School of Governance, Law and Society Development Plan
2020-2022

I MISSION

Tallinn University School of Governance, Law, and Society (SOGOLAS) is an intellectual beacon of social thought. We promote a high quality of life as well as sustainable development and open governance of society through a socially responsible approach by highlighting the value of a research-based approach, innovation, diversity, interdisciplinarity, and cooperation.

II VISION

SOGOLAS is an acknowledged leader in social sciences. The school is one of the leading research centres in the Baltic Sea countries, promoting research, development and educational activities.

Ⅲ STRATEGIC GOALS

1. SOGOLAS is a coherent, attractive and modern organisation

Efficient functioning of the organisation is the basis for other activities. The development and improvement of the organisation should therefore be the first step towards enhancing SOGOLAS' *educational, research and development activities.*

As regards the organisational development, over the next five years, the school will focus on the development of a workload calculation and working relations model that would take into account the entire complex of research, development, educational, and administrative activities as well as partnership actions. The focus is on developing an interdisciplinary working culture as well. We will also intensify relations with the alumni and expand the network of experts in order to strengthen SOGOLAS' research and development capacity.

2. SOGOLAS will enhance the interdisciplinarity and sectoral diversity of RDC activities

An interdisciplinary and diversity-minded approach is a prerequisite for solving societal problems and challenges. A sector-specific view is always amplified in a broader context. The ability to see the connection between various domains is essential for the development of social sciences.

In the following years, we will place particular emphasis on enhancing research and development in the focus field 'Society and open governance' as well as in the field of specialist science and in areas of responsibility. We will strengthen cooperation between SOGOLAS' research groups and with other focus fields of TLU. We are committed to developing sustainable international consortia and professional networks. In order to improve our academic capacity, we will place more importance on ensuring the next generation of specialists, develop the research infrastructure and strengthen the support system.

3. SOGOLAS offers sustainable research-based education that supports the development of T-shaped skills

Society increasingly needs knowledge and skills that are both thorough and comprehensive. Strengthening T-shaped skills will contribute to preparing more sustainable and innovative graduates who are able to take into account the needs of the real world, not just one speciality.

One of the most important goals of the following five years is the development of teaching and learning on the basis of labour market needs and a modern approach to teaching and learning. We will do this by strengthening links with employers, creating new flexible learning opportunities, and enhancing interdisciplinarity. Particular focus will be placed on ensuring more research-based teaching and learning and

modernising the study environment as well as on improving support processes to meet the needs of different target groups.

4. SOGOLAS is a recognised and reliable partner for employers and strategic decision-makers

The ultimate aim of education is to contribute to the development of society. Students want education that ensures a good and sustainable career. As low-skilled jobs become increasingly automated, employers need people who are able to contribute independently and strategically. Policy-makers benefit from a partner who is able to see the big picture and longer perspective in order to make sustainable decisions. By ensuring a well-functioning organisation, contributing to the development of T-shaped skills, and promoting a research-based approach, SOGOLAS is a reliable partner for society.

The goal for the coming years is to create a strategy for developing and maintaining partnerships with the private and public sectors. We intend to develop value offers based on target groups and increase mobility between academia and other sectors. Our aim is to increase the visibility of SOGOLAS' expertise both for academia and the wider public and to make policy-making more research-based.

