of International Relations	30.06.2018.
U 5.1.3.	To create a database of international research working groups and individual scientists to identify potential cooperation partners and evaluate progress (to align the database with the methodological support/ manual on the promotion of collaboration).	Head of International Relations	30.06.2019.
U 5.1.4.	To establish the procedure for individual and institutional collaboration and contact network building and expansion.	Head of International Relations	31.03.2017.
U 5.1.5.	To establish a support model and policies to encourage international visits among scientific and academic personnel with the aim of promoting the increase of co-publications in international scientifically reviewed journals.	Department of Science (DS)	30.10.2017.
U 5.1.6.	To create a profile in EU information databases for priority groups in research directions	Department of Science (DS)	31.12.2018.

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
R 5.1.1.	International research projects (count)	35	69
R 5.1.2.	The number of international scientific conferences held by the UL	33	50
<b>M 5.2.</b>	<b>Goal: Promotion of networking with economic operators</b>		
R 5.2.1.	The number of cooperation partnerships with economic operators, whose economic activity is registered in Latvia,	15	30
R 5.2.2.	The number of cooperation partnerships with economic operators, whose economic activity is registered abroad, incl.:	-	10
	in research	-	5
	in higher education (practice)	-	10
R 5.2.3.	The number of contractual research	55	80
R 5.2.4.	The number of research projects (effective cooperation)	19	30
R 5.2.5.	The share of academic personnel with training in private sector institutions (companies)	-	5%
R 5.2.6.	The number of economic operators co-financing the doctoral study programmes	-	5
R 5.2.7.	The number of agreements on resources partnership	15	20
R 5.2.8.	The number of students in <i>Demola</i> (or similar) programmes	21	50
<b>M 5.3.</b>	<b>Goal: Promotion of cooperation with the public</b> (raising public awareness of the benefits of science and its achievements)		
U 5.3.1.	To implement joint, especially research, cooperation projects with non-governmental organizations	Department of Science (DS)	regularly
U 5.3.2.	To ensure communication of UL scientific and academic personnel opinion in the Latvian and foreign media	Career Information Days (CID)	regularly
R 5.3.1.	The number of collaborative activities (joint projects) with non-governmental sector	15	18
R 5.3.2.	The number of printed media articles reflecting the opinion of UL research personnel	20	25
R 5.3.3.	UL personnel participation in public administration and advisory institutions (number)	283	300
<b>A 6.</b>	<b>Development direction: Internationalization</b>		
<b>M 6.1.</b>	<b>Student mobility</b>		
R 6.1.1.	UL student international mobility	270	431
R 6.1.2.	International student mobility to the UL	540	585
R 6.1.3.	UL student international internships	40	100
R 6.1.4.	Contracts with foreign companies for the provision of internships	-	10
<b>M 6.2.</b>	<b>Academic and research personnel mobility</b>		
U 6.1.1.	To develop the guidelines for UL employees communication and networking with cooperation partners	Career Information Days (CID)	30.09.2017.
U 6.1.2.	To promote academic positions and studies internationally through collaboration and contact networks	Career Information Days (CID)	Constantly

No.	Development direction/Goal/Targets/Performance indicators	2016	2020
U 6.1.3.	To create and implement a system to increase the number of visiting researchers and professors	Human resources Department (HRD)	31.12.2017.
U 6.1.4.	To support funding for individual and institutional cooperation and networking contacts, to attract more foreign guest lecturers, students and research personnel	UL administration	Constantly
U 6.1.5.	It is necessary to attract external funding for mobility, for instance, Marie Skłodowska-Curie programme, Erasmus + NFI and funding for mobility based on transnational agreements.	Head of International Relations	Regular
U 6.1.6.	To oblige the holders of academic leadership positions, through their cooperation and contact networks, to identify potential foreign guest lecturers, foreign students and scientific personnel and be effective in meeting the objective of attracting the same	Vice Rectors	01.06.2017.
U 6.1.7.	To oblige the holders of academic leadership positions to participate in international cooperation and contact networks to attract foreign guest lecturers, students and scientific personnel	Vice Rectors	01.06.2017.
U 6.1.8.	To ensure funding for individual and institutional cooperation and networking contacts to attract more foreign guest lecturers, students and research personnel	Vice Rectors	01.06.2017.
U 6.1.6.	To regularly assess the holders of academic leadership positions, who are imposed the obligation to attract guest lecturers, students and personnel, aligning it with the performance appraisal system	Immediate superior (Head of the Department)	01.06.2017.
R 6.2.1.	The share of foreign nationals among academic personnel		10%
R 6.2.2.	UL staff mobility (Erasmus+, Erasmus Mundus, the bilateral cooperation agreements, EEA NFI)	69	81
R 6.2.3.	International staff mobility (Erasmus+, Erasmus Mundus, bilateral cooperation agreements, EEA NFI)	63	70
R 6.2.4.	The number of international scientific personnel who carried out research activities in the UL for at least one month	35	42
R 6.2.5.	The number of UL research personnel who carried out research activities in foreign scientific institutions for at least one month	14	20