

CREATIVE POWERPLANT

/

RADOŠĀ SPĒKSTACIJA

Art Academy of Latvia Development Strategy

Latvijas Mākslas akadēmijas attīstības stratēģija

2023–2030

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Creative energy

Our mission

The mission of the Art Academy of Latvia (henceforth, AAL) is to be a leading university of arts and culture, which transforms creative energy, traditions, and technological developments into excellence and a well-educated, creative, skilled, and sustainable society.¹

Our vision

The AAL is a national arts university with a longstanding tradition of training professionals in art and design, research, and cultural fields.

The AAL is an internationally-renowned platform for higher education, arts research, knowledge transfer, and creativity in arts, design, architecture, and art science.

The AAL is the main builder and shaper of the arts, design, architecture, and art science ecosystem and thought in Latvia as well as being important in this respect across Europe.

The AAL is a dynamic place for learning and exploration, developing one's creative spirit, and the acquisition and development of academic and professional skills.

The AAL is an open and dependable partner for entrepreneurs, art consumers, and society as a whole.

The AAL is a meeting place for professionals in arts, design, architecture, art science, and other fields.

¹ An abbreviated version of the AAL mission statement, which is given in the AAL Constitution.

Our values

Freedom

We ground ourselves in a philosophy of radical freedom and accept the responsibilities arising from it.

Openness

We cultivate openness towards all that is new, other, foreign, ancient, unknown, and incomprehensible.

Tradition

We maintain the necessity of learning traditional art and design techniques, which are applied in ways keeping with contemporary trends, and developing research in art history and theory.

Excellence

We strive for excellence in all fields.

Joy

We spread joy through teaching, learning, and creating.

Source

Art and creativity

The AAL is a source for developing art and creativity. Art, design, and critical thinking are creative components that permeate and are always present in the Academy's process for learning, research, and management. The AAL guarantees opportunities for creating new works of art and makes these accessible to the general public in the Academy's public outdoor spaces as well as in shows open to the public, physical and virtual exhibits, national and international projects, and other initiatives. The Academy maintains an art collection – an archive of works created by students and alumni as well as a data archive on the progress of the creative careers of our students and alumni in order to improve, enrich, and preserve the singular values of the art history of Latvia.

The AAL guarantees the opportunity to learn and use classic art techniques and supports the creation of new works of art, supporting the development of creative thinking and the emergence of new art and design ideas, works, forms, and techniques.

The Art Academy of Latvia:

- makes projects created in the arts research field as well as works of art created by students and staff accessible to the public, including at shows, exhibits, art auctions and fairs, on digital platforms, etc.;
- stimulates the exchange of creative thought and the emergence of new creative ideas both as part of the process of learning, research, and management and also outside of it;
- integrates works of art and design elements created by students and staff into AAL public outdoor spaces and into the interior of buildings used by the AAL;
- guarantees support for exhibitions and projects by artists from both Latvia and abroad as well as the implementation of innovative ideas including in spaces managed by the AAL;
- promotes the international mobility of new artistic works;
- ensures the integration of a high-quality curatorial strategy in the implementation of public creative activities;
- puts into practice values based on the New Bauhaus strategies in the fields of art, design, art theory, and architecture;
- facilitates participation in internationally significant art, design, art theory, architecture events, competitions, and projects;
- develops the infrastructure necessary for learning and applying classic and contemporary art, design, and media techniques.

Where we stand

The practice of art and implementation of innovative, creative projects outside of the learning, research, and management process at the university is an important and organic component of the work of students, instructors, and other staff, which ensures a high-quality, multifaceted, and interdisciplinary focus for activities in all university departments. Art is present in the everyday life of the university, in public spaces, and in activities.

Works of art created by university students and staff are continuously displayed in university buildings and on its grounds. The university also ensures the implementation of and access to active creative projects in its buildings at Kalpaka bulvāris 13 and Kronvalda bulvāris 4.

“Pilot” – the university’s experimental exhibit space – operates on an ongoing basis and regularly hosts exhibitions of student art. Students also have the opportunity to get involved in different aspects of the creative process as creators of works of art and curators of exhibits and also as critics by contributing publications to the section “studenti raksta” (student writings) on the university’s homepage.

Exhibitions of works created by the university’s students are organised twice a year (every semester). These works are evaluated by the university’s instructors, but the shows are open to everyone. The Graduation Show takes place at the end of each year and is an exhibition of works created by the university’s graduates. The university also organises exhibitions for its students around Latvia and also abroad; for example, in 2023, there are university student exhibitions planned in Turin and Tartu.

In order to give students the opportunity for students to announce themselves as new and energetic future members of the art market and creative processes within the industry, the student government – with the backing of the university – organises the annual “Jaunmarka” arts fair where visitors can get to know as well as purchase works created by the university’s students. The fair’s prominence and popularity has increased with each year – in 2022, it was visited by more than 5000 people.

Along with art exhibitions organised by the students themselves, the university promotes close cooperation with various state, local, and private institutions to ensure that students have the opportunity to participate in exhibitions and competitions with their work. The SEB Group, A/S Latvijas valsts meži (Latvian State Forests), the Brederlo - von Sengbusch Art Prize, and the BDO Young Artists Awards have supported the university on an ongoing basis.

In order to continue ongoing work in cultivating excellence, art, design, research, and interdisciplinary creative projects are being developed not only in Latvia, but also as part of international projects and initiatives, including the EU4ART Alliance of international fine arts universities, the Horizon 2020 project “Differences – Artistic Research in the European Union (EU4ART_differences)”, R081 BaltSe@nioR2.0 (innovative solutions to support senior-friendly public spaces), and other projects.

Road map

Access to new works created by students and staff

Action	Target result	Indicator	2023	2030
Providing access to exhibitions for artistic works by students and staff created during the learning and study process	Exhibitions open to the public of students' final projects (shows, diploma works) and of artistic works created by students and staff	number of exhibitions	4	6
	The university organises exhibitions of artistic works created by students and staff at other universities, in exhibition spaces, and outdoors – in Latvia as well as abroad – also involving students in various capacities in the planning and communications aspects of the exhibitions.	number of exhibitions	10	16
Ensuring that the arts sector and businesses have the opportunity to learn about the university's creative process in the field of design	The university organises the Designers' Graduation Show and the Arts Sector and Business Contact Point as well as other events providing access to design, at which the arts sector and businesses have the opportunity to learn about new works created by the university and its students in the field of design.	number of events	6	10
Promoting and supporting the participation of students and staff in significant art events and competitions	University students and staff represent the university by participating in significant events and competitions in Latvia and abroad with their creative and artistic works.	number of competitions	6	12

Ensuring the operation of regular student art fairs at the university	The university ensures the operation of art fairs, at which artistic works created by students and staff are available for viewing and purchase.	number of events	1	2
Providing access in a digital format to artistic works by students and staff created during the learning and study process	The university's art collection and new artistic works created by its students and staff are digitised and made available on a digital platform to all those who are interested.	number of digitised works, which have been made available on the platform	360	1800
Providing continuous and active representation of the university's creative process in the university's public communications	The general public is regularly informed in-depth about the processes, exhibitions, events, and fairs at the university featuring new artistic works.	number of publications	- (not tracked)	60

Continuous access to art in university buildings and on its grounds

Action	Target result	Indicator	2023	2030
Providing continuous access to exhibitions of artistic works in university buildings	Various exhibitions of artistic works in university buildings are accessible on a continuous basis including exhibitions and projects by students, staff, and artists from Latvia and abroad.	number of exhibitions	6	12
Maintaining the exhibition of art in public spaces surrounding university buildings	Student and staff art projects are on public display in exterior spaces by university buildings (Kronvalda 4, Kalpaka 4, the Kuga house); the outdoor exhibition is renewed on an ongoing basis.	number of outdoor exhibitions	1	3

To create an art exhibition space at Kronvalda bulvāris 4	A multifunctional exhibition space has been created in the university building on Kronvalda bulvāris.	exhibition spaces created	0	2
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Promoting and supporting the creative process

Establishing artist residencies	An artist residency centre operates at the university's "Kuga House" in Ikšķīle, which is available for creative work to university students, staff, and university cooperation partners in Latvia and abroad.	number of spots at residencies	-	5
Establishing promotion and support mechanisms to support the students' creative work	The university – in cooperation with its private and public partners in Latvia and abroad – ensures the availability of creative stipends and awards to promote and support the students' creative work and competitiveness in the creative process.	number of support mechanisms	5	10
Providing the necessary infrastructure for the implementation and exhibition of art projects	The necessary infrastructure for learning and using classic and contemporary art, design, and media techniques is available at the university.	residual value, %	10%	30%
Participating in joint art and creative project initiatives with cooperation partners in Latvia and abroad	The university is involved in joint art and creative project initiatives with other universities, arts sector representatives and entrepreneurs, state and local government agencies, and non-governmental organisations in Latvia and abroad.	number of joint initiatives	10	20
Promoting creative project mobility	The university ensures the mobility of the creative projects of its students and staff as well as mobility for the implementation of the creative projects of its	percentage of those taking advantage of mobility opportunities, %	30%	50%

	cooperation partners at the university.			
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Education

The Art Academy of Latvia provides training in art, design, architecture, and art science education geared towards excellence, which combines the newest methods and technology-based solutions in a creative, high-quality, inclusive, and accessible study programme. This programme is grounded in the needs of arts sector entrepreneurs and the general public, provides students with the professional skills and knowledge, which are necessary for their career and growth, promotes the development of the art, design, architecture, and art science ecosystem as well as fits comfortably into the European Higher Education Area.