IV IMPLEMENTATION OF THE DEVELOPMENT PLAN

Annex 1. Implementation plan for the development plan

1. SOGOLAS is a coherent, attractive, and modern organisation

Sub-goal 1.1: Developing a workload calculation and working relations model that is transparent and perceived as fair by staff:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Developing systematic and balanced division of workload to enable participation in educational, research, and administrative activities (clusters of lecturers) as well as in partnerships	2021	**Administrative head (responsible person)** Involved: heads of study areas/centres	Number of students per academic staff: *2020: 19.4; 2025: 18* Average salary of the academic staff: *2020: €2,396; 2025: €2,900*
b. Creating a supportive environment for international academic staff, including language learning and involvement in academic cooperation	2021	**Administrative head (responsible person)** Involved: heads of study areas/centres	Satisfaction of foreign staff with the University's English information space: *2020: -; 2025: 4.5*
c. Developing systematic support for staff training needs and a mentoring system (including identifying individual training needs, providing training on modern approach to teaching and learning to all academic staff, supporting academic staff in acquiring a doctoral degree)	2022	**Administrative head (responsible person)** Involved: head of studies and heads of study areas/centres	Satisfaction of staff with work and organisation of work: *2019: 4.65; 2025 5.1* Satisfaction with remuneration corresponding to contribution: *2019: 4.15; 2025: 4.3*
d. Ensuring smooth implementation of the TLU career model and taking into account SOGOLAS' needs in transferring to the new model	2025	**Administrative head** Involved: head of studies and heads of study areas/centres	Satisfaction with the division of workload between members of staff: *2019: 4.24; 2025: 4.45*

Sub-goal 1.2: Developing a systematic approach to promoting interdisciplinary working culture at SOGOLAS:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Developing an environment and cooperation formats for cross-disciplinary and inter-project exchange of experience, including the exchange of experience with research methodologies used by different disciplines, clusters of researchers, transfer of knowledge between projects, seminars, activation of the Scientific Council	2022	**Administrative head (responsible person)** Involved: head of studies, research coordinator, heads of study areas and centres, head of the Scientific Council	Satisfaction of the academic staff with the interdisciplinary approach to the organisation of work: *2020: - ; 2025: 4.5* Percentage of funding allocated to projects with an interdisciplinary research component of research-based funding of RDC: *2019: 72%; 2025: level is maintained* Number of interdisciplinary modules in study programmes: *2020: - ; 2025: growing*
b. Ensuring cross-use of research infrastructure and data sources	continuous	**Research coordinator (responsible person)**	

Sub-goal 1.3: Strengthening relations with alumni and non-permanent staff to enhance the quality of learning and research and to reinforce SOGOLAS' identity:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Inviting the alumni to join an alumni network and activating the network through activities targeting alumni	2022	**Head of studies (responsible person)** Involved: communication specialist, heads of study areas/centres Cooperation: marketing and communication office	Number of strategic cooperation partners in the private and public sectors *2020: not measured; 2025: (growing)*
b. Including non-permanent staff in a network of experts	continuous	**Research Coordinator (responsible person)** Involved: heads of study areas and centres	

Sub-goal 1.4: Ensuring transparent management of the school and inclusion in the systematic decision-making process:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Strengthening SOGOLAS' internal communication	2021	**Communication specialist (responsible person)** Involved: administrative head, members of the academic staff, one from each study area/centre	Staff's satisfaction with management: *2019: 4.05; 2025: 4.5*
b. Developing appropriate channels for two-way information exchange and inclusion in the decision-making process	2022		

Sub-goal 1.5: Ensuring motivating and competitive remuneration and working conditions for SOGOLAS' staff:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Developing solutions to ensure a sustainable and healthy working environment and for combining working from home with working in the office, including common communication channels to keep staff informed	2025	**Administrative head (responsible person)** Involved: head of studies, research coordinator Cooperation: Personnel Office, Vice-Rector for Sustainable Development	Average salary of the academic staff: *2020: €2,396; 2025: €2,900* Staff's satisfaction with management: *2019: 4.05; 2025: 4.5*
b. Enhancing the capacity of technical support by upgrading hardware, improving people's IT skills, and hiring additional support staff	continuous	**Administrative head (responsible person)** Involved: head of studies Cooperation: Information Technology Office, Personnel Office	
c. Continuing work to optimise the school's spatial programme and to create the SOGOLAS common space	continuous	**Administrative head (responsible person)** Cooperation: University's head of finances, Property Management Office	
d. Ensuring that the staff's pay is competitive in relation to other universities	continuous	**School director (responsible person)** Cooperation: Rectorate	

