

Note: This internal RISEBA working document has been translated into English with AI support for EFQM assessment purposes, to provide a general overview of its content. Minor terminological inaccuracies may occur.

Management meeting on 4 November 2024 at 12:00 in Room 214 and via Zoom

Attendees: L. Rutka, I. Kalniņa, V. Kaže, J. Kurovs, E. Kalēja

Minutes taken by: L. Dauginoviča

Agenda:

1. RISEBA's strategic priorities and KPIs;
2. Any other business.

L. Rutka: We should finalise the strategic priorities, tasks to be carried out and performance indicators this week.

I. Kalniņa: Not all changes have been marked. I've gone through the wording, but haven't checked the academic section or Egita's KPIs. V. Kaže: Haven't had time (..)

L. Rutka: Thanks to Valter and Zane – we've sent a letter to the AIC regarding the determination of the Founders' status.

V. Kaže: We haven't compiled the data on RISEBU in a structured, centralised manner. We won't be submitting the humanities, only the social sciences. The humanities won't be assessed. L. Rutka: *We're preparing everything, but we'll only be submitting business management.*

V. Kaže: The architects didn't have much information (...)

I. Kalniņa: The framework for data collection has been established; we have the authority. This applies to research institutions as well.

V. Kaže: For now, let's stick with Excel (..)

E. Kalēja: finances reflect economic activity. Financial ratios must support the key performance indicators. I'll put together those financial KPIs; they mustn't just be a tick-box exercise, but must be achievable.

I. Kalniņa: Point 5.4. Should we specify one major priority or break it down into smaller ones?

L. Rutka: At the moment, we're focusing on urgent matters. We'll leave the major issues until 2028, but all other matters until the end of this academic year.

E. Kalēja: We can sketch out the future, but the main thing is not to get lost in all the many priorities. We should set some aside and focus on specific matters. On the financial side, this year's priorities are programme profitability and teaching staff costs. Strengthening the teaching and academic staff is this year's priority. The teaching staff know how much they will earn. We now need to work towards the new academic year. There are

countless tasks to be carried out at the moment. The Head of the academic field must speak to the teaching staff. The allocation of teaching loads must take place in June.

L. Rutka: I need to understand what is currently happening with that missed opportunity.

E. Kalēja: the content of the study plan – what changes have been made. The course catalogue. Is a course being lost simply because two programmes were merged into it during the consolidation process, or because the course is being discontinued? *The workload reconciliation process is now underway – we'll give the list to the Rector and the Pro-Vice-Chancellor. Last year's planned workload, actual workload and this year's planned workload.* We need to take a strategic view: if we abandon BUV and BP, what will happen to the teaching staff?

E. Kalēja: information exchange and data. The Head of the academic field and the deans must distribute the workload.

E. Kalēja: We cannot meet the accreditation criteria if the fundamental basis is lacking. Accreditation is a consequence.

L. Rutka: Scientific accreditation based on researchers' workloads.

V. Kaže: We do not pay researchers anything; we have no workload. We pay only for performance. As for the equivalent – this is calculated by referring to the NZDIS. Remuneration for work and the determination of equivalents are two different matters. Experts should focus on quality rather than quantity. A fixed Researcher's salary.

L. Rutka: We are continuing to work on the fixed salary. Regarding research remuneration in relation to academic staff.

E. Kalēja: the principle of piecework pay for researchers. *I. Kalniņa: review period? E. Kalēja: one year.*

V. Kaže: There is no objective measure for the Hirsch index. An example of aggregated researcher performance.

discussion

E. Kalēja: audit. Budget procedure – conditional number of posts.

V. Kaže: The RIMS system. On elected and non-elected positions. *E. Kalēja: We need to understand the profile of academic staff.*

L. Rutka: *I will present the model at the next management meeting.* Programme directors' workloads could be included in the organisational section. There are three sections: research, teaching and academic.

I. Kalniņa: Job description for the programme director.

E. Kalēja: *A systematic approach is needed for work placements, coursework, final projects and the introductory module – whether this constitutes academic or administrative work.*

L. Rutka: But if the induction week has ECTS credits, then there must be a course description, learning outcomes and a lecturer.

E. Kalēja: It must be specified what falls within the remit of the programme director's role and what is academic in nature.

V. Kaže: There is a risk that the current academic staff will not want to work in this way. *E. Kalēja: There will be a transition period, or the organisation will undergo a process of self-reform.*

I. Kalniņa: The Rector or vice-rector has the right to propose an earlier review.

L. Rutka: Infrastructure for sustainable development – let's make a note of this, based on today's meeting on what sustainable development entails. There is an idea to organise a methodological seminar on the essence of sustainable development. Regarding Excel. Individually – formulate and enter into this table what needs to be ready by the end of the academic year.

V. Kaže: Over the course of this week, we'll work with the team to compile the KPIs in the table.

I. Kalniņa: Then there will be individual discussions. Let's agree that the final version will be accessible to everyone.

The meeting ended at 13:26

Decisions taken at the management meeting:

1. To finalise the strategic priorities, tasks to be carried out and performance indicators by 8 November.
2. Strategic priorities and tasks should currently focus on urgent matters that need to be completed by the end of the academic year.
3. A systematic approach is required for work placements, coursework and final projects.
4. At the next management meeting, on 11 November 2024, the Rector will present the remuneration and career model.