The AAL provides a learning process centred on students and their excellence. The study programme is planned based on student needs, socioeconomic impact, graduate employment, and technological development; the contents of the study programme are dynamically updated. The study programme is implemented so that students are actively and creatively involved in the learning process. Students have access to the necessary infrastructure, digital instruments, and the opportunity for learning skills; they are provided with opportunities for mobility, specialisation of their learning process, and involvement in international cooperation. The AAL is also involved in lifelong learning, including career development for those working in the arts sector, interest-related education, and other activities.

The Art Academy of Latvia:

- provides competitive and high-quality art, design, architecture, and art science education, involving the best instructors and students in the field both from Latvia and abroad;
- ensures that the study programme is kept up to date, that knowledge and skills in the field are acquired at a high level, that the contents and methodology of the coursework are updated and harmonised with the European Higher Education Area;
- facilitates the learning process at all levels of the study programme and also its close link with new creative work by exploring and creating design as well as researching this process during the course of the study programme;
- gives specific criteria for quality and suitability to applicants wishing to study at the Art Academy of Latvia;
- provides for effective use of resources and knowledge as well as opportunities for individual specialisation by supporting the establishment of joint consortia and study programmes between universities in Latvia and abroad, exchanges of instructors and courses, and opportunities for combining coursework content with opportunities offered at other universities;
- utilises the newest learning methods, including digital coursework content and methods, provides the opportunity to develop and use digital resources as part of one's studies as well as acquire information technology skills;

- provides for the continuous upgrading of the research and professional qualifications of faculty and academic staff as well as promoting the recruitment of new academic staff including through the involvement of students in research and teaching;
- expands the mobility of students, faculty, and academic staff and promotes the recruitment of international faculty, in order to support knowledge exchange and the university's integration into the European Higher Education Area;
- maintains the space and infrastructure necessary for the study programme, including access to digital infrastructure and its continuous modernisation, as well as the learning of new skills for utilising this infrastructure;
- facilitates the gathering of data on the coursework content and the students' learning experience, and uses this information to improve the learning process;
- facilitates the acquisition of data on university graduates, their employment and career development and artistic productivity following the end of their studies, in order to improve the learning process;
- promotes access to university studies to all social groups and follows an inclusive approach from a position of promoting diversity;
- develops cooperation with entrepreneurs in the arts sector in order to train the professionals it requires and improves coursework content so that it matches the needs of the entrepreneurs;
- reinforces cooperation and the student exchange process with other universities in Latvia and abroad;
- develops cooperation with arts sector representatives involving them in developing coursework content and evaluating learning outcomes;
- promotes cooperation with policy makers and implementers in order to secure the development of the art, design, architecture, and art science ecosystem and its synergy with society as well as the development of higher education in the arts;
- provides lifelong education activities, including interest-related education and specialised education activities, and offers career development opportunities to those working in the arts sector.

Where we stand

The university trains highly-qualified professionals in art, design, art history and theory for the arts sector and its entrepreneurs. In 2022, the university had 923 students, of which 598 were bachelor's degree students and 267 were master's degree students. The university's academic and doctoral degree programmes function as part of its research work (see the "Science" section). Students are highly motivated when they begin their studies, which is evidenced by the high percentage of students accepted who successfully graduate from the university (90%).

Academic bachelor's and master's level studies are divided into five sub-programmes and their demand-based specialties: 1) Visual Arts (specialties: Painting, Graphic Arts, Sculpture, POST); 2) Visual Plastic Arts (specialties: Textiles, Glass Art, Ceramics); 3) Design (Product Design, Graphic Design, Interior Design, Fashion, Metal Design); 4) Audiovisual Media Art (Visual Communication, Motion. Image. Sound, Environmental Art, Scenography); 5) Art Science (specialties: Art History and Theory, Curatorial Studies, Restoration). A portion of the Art Academy of Latvia's bachelor's programme is also available at its Latgale campus.

In order to ensure that its coursework content is competitive and international, the university participates in several international organisations and strategic networks: the Global Association of Art and Design Education and Research CUMULUS, the European League of Institutes of the Arts ELIA and its sub-network PARADOX, the Nordic Council of Ministers' programme NORDPLUS, the Nordic-Baltic Network of Art and Design Education CIRRUS, the Nordic-Baltic network of art schools KUNO.

Since 2019, the Art Academy of Latvia has run the pilot project EU4ART Alliance together with its cooperation partners at the Rome, Dresden, and Budapest academies of fine arts. The main task of this project is to harmonise the visual arts study programme for the fields of painting, sculpture, and graphic arts, so students can receive an international diploma combining studies in several European Union countries, thereby promoting the international competitiveness of European universities. In September 2022, the Art Academy of Latvia signed an agreement with the European Education and Culture Executive Agency EACEA recognising its study programme "Service Design Strategies and Innovation" (SDSI) as an Erasmus Mundus Joint Master's (EMJM) study programme.

Road map

The number of students

Action	Target result	Indicator	2023	2030
Ensuring that the number of students is commensurate with the capacity and development of the university	The number of students at the university has increased and corresponds to demand from the arts sector and business.	number of students	923	1200
	The number of fee-paying students has increased at the university.	number of students	5	282
	The university is chosen by foreign students as their place of study.	number of students	15	50
	The university ensures student involvement in lifelong learning, including in interest-related education, continuing education, and career development activities.	number of students	65	300

Coursework content

Action	Target result	Indicator	2023	2030
Ensuring student quality and focused coursework, which is attractive to the arts sector, business, and also internationally	The university has designed unified entrance exams and qualifications necessary for university entry which are applied to high school graduates.	entrance exams	1	1
	The competition for a single open spot at the university has increased.	the average number of applications for	3	5

		each open spot at the university		
	The university has designed unified quality criteria for learning outcomes, which are applied to all students.	quality criteria	1	1
	Those who begin their university studies go on to complete the entire study programme.	percentage of those beginning their studies who go on to graduate, %	90%	90%
	The students are involved in the development of coursework content and university activities.	number of students	15	35
	The students complete art research projects.	number of projects	20	35
Ensuring the quality of university coursework	The surveying of students and instructors on a continuous basis and data acquisition about coursework content and the study environment has been ensured.	number of surveys	5	10
	Local studies about coursework content and the study environment.	number of studies	-	2
	The needs of the arts sector and business – with respect to coursework content and the learning process – have been identified using surveys, interviews, contact points, etc.	number of information-gathering activities	1	4

	The coursework content is available to persons with special needs in a form adjusted to meet their needs.	audit of coursework content accessibility	1	1
	The content of the study programmes is adjusted on an ongoing basis based on study results, the comments from students and faculty, recommendations from business and the general public.	audit of coursework content	1	1
	Access to digital coursework content is provided to students and faculty.	number of digital platforms created	2	4
Providing for the creation and implementation of new study programmes	New specialised and interdisciplinary bachelor's and master's level study programmes (architecture, animation, systems design, etc.) based on the market situation and available opportunities have been prepared, accredited, and implemented.	number of implemented programmes	1	4
	Fee-based distance learning programmes have been prepared, accredited, and implemented.	number of programmes	-	4
Providing for cooperation with other universities in developing coursework content	Students are guaranteed the opportunity to participate in individual courses and modules at other universities in Latvia and abroad; students at other universities are guaranteed the opportunity to participate in the university's courses and modules as part of their studies.	number of existing agreements with other universities	4	10
	Shared study programmes and modules have been developed in cooperation with other universities.	number of programmes	4	10