2. SOGOLAS will enhance the interdisciplinarity and sectoral diversity of RDC activities

Sub-goal 2.1: Developing TLU's focus field "Society and open governance":	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Preparing an action plan and budget for the focus field in order to create links between understanding and interpreting the 21st century society, state, politics, governance, legal systems, international relations, population, and individuals' wellbeing as well as to ensure democratic and sustainable living	2021	**School director (responsible person)** Involved: administrative head, research coordinator, heads of study areas/centres, Scientific Council	Percentage of funding allocated to projects with an interdisciplinary research component of research-based funding of RDC: *2019: 72%; 2025: level is maintained/growing*
b. Ensuring RDC cooperation with other focus fields of the University (educational innovation, digital and media culture, cultural competences, healthy and sustainable lifestyle) through doctoral schools and R&D projects	continuous	**School director (responsible person)** Involved: head of the Scientific Council, research coordinators, head of study areas/centres, coordinators of doctoral schools Cooperation: all schools and their centres of excellence	Number of applications filed in cooperation between focus fields; total number of applications for RDC funding (including TLU's research fund, ETIS applications)**[l] *2020: 7/79, 2025: growing* Percentage of funding for international research projects of total research-based RDC funding: *2019: 51%; 2025: level is maintained/growing*
c. Contributing, by RDC activities in the focus field, to sustainable development and the Green Deal, by researching and developing topics related to sustainable development, sustainable way of thinking, mental health, social responsibility, social entrepreneurship, and population	continuous	**Research coordinator (responsible person)** Involved: heads of centres and study areas, principal investigators Cooperation: School of Natural Sciences and Health, Vice-Rector for Sustainable Development	

**[*]- new indicator that needs to be calculated

Sub-goal 2.2: Promoting specialist sciences through the strengthening of research groups, areas of responsibility, RDC, and research infrastructure:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Strengthening established research groups and new* research areas as well as cooperation between research groups: - interdisciplinary lifecourse research; - research into social inequality and vulnerable groups; - youth surveys, life-long learning, labour studies, including research into new forms of work and social security, gender studies; - core and historical research into demographics; - research into national law, international and EU law, including human rights and refugee law*; - nationality, migration and integration, quality of democracy; - formation and organisation of national and local institutions of governance; - security and resilience of democracy; - welfare policies; mental health and wellbeing, social innovation*	2025	**Research coordinator (responsible person)** Involved: heads of centres and study areas, leaders of research groups, the Scientific Council	Number of high-level research publications per academic staff: *2019: 1.35%; 2025: level is maintained/ growing* Number of popular science publications/number per academic staff: *2019: 12/0.18; 2025: growing* Number of original university textbooks *2019: 2025: growing* Number of popular science books: *2019: 4; 2025: growing*
b. Strengthening the research infrastructure of SOGOLAS' domains by promoting secure data processing and storage as well as by ensuring the use of licences required for RDC activities	2022	**Research coordinator (responsible person)** Involved: administrative head, heads of study areas and centres, principal investigators Cooperation: Research Administration Office, Information Technology Office	Number of research publications in Estonian/number per academic staff: *2019: 19 /0.3; 2025: growing* Number of defended doctoral thesis: *2020: 5; 2025: 6*
c. Promoting RDC activities in areas of responsibility (social services, study programme groups of social sciences, sociology and culturology, political sciences, and civic studies) by supporting high-level international and national research and participation in specialist conferences, strengthening cooperation networks, and supporting the relevant projects of SOGOLAS Development Fund	continuous	**Research coordinator (responsible person)** Involved: SOGOLAS governing body, Scientific Council, heads of study areas and centres	