Providing a connection between coursework content and the learning process with the arts sector and business	Opportunities for internships and apprenticeships are provided for students in arts sector institutions and businesses.	number of existing agreements	20	100
Ensuring the quality and internationality of teaching faculty	Instructors upgrade their knowledge on an ongoing basis by acquiring new skills, knowledge, and abilities.	percentage of instructors attending professional development activities, %	80%	80%
	Teaching faculty are actively involved in scientific and creative activities.	percentage	95%	98%
	Faculty from abroad are involved in the learning process and in evaluating the results of the learning process.	number of faculty	10	30
	Opportunities for internships and apprenticeships are provided for faculty in arts sector institutions and businesses.	number of existing agreements	10	30
Promoting the mobility of students, faculty, and instructional support staff	Sustained opportunities for mobility are provided to students, including through the involvement of various mobility instruments.	percentage of those taking advantage of mobility opportunities, %	21%	40%
	Sustained opportunities for mobility are provided to faculty and instructional support staff, including through the involvement of various mobility instruments.	percentage of those taking advantage of mobility opportunities, %	50%	80%
Improving students' employment opportunities and income	The university supports the training of students for employment in highly skilled professions.	employment in highly skilled professions, %	66%	85%

after graduating from the university	Graduates create higher value-added products and their average weighted income reaches or exceeds the average income in Latvia.	graduates' annual income relative to the average income in Latvia, %	75%	120%
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The study environment

Action	Target result	Indicator	2023	2030
Providing data-based development and planning for the study environment	The study environment is improved on an ongoing basis based on comments from students and faculty as well as recommendations from business and the general public.	study environment audit	1	1
	Modification of the study environment is provided in order to meet the requirements of students with special needs.	study environment accessibility audit	1	1
Providing access to the infrastructure necessary for learning	The technical support necessary for the learning process is improved and updated on an ongoing basis.	residual value, %	20	30
	Access to the digital resources and systems necessary for ensuring a high-quality and modern learning process is guaranteed to students and faculty.	number of resources and systems	2	6

Other education-related activities

Developing and implementing programmes for interest-	The availability of preparatory courses is ensured.	Preparatory courses	1	1
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related education, continuing education, specialised education, and career development.	Interest-related education programmes have been developed and implemented.	number of developed programmes	-	3
	Continuing education programmes and courses have been developed and implemented, including professional skills development activities.	number of developed programmes and courses	1	3

Diversification of education funding

Action	Target result	Indicator	2023	2030
Ensuring an optimum cost for university studies and adequate funding	A high-quality and effective learning process is ensured with sufficient financial resources; financial support (including state subsidies) is commensurate with tuition costs.	percentage of financial support relative to the optimum, %	89	100
Expanding opportunities for fee-based studies at the university	Fee-based study options are provided in all university programmes and at all levels of study with unified criteria applied to fee-based and budget-funded learning processes and student results.	percentage of fee-based students, %	0.5%	25%
	Fee-based distance learning programmes have been implemented.	number of implemented programmes	-	4
Expanding fee-based education opportunities	Fee-based interest-related education, continuing education, career development, and other programmes and courses are available as well as other fee-based educational opportunities.	number of events	2	6

Researching other education co-financing models	A study/concept describing other education co-financing options (student co-payment, etc.) has been prepared.	a study/concept has been prepared	-	1
Securing funding for development from projects and private investment	Project funding and the involvement of private investors and donors has been secured for the development of university study programmes and the learning environment, the acquisition of practical skills, and the maintenance and improvement of infrastructure.	number of existing agreements	13	18

Science

The research done by the Art Academy of Latvia is grounded in the impactful work of its research institutes, students, and instructors involved in this research as well as in the necessary capacity and diversified funding available for this research. The AAL works closely with the arts sector and entrepreneurs while doing research and research results are available to everyone in the general public.

The AAL conducts studies across a wide range of art, design, and architecture topics – from art history and Latvia's art ecosystem to interdisciplinary processes in contemporary art, design, architecture, and art science, including art, design, and architecture trends created by next-generation technologies. The development of new generations of researchers is important to the AAL, therefore, scientific and professional doctoral studies are an integral part of the university's scientific work.

The AAL promotes the exchange, mobility, and development of researchers as well as provides new and existing researchers opportunities for development at the university. The AAL conducts research in close connection with creative work both within the university as well as outside of it.

The Art Academy of Latvia:

- develops its scientific work as well as its research base and capacity through its research institutes – the AAL Institute of Art History and the AAL Institute of Contemporary Art, Design, and Architecture, and is involved at various levels in project implementation individually as well as internationally and within cross-disciplinary consortia;
- conducts research in close connection with the learning process – students and instructors are involved in research and researchers are involved in the learning process;
- promotes the development of scientific and professional doctoral programmes and the connection between student research and AAL research;
- actively recruits foreign researchers and takes advantage of opportunities for researcher mobility in order to increase the quality of AAL research and the qualifications of its researchers;
- actively utilises innovative research instruments in its research, creates data archives and digital humanities resources putting them to use in research, and utilises digital research methods;
- conducts research in close connection with the creative work of its students, instructors, graduates, and professionals in other fields;

- ensures the dissemination of research results at conferences organised by the AAL and other research institutions, shares knowledge and research results in research publications paying particular attention to the international impact of these results;
- provides the necessary research support to the arts sector and entrepreneurs, conducts studies under contract to entrepreneurs and state administrative bodies, and is involved in the development of joint innovations and the research base;
- actively disseminates research results to the general public and policy makers by creating open access publications and events for knowledge transfer and policy development.

Where we stand

Research is conducted at the university through its academic research institutes – the AAL Institute of Art History and the AAL Institute of Contemporary Art, Design, and Architecture – for its scientific and professional doctoral study programmes. 10 senior researchers, 7 researchers, and 52 doctoral students (incl. degree candidates) are involved in research in both doctoral study programmes. 30% of elected researchers (5) are from abroad. Within research, special attention is paid to the involvement of young researchers in the AAL's scientific work and the implementation of its research projects.

Since 2022, the university regularly publishes the journal *Mākslas vēsture un teorija* (Art History and Theory) – indexed in the international SCOPUS database – and the internationally peer-reviewed article collection series *ACTA Academiae Artium*. In 2013, the university's researchers began work on the seven-volume publication *Art History of Latvia* in Latvian and English, the publication of which is ongoing. The AAL organises international scientific conferences; the interdisciplinary conference – the Art Academy of Latvia International Scientific conference – takes place regularly and is focused on recent developments in the field. A conference is organised annually by the university's master's students.

The university participates in national and international research project competitions and implements projects funded by the State Research Programme, the European Union Funding for Research and Innovation "Horizon 2020", and other programmes. In 2021, the university implemented a research and creative work motivation and support system in order to stimulate research at the university.

Since 2020, the university – in cooperation with the Jāzeps Vītols Latvian Academy of Music and the Latvian Academy of Culture – has implemented a new, practice-based doctoral programme – a professional doctoral programme in art. The university is also preparing for the implementation of the new doctoral degree programme model by strengthening and developing its academic doctoral degree programme.

The AAL cooperates with the arts sector in conducting research, endeavouring to attract funding for research project implementation and ensuring the transfer of research results and their accessibility to the general public.

The AAL has received a high assessment (4) for its scientific work, research quality, and its provision and development of research infrastructure in the International Evaluation of Scientific Institutions' Activity conducted by the Republic of Latvia Ministry of Education and Science on scientific work during the period between 2013 and 2019. International experts highly valued the university's research potential and impact on the arts sector.

Road map

Strengthening research capacity

Action	Target result	Indicator	2023	2030
Preparing and submitting applications in research project competitions	The university regularly participates in the State Research Programme, the Fundamental and Applied Research Programme, and other international research project competitions.	number of project applications submitted each year	3	10
Increasing the number of scientific staff with a doctoral degree in science	The number of scientific staff with a doctoral degree in science has increased.	number of employed science staff	15	30
Ensuring that academic staff have the opportunity for a long-term career	An academic career model has been instituted and the research and teaching workloads have been balanced.	a model has been instituted	-	1
Securing access to resources necessary for research	Access has been secured to the digital tools necessary for research and doctoral studies (databases, systems, and other resources available through subscription or other means).	number of active agreements	2	10
Securing access to the digital source archive	Access has been secured at the university to the digital source archive, which contains student research projects created at the university, studies by university staff as well as sources created outside of the university.	archive	-	1
Ensuring the continuous maintenance and updating of the	A modern technical infrastructure, including digital infrastructure, is being provided for research.	residual value vs. acquisition value, %	50	50

infrastructure necessary for research				
Encouraging cooperation in research with other research institutions	The university is involved in establishing a cooperation network and consortia with other research institutions in Latvia and abroad.	number of consortia established	2	5
	Joint publications are being prepared with other research institutions.	number of publications	2	10
Participating in arts sector organisations and platforms	The university is involved in arts sector research organisations, platforms, and networks.	number of organisations and platforms	0	4
Ensuring the internationalisation of research	A plan for the internationalisation of scientific work at the university has been developed.	number of documents	-	1
	Foreign researchers are employed in the university's research.	number of foreign researchers employed	5	7
	Sustained opportunities for mobility are guaranteed for science staff.	percentage of those taking advantage of mobility opportunities, %	50	90
Encouraging connections between scientific research and the arts sector and business	Research publications are being prepared with experts from the arts sector and business.	number of publications	2	10
	Studies contracted by the arts sector and business are being conducted.	number of studies	-	4

	Researchers have the opportunity for sharing and exchange of knowledge and experience in arts sector institutions and businesses.	number of active agreements	-	3
Encouraging the development of research infrastructure and its joint use with other research institutions and the arts sector	Agreements have been concluded for joint use of research infrastructure – including the implemented digital infrastructure – with other research institutions and arts sector institutions.	number of active agreements	2	6

Activities for disseminating results

Action	Target result	Indicator	2023	2030
Publishing research results in publications, which are included in international research databases.	Research results are available in publications, which are included in international research databases (<i>Scopus</i> , <i>WoS</i> , etc.).	number of publications	20	60
Publishing research results in peer-reviewed monographs published by scientific publishers abroad.	Peer-reviewed monographs have been prepared and published.	number of monographs	-	1
Ensuring that research results are accessible to the arts sector and the general public	Research results have been published in arts sector publications; popular scientific publications have been produced.	number of publications	20	40
Disseminating research results at scientific conferences	Research results are being disseminated at scientific conferences in Latvia and abroad.	number of presentations	30	90

Organising events for disseminating research at the university	International scientific conferences are organised at the university.	number of conferences	2	4
	Seminars, symposia, and other research-related events are organised at the university.	number of events	6	8
	Events associated with the transfer of scientific knowledge (seminars, lecture series, etc.) are organised at the university.	number of events	4	8
Ensuring the publication of research results at the university	Research results are regularly published in a periodical published by the university and indexed in international research databases (<i>Scopus</i> , <i>WoS</i> , etc.).	number of issues	1	4
	Research results are regularly published in an article collection published by the university and indexed in international research databases (<i>Scopus</i> , <i>WoS</i> , etc.).	number of article collections	1	2
	Peer-reviewed monographs have been prepared and published by the university.	number of monographs	1	2
	The collective monograph <i>Art History of Latvia</i> has been prepared and published in Latvian and English as a 7-volume series.	number of volumes published	4	7

Supporting the recruitment of new staff

Action	Target result	Indicator	2023	2030

Developing academic and professional doctoral programmes	A new model has been adopted for the doctoral programme and the funding of doctoral students.	a model has been adopted	-	1
	A doctoral college has been established for doctoral studies in art at the university.	number of doctoral colleges	-	1
	Lecturers from abroad have been involved in the creation of coursework content for the academic and professional doctoral programmes.	number of lecturers involved	4	10
	The development of joint doctoral modules and programmes with other research institutions and universities.	number of cooperation initiatives	1	2
	The content of the academic and professional doctoral programmes is updated on an ongoing basis in response to student comments, the needs of the university and the arts sector as well as international trends in research and art.	updated doctoral programmes	2	3
	The number of theses defended at the university has increased.	number of theses	3	4
	Professional doctoral degrees are defended on a continuous basis at the university.	number of professional doctoral degrees awarded	-	4
	Doctoral students are successfully defending their theses.	percentage of successfully defended theses, %	75	80

	Joint projects are being implemented with institutions of higher learning and state administration as well as arts sector institutions and businesses in Latvia and abroad in order to support the learning of skills associated with certain sub-fields, products, rare skills, and scarce trades.	number of joint projects and initiatives	-	4
Ensuring the mobility of academic and professional doctoral students	Sustained opportunities for mobility are provided for academic and professional doctoral students for the purposes of sharing of experience and acquiring new knowledge.	percentage of those taking advantage of mobility opportunities, %	30	80
Involving students in research and the implementation of research projects	Students at various levels (incl. doctoral students) are involved in the implementation of research projects.	number of students involved	10	30
Promoting student participation in events where research results are disseminated	Students are involved in the dissemination of research results by participating in local and international conferences, seminars, and other events where results are shared.	number of events	30	60

Obtaining research funding and its diversification

Action	Target result	Indicator	2023	2030
Obtaining funding in research project competitions	Research funding has been obtained in research project competitions in Latvia and abroad.	funding obtained, EUR	100 000	300 000

Obtaining funding for research in cultural and other project competitions	Funding has been obtained in State Culture Capital Foundation, local government, ERDF programme, and other project competitions.	funding obtained, EUR	20000	50000
Obtaining funding for research from the arts sector and business	Studies have been carried out, which were contracted by arts sector and business.	funding obtained, EUR	3000	50000
Obtaining targeted funding for the development of the research infrastructure	Funding from projects, earmarked subsidies, donations, and other sources has been obtained for the development of the research infrastructure, including digital infrastructure.	funding obtained, EUR	-	50000

Arts sector entrepreneurs and society

The AAL works closely with arts sector entrepreneurs and society providing for the transfer of knowledge and skills, the development of an art, design, architecture, and art science ecosystem, the education of the arts sector, entrepreneurs, and society, and the creation of a creative, skilled, and sustainable future society.

The AAL ensures that the needs of the arts sector and entrepreneurs are included in the learning process in order to guarantee that students have the skills and expertise, which will be in demand in the future and the labour market, thereby supporting their future employment and business activities; the AAL provides the trained professionals needed by entrepreneurs, opportunities for internships and training to students and professionals, shared use of infrastructure, two-way consultations, necessary research support to entrepreneurs in the arts sector, and the development of joint innovations.

The AAL is involved in public education and lifelong-learning activities, looks after the visibility of the university and arts sector, the popularisation of the university and the arts sector, works in advisory councils within the arts sector, and is involved in the work of assessment institutions connected with the arts sector.

The Art Academy of Latvia:

- is involved – in cooperation with arts sector entrepreneurs and professionals – in the development of an art, design, architecture, and art science ecosystem and public education;
- involves arts sector entrepreneurs and professionals in the study process as well as in research and creative work;
- cooperates with arts sector entrepreneurs and undertakes research necessary for entrepreneurs;
- participates in the development of joint innovations with arts sector entrepreneurs and consults with them on questions relating to the arts sector;
- provides arts sector entrepreneurs with the trained arts sector professionals they require;
- promotes student career education and looks after their future career, employment and business prospects;
- cooperates with the arts sector and entrepreneurs to provide opportunities for internships and real-world experience to students in order to improve their career development and employment;
- cooperates with the arts sector to support the joint use of infrastructure and resources;
- promotes awareness of the arts sector and the university among the general public;
- is involved in advisory councils, the work of assessment institutions connected with the arts sector, and consults with the arts sector on associated questions;

- utilises support from the arts sectors and entrepreneurs for student and university development;
- promotes the visibility of its image and name as well as the university's role as a partner to the arts sector and an opinion leader.

Where we stand

In order to support the successful integration of students into the labour market and arts sector as well as connecting the university's work with society, the arts sector and its entrepreneurs, the university develops and implements a string of initiatives. A Graduate Association and Career Centre have been created at the university. Career Days are organised with the participation of arts sector representatives, in order to create a network between students and entrepreneurs (approximately 70 participants have been involved in these conversations).

The university provides students and staff with opportunities for cooperation with businesses, including businesses not primarily involved with art or design. The university involves representatives from the arts sector in the evaluation of student work and in the learning process. Likewise, the university obtains support from entrepreneurs for the university's development, organisation of events, and encouraging student performance.

Along with cooperation with arts sector businesses, the university and its staff are involved in the developing of cultural policy and education policy, by providing policy recommendations to state institutions, participating in the National Culture Council, Visual Arts Council, and councils, working groups, and assessment boards of other fields.