Sub-goal 2.3: Valuing publication, application for and implementation of RDC projects and scientific cooperation and strengthening academic capacities	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Enhancing the capacity of preparing RDC project applications and efficiently implementing the projects by developing the knowledge and skills of project managers and those who implement the projects as well as of administrative support staff; developing support systems	2022	**Research coordinator (responsible person)** Involved: Scientific Council, heads of study areas and centres Cooperation: Research Administration Office, Information Technology Office Finance Office, Personnel Office, Marketing and Communication Office	Number of high-level research publications per academic staff: *2019: 1.35; 2025: level is maintained/growing* The three-year average volume of funding for research-based RDC: *2019: 1.9 million; 2025: level is maintained/growing* Number of project applications filed**: *2020: 79; 2025: level is maintained/growing*
b. Supporting and valuing publications by academic staff in high-level and influential scientific journals	Continuous	**Research coordinator (responsible person)** Involved: administrative head, Scientific Council, governing body	Percentage of funding for international research projects of total research-based RDC funding: *2019: 51%; 2025: level is maintained/growing*
c. Strengthening research cooperation between universities and other higher education institutions both nationally and internationally through valuing sustainable consortia and developing partnership networks	Continuous	**Research Coordinator (responsible person)** Involved: head of the Scientific Council, international relations and partnership specialist, doctoral school coordinator, development project manager, heads of study areas and centres Cooperation: Conference Centre, AvA	Percentage of RDC funding based on contracting entities: *2019: 15%; 2025: level is maintained* Number of TLU products and services in the EXU portfolio / on the Adapter platform**: *2020: 2; 2025: 5*

3. SOGOLAS offers sustainable research-based education that supports the development of T-shaped skills

Sub-goal 3.1: Providing education in the fields of population science, international relations, political science and governance, social protection, sociology, and law based on labour market needs and modern approach to teaching and learning:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Ensuring provision of education in areas of responsibility (social services, study programme groups of social sciences, sociology and culturology, political sciences, and civic studies)	Continuous	**Head of studies (responsible person)** Involved: heads of study areas	Students' satisfaction with the quality and organisation of studies (feedback given to courses): *2020: 4.42; 2025: 4.6*
b. Enhancing inclusion in the development and implementation of study programmes	2022	**Head of studies (responsible person)** Involved: heads of study areas, study programme administrators	Reports by administrators on study programme development: *2022: include information on T-skills and extended inclusion*
c. Diversifying forms of professional placement in cooperation with employers	2022	**Head of studies (responsible person)** Involved: professional placement staff	Number of strategic cooperation partners in the private and public sectors: *2020: not measured; 2025: (growing)*
d. Ensuring the sustainability of study programmes in English and developing study programmes (including MA programmes on political science and governance)	New study programme in 2022; other continuous	**Head of studies (responsible person)** Involved: heads of study areas, study programme administrators	Electronic opportunities for professional placement in study programmes: *2020: 0; 2025: existing*
e. Developing new study programmes (including 3-6 months nanodegree modules and online study programmes)	2025	**Head of studies (responsible person)** Involved: heads of study areas, study programme administrators	Percentage of students accepted to areas of responsibility of all students accepted: *2020: 60.3%; 2025: 65%*
f. Developing T-shaped skills in SOGOLAS' teaching activities by balancing the shares of general and specific competences in study programmes	2025 (and continuous)	**Head of studies (responsible person)** Involved: study programme administrators	
g. Updating study programmes based on feedback received from academic	2025	**Head of studies (responsible**	

| staff, learners, employers, and graduates | (and continuous) | **person)**

Involved: heads of study areas, study programme administrators | |

	Deadline	Responsible person(s), co-responsible person(s)	Indicators
h. Developing new continuing education programmes by including expertise from other focus areas	2025 (and continuous)	**Head of studies (responsible person)** Involved: continuing education specialist Cooperation: Other TLU schools	
i. Developing cooperation with other TLU schools, including: - strengthening cooperation in the fields of youth work, social pedagogics, and management of education in cooperation with the focus field of educational innovation - continuing the implementation of open society technologies in cooperation with the focus field of digital and media culture	Continuous	**Head of studies** study programme administrators, other schools	
Sub-goal 3.2: Ensuring a research-based approach to studies	**Deadline**	**Responsible person(s), co-responsible person(s)**	**Indicators**
a. Developing the students' research conference format and holding a conference at least once in one or two years	2025	**Head of studies (responsible person)** Involved: research coordinator	Number of high-level research publications per academic staff: *2019: 1.35; 2025: Growing*
b. Integrating the relevant results of RDC projects in studies (e.g., special courses)	Continuous	**Head of studies (responsible person)** Involved: heads of study areas, administrators	Number of doctoral theses defended per year: *2020: 5; 2025: 6* Percentage of academic staff holding a doctoral degree: *2020: 66.7%; 2025:70%*
c. Ensuring opportunities for academic staff for professional development in their area of research	Continuous	**Administrative head (responsible person)** Involved: head of studies, research coordinator	SOGOLAS research conferences: *2020: 0; 2022: 1; 2025: 1*