Road map

Direct cooperation with entrepreneurs and society at large

Action	Target result	Indicator	2023	2030
Involving arts sector representatives and entrepreneurs in university processes	Arts sector representatives and entrepreneurs participate directly in learning, research, and creative work as evaluators, lecturers, consultants, and in other capacities.	number of activities in which arts sector representatives and entrepreneurs have been involved	15	30
Providing opportunities for internships and experience exchange at businesses and institutions	Opportunities for internships, apprenticeships, and exchange and sharing of experience are guaranteed for university students, researchers, and staff in arts sector institutions and businesses.	number of existing agreements	40	150
Taking part in innovations and product design	The university in conjunction with the arts sector and business or under contract to them takes part in innovation and product development in all fields pertaining to the competences of its specialists and students.	number of innovations or products	20	50
Ensuring the opportunity for joint use of infrastructure	Entrepreneurs are guaranteed the opportunity to use university equipment and infrastructure; university staff and students are guaranteed the opportunity to use the infrastructure available to the entrepreneurs.	number of existing agreements	5	15
Conducting research with businesses and institutions or under contract to them	The university – in cooperation with businesses or under contract to them – conducts research across the entire spectrum of the university's research specialties, incl. research conducted without	number of studies	20	40

	remuneration during the learning process.			
Ensuring cooperation with policy makers	A report with recommendations is prepared each year and presented to policy makers.	reports prepared and presented	2	4
	University staff and students take part in the development of arts sector planning and policy documents.	number of events	8	16
	University representatives take part in the work of arts sector councils, working groups, and commissions.	number of initiatives	4	12

Development of the students' career opportunities

Action	Target result	Indicator	2023	2030
Ensuring the operation of the career centre	A career centre has been established, which operates on a continuous basis and at which lectures, seminars, master classes, and other events are organised in cooperation with the arts sector and entrepreneurs.	number of events	20	100
Organising a regular and productive career day	As part of career day, students have the opportunity to meet potential employers – institutions and businesses, including businesses which operate outside of the arts sector.	number of businesses	30	50

	University students take active part in career day events.	percentage of students attending at least 1 event, %	70%	95%
Organising student visits to businesses and institutions	Students are provided with introductory visits to businesses and institutions, including those operating outside of the arts sector.	number of businesses and institutions involved	25	40

Access to the university by the general public

Action	Target result	Indicator	2023	2030
Providing access to the university's art collection, creative works and research studies to the general public	The university has created digital platform where creative works, final projects, and research studies are digitised and stored.	number of digital units	360	1800
	The university art collection has been digitised and stored in the digital platform created by the university, which is freely available to the general public.	number of digital units	-	4200
	The items in the university art collection are available for viewing at ongoing and limited public exhibitions.	number of exhibitions	3	10
Ensuring the visibility of the university and an attractive image for the university in the public space	The university provides publicity for its learning and research process, the creative work of its staff and students, accomplishments, the skills of its graduates, and opportunities for career development.	number of publicity items	300	450

	The university published popular scientific articles, participates in public discussions and other events topical for the arts sector, which raise the profile of the university as an opinion leader.	number of events	50	100
	The visibility of the university's image is monitored on an ongoing basis and events are organised to improve its image.	public opinion surveys (NPS)	- (not tracked)	+10

Obtaining funding from entrepreneurs and the general public

Action	Target result	Indicator	2023	2030
Obtaining direct support from entrepreneurs	The university obtains funding and direct support from entrepreneurs in order to promote student creative and community activities as well as event organisation and development of the university's infrastructure.	number of existing agreements with other universities	6	20
Instituting fee-based services	The university provides fee-based services vital for the community – expertise regarding works of art, restoration services, design and technology rental services, consultations.	number of service types	-	4
Ensuring fee-based access to the university's infrastructure	University facilities and infrastructure are available for a fee to entrepreneurs and institutions for organising events.	number of concluded agreements	7	15

Generator

People and processes

The AAL provides effective selection of academic and administrative staff corresponding to the needs of the university, the development of the knowledge and skills of its staff, effective and continuously updated administrative procedures, well-considered use of infrastructure and digital tools as well as regular assessment and use of management results in planning management development.

In order to provide high-quality management, university studies, research, new artistic works, and cooperation with arts sector entrepreneurs and society, the AAL has implemented a quality management system, which is regularly updated based on an AAL self-assessment, which includes comments from administrative staff, academic staff, and students as well as suggestions from the arts sector, entrepreneurs, and experts. The AAL is an arts sector opinion leader and a reliable cooperation partner for the arts sector and entrepreneurs.

The Art Academy of Latvia:

- has a staff selection policy, which is oriented towards excellence and the suitability of staff for its needs;
- provides for the effective planning and implementation of its management procedures observing transparency and good governance principles;
- effectively utilises implemented digital management tools and remote work opportunities in its management;
- promotes the professional development and growth of its academic staff and administrative staff on an ongoing basis according to the AAL's goals;
- promotes the motivation of its academic, scientific, and administrative staff, competitive pay, a balanced work load, and a performance-based compensation system;
- promotes the recruitment of new staff, by involving AAL students, graduates, and young arts sector professionals in its work;
- promotes the mobility of its academic and administrative staff and the recruitment of foreign academic and administrative staff;
- sees to the maintenance of the principle of academic freedom in management;
- provides its staff with the equipment and infrastructure necessary for their work, including its implemented digital infrastructure;
- supports personal initiatives directed towards the AAL's development;
- supports the creation of new artistic works and innovations by its staff;
- ensures access at all levels to a functional quality management system on an ongoing basis, which is regularly reviewed in order to identify areas and procedures where improvements are necessary;
- provides an effective internal control and risk management system;

- surveys the opinion of the arts sector, entrepreneurs, and experts on the university's work and uses it in the improvement of the quality management process and risk prevention;
- promotes diversity, equality, and inclusiveness;
- creates an open environment for internal communications at the university geared towards a culture of discussion, active citizenship, and responsibility.

Where we stand

The university has an open and fair policy for the selection of academic staff with clearly defined qualification criteria for election to academic positions in the arts for professors, associate professors, and lecturers. Along with qualification criteria for the artistic, research, teaching, and organisational fields, the Art Academy of Latvia also has a professional development process. At the beginning of 2023, the university's staff consisted of elected academic staff (136, incl. 25 professors, 26 associate professors, 48 lecturers), elected scientific staff (17), and administrative staff (93).

University staff are encouraged to take advantage of professional development opportunities. The university supports professional growth, creative, research, and educational mobility as well as other qualification improvement activities.

The AAL has laid the foundations for a performance-based compensation policy. In order to promote staff motivation, staff satisfaction surveys are carried out on a regular basis. The results of these are used in improving staff motivation and opportunities for upgrading qualifications, which is a component of the quality management system instituted at the university.

Road map

Action	Target result	Indicator	2023	2030
Providing the necessary number of lecturers, researchers, administrative employees, and other staff for the university's needs.	The university ensures a sufficient and optimal number of staff for its educational, research, and other functions; an audit of the university's functions is carried out every year and the university's staffing level is adjusted accordingly.	staff audit	-	1
Ensuring a high degree of motivation and satisfaction among the university's staff	The university attracts and retains the best researchers, instructors, and workers in the arts sector; the university's environment and degree of staff satisfaction are systematically improved.	the NPS (net promoter score) of the entire staff	- (not tracked)	+20
	The remuneration paid to university staff increases on a continuous basis relative to inflation and the university's financial capacities.	annual increase in remuneration, %	5%	10%
	The average salary of university lecturers corresponds to the average national salary or exceeds it.	staff income for full-time employment as a percentage of the average national salary, %	80%	120%
	The university utilises a performance-based remuneration system for academic, scientific, and administrative staff, which is adjusted and updated on a continuous basis in response to the university's needs.	audit of the remuneration system	-	1
Supporting the development and continuing education of the university's staff	University staff use development and continuing education opportunities provided by the university.	percentage of staff attending training organised by the university, %	70%	90%

	The university supports and provides for the mobility of its staff.	percentage of staff taking advantage of mobility opportunities offered by the university, %	60%	80%
	The university supports the artistic work and innovation of its staff.	percentage of staff involved in the creation of new artistic work, %	70%	90%
Promoting the recruitment of new staff	Students are involved in the university's work as researchers and lecturers.	percentage of students, %	- (not tracked)	8%
	Graduates from the preceding 10 years are involved in the university's work.	percentage of graduates, %	- (not tracked)	15%
Ensuring effective management procedures	The university has instituted a quality management system, which it updates on a continuous basis, which provides for the transparency and effectiveness of the university's management, communications geared towards discussion and civil activism, and also takes into account the initiative and sub-fields of staff, the opinions of entrepreneurs and experts, and the principles of academic freedom and equality in the university administration.	quality management system	1	1
	Digital management tools and opportunities for remote work are effectively utilised by the university.	active digital platforms	6	12
	Staff have optimum access to the equipment and infrastructure necessary for work either on site or through outsourcing.	function audit	-	1
	An internal control and risk management system has been created and is updated on a continuous basis.	risk management system	-	1

Finances, investment, and administration

The AAL's management and its financial resources planned in order to ensure the excellence of the university with effective and results-oriented work in all of its specialised fields. This is accomplished through effective administrative work, obtaining both public and private funding, and targeted investment.