Sub-goal 3.3: Modernising the learning environment based on a modern approach to teaching and learning	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Implementing e-learning, integrated learning (partially contact learning, partially online learning), and flexible learning (contact and online learning simultaneously)	2022	**Head of studies (responsible person)** Involved: heads of study areas, administrators	Students' satisfaction with the quality and organisation of studies (feedback given to courses): *2020: 4.47; 2025: 4.5*
b. Developing and ensuring the availability of various technological solutions and the related infrastructure (stable internet connection, audio-video equipment, a computer class for SOGOLAS)	2022	**Administrative head (responsible person)** Cooperation: Information Technology Office	Percentage of international students of all students *2020: 25.6%; 2025: 26%*
c. Ensuring the capacity to provide education in English	Continuous	**Head of studies (responsible person)** Involved: heads of study areas Cooperation: Marketing and Communication Office	

Sub-goal 3.4: Developing processes supporting teaching and learning	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Mapping students' needs for support, including students with special needs and international students	2022	**Head of studies (responsible person)** Cooperation: Academic Affairs Office, Academic Library subject librarian	Number of students per academic staff: *2020: 19.4; 2025: 18* Percentage of students who graduated within the nominal study time: *2020: 48%; 2025: 50%;* All (100%) BA programmes and half (50%) of MA programmes have a mobility window
b. Establishing the roles of the administrator, various councils, and support functions, including establishing the necessary advisory systems as appropriate	2022	**Head of studies (responsible person)** Cooperation: Academic Affairs Office	
c. Developing feedback mechanisms for different target groups (academic staff, employers, alumni, etc.)	2022	**Head of studies (responsible person)** Cooperation: Marketing and Communication Office	
d. Preparing guidance materials to support the provision of education at SOGOLAS	2022	**Head of studies (responsible person)** Cooperation: Academic Affairs	

		Office	
e. Ensuring once a term training on the use of databases	2022	**Head of studies (responsible person)** Involved: research coordinator	
f. Participating in mobility programmes (including e-mobility)	2025	**Head of studies (responsible person)** Involved: administrative head, administrators	

4. SOGOLAS is a recognised and reliable partner for employers and strategic decision-makers

Sub-goal 4.1: Preparing an action strategy for developing and maintaining partnerships	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Developing SOGOLAS value offer(s) based on the needs of different cooperation partners	2021	**School director (responsible person)** Involved: communication specialist, development project manager, head of studies, research coordinator, administrative manager, members of the academic staff (one from each study area/centre), study programme administrators	Number of strategic cooperation partners in the private and public sectors: *2020: not measured; 2025: (growing)* Number of products and services offered on the EXU/ADAPTER platform: *2020: 2; 2025: 5* Level of funding for RDC based on contracting entities: *2019: 15%; 2025: 15* Number of defended doctoral theses: *2020: 5; 2025: 6*
b. Establishing business doctorate study places in cooperation with partners	2025		
c. Concluding agreements with the private and public sectors on the mobility of academic staff	2025		
d. Strengthening cooperation with the existing partners of SOGOLAS and establishing new cooperation with the public and private sectors based on mutual interests and trust	Continuous		

Sub-goal 4.2: Making SOGOLAS expertise, values, and people visible:	Deadline	Responsible person(s), co-responsible person(s)	Indicators
a. Mapping the target groups of SOGOLAS and the effect of communication in the public space and communicating the relevant information	2021	**Communication specialist (responsible person)** Involved: research coordinator, head of the Scientific Council (development and implementation of research communication)	Media monitoring (number of media reports involving SOGOLAS staff)** *2020: 10 per month. 2025: 15 per month.*
b. Developing and implementing a research communication plan	2021; continuous implementation		
c. Building and communicating an image reflecting the diversity of fields of activity and the focus field of SOGOLAS	2021; continuous implementation		