The Art Academy of Latvia:

- provides for the university's administrative capacity and its development on an ongoing basis;
- secures the necessary public and private funding necessary for the university's work;
- makes well-considered, planned, and effective investments in its staff, infrastructure, and management;
- ensures assessment of management results and their utilisation in the improvement of management principles and procedures as well as in planning staff development needs and compensation;
- maintains a continuous dialogue with state and local government institutions.

Where we stand

In 2022, the university's budget consisted of the state-allocated financial reference amount (EUR 4,698,097), the financial reference amount and performance-based funding for science (EUR 576,746), as well as research project funding (EUR 248,990), education project funding (EUR 603,082), development project funding (EUR 230,408), Ministry of Culture and State Culture Capital Foundation funding (EUR 365,893), revenue from tuition (EUR 179,458), revenue from services and room rents (EUR 288,193), and donations (EUR 3,557).

The primary expenses in 2022 were salaries (EUR 5,277,271), scholarships (EUR 815,585), public activities and marketing (EUR 466,766), utility payments (EUR 322,703), asset acquisitions (EUR 290,520), travel (EUR 144,753), and building renovations (EUR 135,162).

In 2022 and 2023, the university budget is significantly affected by the increase in energy prices and inflation in combination with a stagnating budget allocation (89% of the optimum in 2021), which limits the university's opportunities for development and negatively impacts the fulfilment of its functions.

Road map

Action	Target result	Indicator	2023	2030
Ensuring the university's capacity	The university administration assesses the university's operation and capacity on an ongoing basis, including the university's development needs, and plans the optimum use of its funds with respect to these factors.	university capacity assessment (self-assessment portion of the report)	-	1
Increasing the university's revenue, securing optimum funding for implementing all of the university's functions and the university's growth.	The university's total budget increases on a continuous basis.	Annual revenue increase	10% per year	10% per year
	The university's revenue has increased.	EUR	7,900,000	15,000,000
	The revenue has increased from research grants and projects.	EUR	300,000	600,000
	The revenue has increased from development and cooperation projects in education.	EUR	700,000	2,000,000
	The revenue has increased from public financial instruments for development.	EUR	400,000	2,000,000
	The revenue has increased from tuition and other fee-based educational services.	EUR	300,000	1,500,000
	The revenue has increased from fee-based services, including from paid studies, product development, and room rental fees.	EUR	400,000	700,000
	Support from private partners has increased, including donations.	EUR	100,000	400,000
Diversifying the university's revenue, in order to decrease financial risks	The percentage of the budget derived from the financial reference amount allocated by the state is decreasing.	percentage, %	75%	54%
	The percentage of own revenue in the university budget has increased.	percentage, %	6%	15%

	The percentage of research project funding in the university budget has increased.	percentage, %	3.8%	4%
	The percentage of education projects in the university budget has increased.	percentage, %	8.8%	13%
	The percentage of funding in the university budget has increased from public financial instruments intended for development.	percentage, %	5%	13%
	The percentage of private support in the university budget has increased.	percentage, %	0%	5%
Increasing funding from public financial instruments and successful project applications	The number of research projects submitted by the university has increased.	number of submitted applications per year	4	8
	The number of research projects in education submitted by the university has increased.	number of submitted applications per year (excluding Erasmus+)	4	8
	The number of development projects submitted by the university has increased.	number of submitted applications per year	12	20
	The number of supported research projects has increased.	percentage of supported applications, %	60%	90%
	The number of supported projects in education has increased.	percentage of supported applications, %	60%	90%
	The number of supported development projects has increased.	percentage of supported applications, %	60%	90%

Infrastructure

The AAL uses the necessary facilities and infrastructure, including digital infrastructure and resources, for its management, study programme, research, creation of new works, and accessibility.

The AAL continuously tracks the university's needs, taking into account development trends in the arts sector and business, and planning the use of its facilities and infrastructure as well as the development of new facilities and infrastructure in accordance with these trends. In planning its facilities and infrastructure, the AAL takes into account the qualified staff necessary for their use and the adaptation of facilities and infrastructure to current and future needs as well as ensuring flexible access to them.

The Art Academy of Latvia:

- maintains and develops the necessary facilities, physical and digital infrastructure, including the facilities and infrastructure necessary for access to art, for management, university studies, research, and the creation of new artistic works;
- provides effective and transparent infrastructure development and planning, including planning for the qualified staff or outsourcing necessary for the use of facilities and infrastructure;
- provides for effective, transparent, and planned use of infrastructure for all of the university's needs;
- regularly reviews the actual use of facilities and infrastructure and adjusts the facilities and infrastructure development plans accordingly, balancing the needs of different fields and avoiding inexpedient investment in the development of facilities and infrastructure;
- works with the arts sector and entrepreneurs taking into account development and possible cooperation trends;
- relates with consideration towards its responsibility to existing cultural heritage sites;
- ensures access to facilities and infrastructure, while observing limitations on the use and alteration of facilities and infrastructure.

Where we stand

The Art Academy of Latvia owns and utilises several buildings, which are used for the teaching and research. The technical condition of the historic building at Kalpaka bulvāris 13, Rīga, (total area 7104m²), including its fire protection system and heating system, is in good working order. The building at Kronvalda bulvāris 4, Rīga, (total area 7770 m²) is currently in a development phase; a planning and development draft has been prepared and nearly all building authority injunctions have been resolved and a cost assessment for the building's renovations has been conducted. The building at Jāņa Kugas iela 11, Ikšķīle (incl. the Kuga House; 470m²) is currently in a satisfactory condition and being conserved; a plan has been prepared for the necessary future development of the building.

The Art Academy of Latvia rents space on Avotu iela, Rīga, (450 m²) as a metal workshop, and the "Pilot" exhibit space (150 m²), Riharda Vāgnera iela 3, Old Town Rīga. The university also rents space for its campus in Rēzekne (463 m²) and space in Kuldīga (423 m²) necessary for the international Erasmus Mundus programme's SDSI needs.

Several infrastructure clusters operate at the university: a textile workshop, a design workshop, a glass workshop, a ceramics workshop, a woodworking workshop, a digital workshop, a graphic arts workshop, a 3D workshop, and a sewing workshop. Currently, the university provides access to the necessary equipment and infrastructure for all of its study programmes. The university owns a digital loom, tacking machines, compressors, CNC mills, photo and video equipment, and other equipment necessary for the modern learning process. The university also has the standard equipment necessary for study and research – classroom equipment, a wireless network, computer and office technology, easels, and other inventory. In 2022, the book value of 61% of the computer hardware and equipment was zero.

Road map

Action	Target result	Indicator	2023	2030
Ensuring the optimum conformance of university interior spaces and infrastructure to the university's needs	A university infrastructure assessment is carried out every year (the self-assessment portion of the report), in response to which the use, modernisation, and improvement of university interior spaces and infrastructure is planned.	infrastructure assessment	-	1
Renovating and modernising buildings managed by the university	The university building at Kronvalda bulvāris 4 has been renovated and adapted for the needs associated with the university's growth.	fully renovated building	-	1
	The renovation of the "Kuga House" has been completed.	fully renovated building	-	1
	The university building at Kalpaka bulvāris 13 has been modernised.	modernised building	-	1
	The interior spaces rented and utilised by the university have been optimised, they have been modernised and equipped in accordance with the plan.	an optimisation and modernisation plan has been developed and implemented	-	1
	A high degree of satisfaction among staff, students, and graduates with university interior spaces and their layout.	staff satisfaction with interior spaces, %	-	80%
		student satisfaction with interior spaces, %	-	80%
		graduate satisfaction with interior spaces, %	-	80%
Providing for the development of the necessary digital infrastructure	A digital infrastructure and resource development plan has been created and is regularly updated; digital infrastructure is developed according to this plan.	digital infrastructure and resource development plan	-	1
Developing a transparent infrastructure management system	A centralised technical centre operates at the university, which oversees the management and effective utilisation as well as inventories the use of all technical equipment available at the university.	a technical centre has been established	-	1

Providing for the joint use of infrastructure with entrepreneurs and the arts sector	The university provides for the effective use of infrastructure; in case of insufficient utilisation, use of the infrastructure is outsourced and also offered to entrepreneurs and the arts sector during periods of inactivity.	number of concluded agreements	4	16
Providing modern technical infrastructure for the university	The university's technology park and equipment are modern and correspond to the needs of a modern university.	residual value, %	20	40
	A high degree of satisfaction among staff, students, and graduates with the university's technical infrastructure.	staff satisfaction with infrastructure, %	-	80
		student satisfaction with infrastructure, %	-	80
		graduate satisfaction with infrastructure, %	-	80
	New technical clusters (a restoration workshop, animation studio, etc.) in line with the university's development have been created.	clusters created	-	2

About

About the Academy of Art of Latvia

The Art Academy of Latvia (henceforth, the Academy or AAL) was *de jure* established on 20 August 1919 following a decision by the Republic of Latvia Cabinet of Ministers. Its official opening took place on 21 October 1921. The first Constitution of the Art Academy of Latvia was adopted on 7 February 1924 by the Republic of Latvia Saeima (Parliament) and proclaimed by President Jānis Čakste. The establishment of the Art Academy of Latvia signified the creation of a higher education and research system for art in Latvia.

From 1940 to 1942, the Academy's official name was the State Art Academy, from 1942 to 1944 – the Art Academy of Latvia, from 1944 to 1973 – the Art Academy of the Latvian SSR, and from 1973 to 1988 – the Teodors Zaļkalns State Art Academy.

In 1988, following a decision by the Latvian SSR Council of Ministers, the Academy's historical name – the Art Academy of Latvia – was restored. On 18 June 1992, the Academy's (second) Constitution was adopted by the Supreme Council of the Republic of Latvia. On 20 January 1999, the Academy's Constitution, after being harmonised with the Law on Universities, was approved by the government of the Republic of Latvia Cabinet of Ministers (Decree No. 21). On 19 June 2003, the Academy's Constitution was approved by the Republic of Latvia Saeima. On 6 March 2008, changes to the Academy's Constitution were approved at the Academy's Constitutional Convention, aligning it with changes in laws and regulations, and reenforcing the Academy's status in the Constitution as a derived public person ("On Changes to the Constitution of the Art Academy of Latvia" was adopted by the Republic of Latvia Saeima on 23 April 2009 in Rīga).

The current (third) AAL Constitution was drafted and approved by the Academy Senate on 25 February 2022, the Academy Council on 16 May 2022, and the Academy's Constitutional Convention on 31 May 2022.

On 17 September 2021, following the Cabinet of Ministers' Decree No. 655 "On State University Types", the Art Academy of Latvia was classified as an art and culture university.

The Academy's strategic specialisation is providing higher education in art and design as well as in the theory and history of art and culture.

The Academy is a state-established derived public person. The Academy is an institution of higher learning, scientific research, art, new artistic work, and culture. The legal foundation of the Academy's work is the Constitution of the Republic of Latvia, the Law on Education, the Law on Scientific Work, the Law on Universities, and other laws and regulations of the Republic of Latvia.

Since the moment of its founding, the Art Academy of Latvia has embodied the role of a national art school, becoming one of the symbols of the national and cultural independence of Latvia.

About the Academy's strategies

The Art Academy of Latvia Strategy 2023–2030 is a part of the Academy's strategy and development plans and all of the strategic development goals, objectives, and solutions discussed within it can be reviewed in direct connection and continuity with previously approved and implemented development strategies and development plans. All AAL development questions, which are not discussed in this strategy, but which are analysed in detail in other AAL development strategies and development plans can be considered as being interconnected. This strategy is a successor to and continuation of the previous university strategy (2017–2021).

On 20 December 2007, the AAL Senate adopted the Art Academy of Latvia fundamental development objective and the first Art Academy of Latvia strategy. In 2009, the AAL adopted the "Art Academy of Latvia long-term work and development strategy 2009–2015". The new strategy partially included the 2007 strategy, the goal of which was to position the AAL within the creative industry. In 2012, in cooperation with the Boris and Inara Teterev Foundation, the AAL drafted the Art Academy of Latvia strategic action plan for 2012–2020.

In 2015, the AAL drafted the "Art Academy of Latvia Internationalisation Strategy 2015–2025". In 2016, the AAL Strategic Specialisation was drafted in accordance with the tripartite Memorandum of Agreement between the Ministry of Education and Science, the Ministry of Culture, and the Art Academy of Latvia "On the training of specialists and providing for the development of scientific, creative, and artistic work for state budget funding at the Art Academy of Latvia" Article 2.2 and taking into account the Cultural Policy Guidelines 2014–2020 "Creative Latvia". The Art Academy of Latvia long-term development strategy for 2017–2021 was drafted based on the Art Academy of Latvia strategic specialisation and policy framework (2016) taking into account the Cultural Policy Guidelines 2014–2020 "Creative Latvia" (adopted with the Cabinet of Ministers' 29 July 2014 Decree No. 401), the Art Academy of Latvia study and scientific work development strategy, the "Art Academy of Latvia Internationalisation Strategy", and the "Art Academy of Latvia Strategic Action Plan 2012–2020" as well as continuing the "Art Academy of Latvia long-term work and development strategy 2009–2015".

About the connected documents

In drafting the AAL strategy for 2023–2030, the following have been taken into account:

1) international, including European Union, development and planning documents:

- UN Resolution "2030 Agenda for Sustainable Development"
- Strategy "Taking stock of the Europe 2020 strategy for smart, sustainable and inclusive growth"
- "A Sustainable Europe by 2030"
- European Commission "Erasmus Charter for Higher Education 2021–2027"
- "Digital Europe" Programme
- Digital Education Action Plan (2021–2027) adaptation of education and training systems for the digital age
- European Skills Agenda for sustainable competitiveness, social fairness and resilience
- European Education Area Initiative
- Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond (2021-2030)
- UNESCO Medium-Term Strategy for 2022-2029
- EU cultural policy initiative "New European Bauhaus"
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European strategy for universities
- Proposal for a Council Recommendation on building bridges for effective European higher education cooperation

2) state development, education, and science policy and cultural policy planning documents:

- Latvian National Development Plan for 2021–2027 (NAP2027)
- Sustainable Development Strategy of Latvia until 2030 (Latvia 2030)
- Cultural Policy Guidelines 2022–2027 "Culture State"
- Education Development Guidelines 2021–2027 "Future Skills for the Society of the Future"
- Science, Technological Development, and Innovation Guidelines 2021–2027
- Digital Transformation Guidelines 2021–2027
- Guidelines for the Development of a Cohesive and Civically Active Society 2021–2027
- Higher Education and University Development Concept for Latvia 2021–2030 "Future Universities 2030"
- Research and Innovation strategy for smart specialisation (RIS3)
- Regional Policy Guidelines 2021–2027 (RPP)
- National Industrial Policy Guidelines (NIPP)

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • classic art techniques and technological literacy have been successfully maintained • the necessary preconditions have been created for the effective acquisition and use of modern skills and technology (AR, VR, AI, etc.), including the development of joint innovations with entrepreneurs and the training of graduates with skills necessary for entrepreneurs • significant experience in the creation of local and international consortia, the preparation and implementation of cooperation projects in various fields • an effective teaching process, engaging instructors, and highly-motivated students • an extensive and noticeable presence of the creative work and participation of the university's students and staff in Latvia's art processes 	<ul style="list-style-type: none"> • the funding of university studies and scientific research is completely dependent on the state budget • insufficient availability of infrastructure and necessary equipment, including digital infrastructure • insufficient availability of academic staff with a doctoral degree • a lack of transparency in the university's internal procedures and insufficiently implemented management instruments • insufficient financial motivation for academic, scientific, and administrative staff • insufficient cooperation with entrepreneurs
<p>Art</p> <ul style="list-style-type: none"> · a close synergy of education and research with the creative work of students and staff · active work in providing public access to creative projects · a dynamic study and research environment for the development of student creative output and professionalism 	<p>Art</p> <ul style="list-style-type: none"> · the state's limited reach and ability resulting in fragmented international visibility · insufficient infrastructure and funding for implementing planned creative projects · insufficient funding and infrastructure for ensuring access to creative projects
<p>Education</p> <ul style="list-style-type: none"> · highly-motivated students · coursework content corresponding to the needs of highly-qualified professions · the advantages offered to the students through the combination of classic art techniques with the newest technologies 	<p>Education</p> <ul style="list-style-type: none"> · redundancy in coursework content · systematic limitations in the dynamic adjustment of coursework content and its development to suit individual needs · a limited labour market in Latvia; insufficient appreciation for the importance of visual and design quality in product development
<p>Science</p> <ul style="list-style-type: none"> · highly-developed research into Latvian art history and theory 	<p>Science</p> <ul style="list-style-type: none"> · excessive dependence on state support (the financial reference amount and state