	Deadline	Responsible person(s), co-responsible person(s)	Indicators
d. Strengthening the cooperation network based on partnerships with media outlets	2022	Cooperation: Marketing and Communication Office, Research Administration Office	
e. Increasing the use of audio-visual media tools (podcasts, YouTube, social media) to communicate messages	continuous		
Sub-goal 4.3: Contributing to the development of sustainable and responsible policies and to making the policy-making process more research-based:	**Deadline**	**Responsible person(s), co-responsible person(s)**	**Indicators**
a. Ensuring that SOGOLAS' academic staff and research fellows are represented in various task forces, councils, cooperation networks, and social debates	continuous	**Development project manager** (responsible person)	Number of popular science publications: *2019: 12; 2025: growing*
b. Participating in preparing policy documents (reports) and expert opinions and in making them public (a blog) as well as in popularising scientific articles	continuous	Involved: research coordinator, heads of study areas/centres	Number of research publications in Estonian: *2019: 19; 2025: growing*
c. Advising stakeholders and promoting the capacity for advocacy	continuous		

Annex 2. Performance indicators

	Interdisciplinarity	Internationalisation	Excellence and sustainability
RDC and the impact on society	Percentage of funding allocated to projects with an interdisciplinary research component of research-based RDC funding *2020: 72%; 2025: level is maintained* Level of funding for RDC based on contracting entities: *2020: 12.45; 2025: 15* Number of SOGOLAS products and services on the EXU/Adapter platform and ETIS *2020: 4; 2025: 10* Number of popular science articles *2020:12; 2025: 15*	Percentage of funding for international research projects of total research-based RDC funding: *2020: 51%; 2025: level is maintained/growing*	Number of high-level research publications per academic staff *2020: 1.47; 2025: level is maintained/growing* Number of research publications in Estonian *2020: 19; 2025: growing* The three-year average volume of research-based TAL funding: *2020: €1.9 million; 2025: level is maintained/growing* Number of doctoral theses defended per year: *2025: growing*
Provision of education	Number of interdisciplinary modules in study programmes: *2020: - ; 2025: growing*	Percentage of study programmes in English: 2020 *35%; 2025: 35%* The satisfaction of students in study programmes provided in English with the quality of teaching: *2020: 4.42; 2025: 4.5* All (100%) BA programmes and half (50%) of MA programmes have a mobility window Electronic opportunities for professional placement in study programmes: *2020: 0; 2025: existing*	Number of students per academic staff: *2020: 19.4; 2025: 18* Students' satisfaction with the quality and organisation of studies (feedback given to courses): *2020: 4.42; 2025: 4.6* The satisfaction of graduates with general competences acquired *2020:4.24; 2025: 4.3* Percentage of students who graduated within the nominal period of studies: *2020: 48%; 2025: 50%*
Management and organisational culture	The satisfaction of the academic staff with the interdisciplinary approach to the organisation of work: *2020: -; 2025: 4.5* Number of strategic cooperation partners in the private and public sectors *2020: not measured; 2025: (growing)*	The satisfaction of foreign staff with the University's English information space: *2020: - ; 2025: 4.5*	Staff's satisfaction with management: *2019: 4.05; 2025: 4.5* Average salary of the academic staff in *2020: €2,396 2025: €2,900*

Annex 3. Analysis of the current situation

Overview of the organisation of the School of Governance, Law and Society and the situation regarding educational, research, and development activities

1. Strengths and development needs of the organisation

The School of Governance, Law, and Society (SOGOLAS) was established at Tallinn University in the course of the academic structural reform of 2014-2015, resulting in the merger of the TLU School of Political Science and Governance, School of International and Social Studies, Institute for Population Studies, Law Academy, Institute of Social Work, Institute for Future Studies and Catherine's College. The activities of the School of Governance, Law, and Society are governed by the Tallinn University Statutes (entered into force on 1 September 2015) and Statutes of SOGOLAS (entered into force on 1 September 2015).

TLU School of Governance, Law, and Society is one of the unique academic units in Estonia, combining expertise in governance and political sciences, law, sociology, social work, and population and future studies. The resulting synergies ensure competitiveness at both the national and international levels.