<ul style="list-style-type: none"> · the preconditions have been created for expanded research into contemporary art processes, design, and architecture · the infrastructure has been created for the dissemination of research results (a journal, article collection, conferences, etc.) 	<p>research programmes), incl. insufficient awareness of public funding opportunities (limited activity in submitting research projects)</p> <ul style="list-style-type: none"> · insufficient international visibility of the university as a research institution and insufficient ability and contacts among the scientific staff for work in the international research environment, participation in international consortia and their leadership · insufficient activity in preparation and dissemination of research results (articles, participation in conferences, etc.)
<p>Arts sector entrepreneurs and society</p> <ul style="list-style-type: none"> · the university has a high degree of visibility and a good reputation · the university's active participation in arts sector processes including the university's development into an opinion leader · opportunities at the university for acquiring the qualifications needed by entrepreneurs and society 	<p>Arts sector entrepreneurs and society</p> <ul style="list-style-type: none"> · insufficient cooperation between the university and entrepreneurs in implementing and updating the study programme · limited support from entrepreneurs for the university's activities and development · insufficient involvement by the university in education and culture policy planning and informing the general public about the university's focus and its uniqueness
<p>People and processes</p> <ul style="list-style-type: none"> · an elevated sense of mission and internal motivation among staff · an internal culture of quality grounded in historical traditions · the ongoing improvement of work conditions and infrastructure (additional rooms, renovations, environmental improvements, etc.) 	<p>People and processes</p> <ul style="list-style-type: none"> · low salaries and recruitment of new staff · the lack of certain critical types of expertise and skills · a lack of transparency in planning, staff management, formal internal communications, and other procedures
<p>Finances, investment, and administration</p> <ul style="list-style-type: none"> · experience and success in attracting international education projects · success in attracting funding for development projects · the preconditions have been created and work is proceeding on the implementation of quality management and other administrative procedures 	<p>Finances, investment, and administration</p> <ul style="list-style-type: none"> · insufficient funding for all of the university's functions and their development · a low degree of income diversification, reliance on state support · insufficiently transparent funding and development planning procedures
<p>Infrastructure</p> <ul style="list-style-type: none"> · the excellent location of valuable historic buildings, which also have 	<p>Infrastructure</p> <ul style="list-style-type: none"> · fragmentary updating of infrastructure

<p>space sufficient for the university's needs</p> <ul style="list-style-type: none">· investments have been made in the updating of the university's technological infrastructure· preliminary work and a needs assessment of infrastructure, including digital infrastructure, has been completed	<ul style="list-style-type: none">· insufficiently transparent use of infrastructure and equipment and insufficient utilisation of opportunities for shared use within the university and in cooperation with external parties using infrastructure (entrepreneurs, other research institutions, the arts sector)· a low degree of availability of digital infrastructure
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Opportunities	Threats
<ul style="list-style-type: none"> • the use of classic art techniques for better learning of digital and virtual skills and innovations; the development of a skill set unique to the university • the opportunity to develop in-demand niche skills in art, design, and architecture, which correspond to developments in the labour market (service design, systems design, virtual environment design, etc.) • expanding research across the entire national and international spectrum of art, design, and architecture processes, including research into new techniques and technologies • improvement of the university's knowledge, education, research, and innovation base through diversification of funding, incl. expansion of fee-based education opportunities and participation in local and international initiatives • joint development of innovations, products, and services with entrepreneurs • the development and providing of specialised services on a national scale (expertise, restoration, etc.) 	<ul style="list-style-type: none"> • an unstable regulatory environment for higher education and state involvement in higher education funding • a limited local market and a high degree of competition in the international education and research market (within the region and the European Union) • insufficient impact of the university and its needs on the planning of local public funding market mechanisms, which creates imbalance and a disproportionate degree of competition • threats from the development of artificial intelligence technologies to creative professionals (designers, illustrators, animators, etc.)
<p>Art</p> <ul style="list-style-type: none"> · the opportunity to significantly improve public spaces at the university and around the country · significant innovations in business and the functioning of society motivated by creative pursuits · the opportunity to put into practice acquired knowledge in research and creative work, thereby upgrading student and staff skills 	<p>Art</p> <ul style="list-style-type: none"> · the limited art and design market in Latvia · the insufficient appreciation by society of the creative process involved in art and design · the dominance of a utilitarian approach in art, design, and architecture
<p>Education</p> <ul style="list-style-type: none"> · a learning outcome grounded in the blending of classic art techniques and the skills necessary to use the newest technologies, which provides advantages in terms of quality and competitiveness 	<p>Education</p> <ul style="list-style-type: none"> · an open market and significant competition in terms of the total cost of education with other universities in the region and the European Union · an unclear education funding system and inadequate state funding

<ul style="list-style-type: none"> · the capability of offering education with qualifications in new niche techniques as well as those suitable and highly in-demand in the future labour market · a high demand for the qualifications offered by the university 	<ul style="list-style-type: none"> · the rapid development of technology, including artificial intelligence, which fundamentally impacts the body of knowledge necessary for graduates
<p>Science</p> <ul style="list-style-type: none"> · significant potential for conducting scientific research, including internationally, on contemporary processes in art, design, and architecture · a dominant position in research on Latvia's art history and art ecosystem · the opportunity for developing research capacity in studying digital humanities and digital art and design processes 	<p>Science</p> <ul style="list-style-type: none"> · a negative impact of the research funding system on the growth and recruitment of new researchers, also through transitioning to the new doctoral programme model · limited access as a result of excessive competition to public scientific funding instruments and limited research funding opportunities from other public and private funding sources · the diminishing of the significance of national science as an object of state interest and a considerable narrowing or disappearance of the range of studies conducted at the university
<p>Arts sector entrepreneurs and society</p> <ul style="list-style-type: none"> · extensive cooperation opportunities with entrepreneurs in the development and implementation of educational content · extensive cooperation opportunities with entrepreneurs in technology transfer and the design of joint innovations · the opportunity to improve the well-being of society and the quality of the environment through art, design, and architecture 	<p>Arts sector entrepreneurs and society</p> <ul style="list-style-type: none"> · an unfavourable environment for the participation of entrepreneurs in the university's development, including through donations and other types of support · insufficient or distorted knowledge about the role of high-quality art, design, and architecture and the development of products in various fields · limited market-driven limitations on the involvement of entrepreneurs and arts sector professionals
<p>People and processes</p> <ul style="list-style-type: none"> · the opportunity to train and attract highly-qualified specialists from Latvia and abroad in order to ensure a dynamic environment for learning and research · the opportunity to create a close connection with entrepreneurs and the arts sector, in order to ensure their involvement in the upgrading of staff qualifications and skills 	<p>People and processes</p> <ul style="list-style-type: none"> · increasing competition in the labour market, especially among highly-qualified specialists · insufficient financial motivation for attracting and retaining high-quality staff · insufficiently transparent and complicated administrative procedures

<ul style="list-style-type: none"> · the opportunity to increase staff motivation and satisfaction by developing a performance-based compensation system and simplified work procedures 	
<p>Finances, investment, and administration</p> <ul style="list-style-type: none"> · extensive opportunities for attracting private and public project funding (including EU funding) · the opportunity to diversify university revenues and support the university with financial independence by instituting fee-based educational services, including continuing education services · the opportunity to support the university's financial independence by instituting other university fee-based services (e.g., expertise services) 	<p>Finances, investment, and administration</p> <ul style="list-style-type: none"> · a decrease in the amount of state support to the university that it requires for its operation (the financial reference amount for university studies, performance-based and scientific funding) · inflation and an increase in costs associated with energy and other functions critical for the university's operation · the dynamic development of technology in the arts sector, which demands an expanded funding capacity from the university, in order to ensure that the university has the ability to learn and use these technologies
<p>Infrastructure</p> <ul style="list-style-type: none"> · the opportunity to make the use of university rooms, infrastructure, and technical facilities more effective, including in cooperation with external partners · the opportunity to improve the quality of learning, research, and creative work by expanding the use of rooms and infrastructure and providing opportunities, including their fee-based use, for learning and utilising new technologies · the opportunity to improve the accessibility of the learning, research, and art processes through extensive digitisation of the university, and through the development of digital resources and infrastructure, including by digitising processes and coursework content 	<p>Infrastructure</p> <ul style="list-style-type: none"> ● insufficient funding for the maintenance and service of infrastructure ● the continuous increase in costs associated with construction and acquiring infrastructure ● rapid technological advances, which limit the university's abilities to ensure that its available infrastructure corresponds to current needs