The main **strengths** of SOGOLAS are:

- a considerable share of the volume of RDC activities, which constitutes 46.3% of the total budget of SOGOLAS;
- high share of international and interdisciplinary RDC projects compared with both previous years and other schools;
- considerable share of international education in the form of various study programmes provided in foreign languages and a considerable number of international students (and lecturers) (in 2020, international students made up 25.55% of all students of SOGOLAS);
- a relatively big share of international academic staff among all staff of SOGOLAS;
- economic stability and notable share of own resources in the budget.

The main **development needs** of SOGOLAS are:

- big differences in the volumes of educational and research activities of different

study areas;

- a relatively small share of government activity support in the total budget of SOGOLAS;
- low mobility of SOGOLAS staff;
- the identity of SOGOLAS, as well as interdisciplinary work culture and communication, need strengthening;
- the English language information space needs to be developed further in order to

support stronger integration of international academic staff and students;
- low attractiveness of SOGOLAS to European students.

2. Research and development activities

Since 2015, the involvement of SOGOLAS researchers, academic staff, and doctoral students in the main RDC activities (application for project funding, implementation of projects, publication) has increased year by year. The Centre of Excellence in Interdisciplinary Lifecourse Studies, the series of regular research seminars and annual high-level research conferences, the writing camps of the Doctoral School of Behavioural, Social and Health Sciences, and the Doctoral School of Economics and Innovation and methodology courses have greatly contributed to the development of research cooperation between academic staff and doctoral students as well as to the development of their knowledge and skills.

The main indicators of SOGOLAS RDC – high-level publications, the share of research funding (including the volume of contracted research) in the budget, the share of interdisciplinary projects – are better than the University's average. The number of high-level publications by the academic staff of SOGOLAS in 2019 was 1.35 per member of the academic staff (1.49 in 2016). The academic staff of SOGOLAS published a total of 92 high-level (1.1., 1.2., 2.1., 3.1.) scientific publications in 2019 (compared with 94 in 2016). The total value of research was €2,171,669 in 2019 (compared with €1,822,696 in 2015), constituting 43.6% of the total budget of SOGOLAS.

3. Provision of education

SOGOLAS has a total of 21 study programmes, of them 8 BA programmes, 9 MA programmes, and 4 doctoral programmes. An important change of recent years was the launch two MA programmes: Human Rights in the Digital Society and Social Entrepreneurship.

As of 30 September 2020, SOGOLAS has 1,366 students, 911 of them in Estonian-language programmes and 455 in English-language programmes. The share of students who have studied abroad was 1.2% in 2020. The satisfaction of graduates with their professional skills is 4.24.

As at 2020, the number of graduates was 296. Nearly half (48.28%) of all students accepted to degree programmes graduate within the nominal period of studies. 47.5% of BA students and 52.07% of MA students graduate within the nominal period of studies.

There has been a strong upward trend in the financial volume of SOGOLAS educational activity over the past four years – it increased to €268,8874.51 by the financial year 2019. SOGOLAS has the biggest number of international students at the University, which contributes greatly to achieving the strategic goals of the University. The interdisciplinary approach plays an important role in teaching, developed mainly through LIFE – Learning in Interdisciplinary Focused Environment.

4. Organisation, staff, and management

SOGOLAS has five academic study areas and two research centres.

As at 1 October 2020, SOGOLAS has 92.36 full-time equivalent employees; of them, 70.36 FTEs were members of academic staff and 22.0 FTEs members of non-academic staff.

Decision-making bodies are SOGOLAS governing body (Director's order No 1-16/239 of 9 September 2015) and SOGOLAS Council (Statutes of SOGOLAS, § 4). The activities of SOGOLAS are managed by the Director, who is also responsible for ensuring the sustainability of activities. Director's mandate and decision-making competence are set out in the Statutes of SOGOLAS. Study areas and research centres are managed by relevant heads whose functions and responsibilities are regulated on a contractual basis.

As at 2020, the satisfaction of staff with management was 4.05. The satisfaction of academic staff with management is 3.91, while that of non-academic staff is 4.56 (on a 5-point scale).