

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 28 October 2024 at 12:00 in Room 214 and via Zoom

Attendees: L. Rutka, I. Kalniņa, V. Kaže (via Zoom), J. Kurovs, I. Senņikova, E. Kalēja (via Zoom)

Guest: J. Pokrojeva

Minutes taken by: L. Dauginoviča

Agenda:

1. RISEBA's strategic priorities and KPIs;

Presents the file 'RISEBA KPIs for 2027'

L. Rutka: on the five RISEBA strategic priorities we have defined.

I. Senņikova: Priorities for the academic year: 1) a clear programme portfolio offering, target audiences, defining target markets, diversifying the composition of international students; a well-organised admissions process.

L. Rutka: Tasks to be carried out: 1. Review of the study programme portfolio and definition of target audiences;

I. Senņikova: 2) diversification and internationalisation of the international student body; 3) streamlining the admissions process.

V. Kaže: marketing programmes must be developed in a targeted manner to achieve the objectives set for the defined target markets; efforts must be made to shape RISEBA's strategic image.

E. Kalēja: as part of streamlining the admissions process – an audit.

I. Kalniņa: streamlining internal regulations; accreditation to attract and retain students.

I. Senņikova: Standards for AACSB. One internal seminar on the standards; we'll carry out a gap analysis and work towards them in a targeted manner.

E. Kalēja: Assigning the task of organising documents to each person. Description of the documentation process, its operations and effectiveness. Student recruitment and retention: **process owner and responsibilities, documentation procedures**. If we want speed, accuracy and efficiency – there must be procedures to follow.

I. Kalniņa: To ensure that documents comply with external legislation and do not contradict one another.

E. Kalēja: 3) streamlining student processes – formalising procedures with specific actions. *I. Senņikova: I wouldn't write that.*

E. Kalēja: I disagree with Irina. If we want change and for things to change, we have a system with data, but we're bogged down with paperwork. There is a person who works with this data. Everyone knows their own area, but there is no overall picture. **Regarding point 1 on student retention – an analysis of dropout rates:** what happens to students, in which programme, at what stage they drop out, etc.

V. Kaže: A similar situation exists in research. Regarding data reporting to NZDIS. The systems and requirements are not aligned, either internally or externally. **Process audit and redefinition** – something outside the core processes.

E. Kalēja: 4,237 study course records – what I see is that there needs to be a systematic approach to the data; someone needs to compile, maintain and cross-check this data against VISC. For just under 2,000 students, there is an error affecting 10 students in the VISC data. If statistics and analytics are carried out regularly, we will be able to make meaningful, data-driven decisions.

I. Kalniņa: quality management system.

L. Rutka: Process audit and redefinition.

I. Kalniņa: Institutional accreditation. Description of processes and procedures. Quality management system.

E. Kalēja: Proposal: to set out priority areas – those relating to quality, student recruitment and retention. I would emphasise two points: regarding student recruitment and retention, there must be a quality management system and analytics in place.

L. Rutka: In that case, Valters will note this down with the team regarding student recruitment and retention.

E. Kalēja: content, target audience, and thirdly, perfectly prepared study programme proposals.

J. Kurovs: Regarding the creation of a student profile – this is currently lacking. There is no centralised record of where our Master's graduates work, which companies they work for, or our alumni. A CRM database. Linked to market objectives. E. Kalēja: Microsoft Dynamics – a CRM system;

I. Kalniņa: This needs to be done in conjunction with a data protection specialist. We'll leave this CRM under point 1.

I. Senņikova: We are trying to bring together both objectives and activities in a single document. The Rector's performance review.

L. Rutka: Then let's remove that first point about strengthening RISEBA's image.

I. Senņikova: Objective 2: staff composition complies with Latvian and international legislative standards; AACSB standard – staff sufficiency. A performance appraisal and incentive system has been developed.

V. Kaže: ... and purposefully supports the improvement of academic quality.

I. Senņikova: We need people who are actively involved in the university's work, not just those elected on paper.

V. Kaže: The output of research work is declining. We elect people, but there is no balance in research.

L. Rutka: We will present the remuneration and career model at the next management meeting.

I. Senņikova: Adopt the AACSB standards. Hold one meeting specifically on AACSB accreditation.

I. Kalniņa: Human resources management policy – supports the study process, research, digitalisation and ERASMUS to promote development.

L. Rutka: 3. Framework for knowledge dissemination and qualification management. We have 7 days left to provide a response to the AIC regarding the status of the University of Applied Sciences.

V. Kaže: Targeted development of research. At present, the situation is chaotic. Quality management systems – there is no integration into our research performance reward system, nor into the research activities themselves – what we want researchers to do. Research strategy – needs to be updated.

Ensure indicators of scientific quality performance: 1) achieve a grade 3 in the 2025 international scientific accreditation; 2) Introduction of a targeted scientific management process, with the end result being that RISEBA has implemented and consistently utilises the completeness and quality of data submitted to NZDIS. We ensure all accreditations are supported by this data; 3) Targeted development of doctoral programmes. We provide a doctoral programme in Business and Economics with at least 20 doctoral students per year – by the end of the reporting period. We have established a doctoral school to oversee these programmes. In the humanities, a programme has been established in collaboration with external partners in the arts.

I. Senņikova: By the end of the third period, we may launch a doctoral programme in architecture. *V. Kaže: Strategically, by 2027.*

I. Senņikova: Perhaps a single joint doctoral programme in the arts, covering audiovisual technology and architecture.

V. Kaže: Under the doctoral school, we are implementing programmes: a doctoral business programme, and in the arts – and perhaps we'll include architecture. Regarding research: indicators for dedicated staff involved in research activities: 1) a system introduced by 2025 and a review of the desired research staff; 2) the number of research projects; 3) the number of Master's and PhD students involved in research. Research staff must meet the degree criteria; these criteria support the evaluation of research.

I. Senņikova: policy – an audit of staff must be carried out.

V. Kaže: no measures have been targeted at researchers;

L. Rutka: 4. Ensuring sustainable development infrastructure. Who is responsible?

I. Senņikova: We're short-staffed as we develop the infrastructure; what are we doing? The café area – the heating's off, the space is falling into disrepair. Victoria has left; what are we going to do with this building? We need a vision.

L. Rutka: So those responsible for point 4 are Egita, Yevgeny and myself. If necessary, we'll involve Irina and others.

V. Kaže: Absolutely all information on performance – staff, research, etc. – should be entered into a single database.

E. Kalēja: Regarding point 5 – the reassessment and consolidation of functions and processes. 1) The admissions process; 2) student services – applications, etc. (involving both administrators and programme directors); 3) preparation, approval and entry into the system of the study plan for the new academic year; recruitment of teaching staff, the process, and the staff involved – who does what and who checks it.

I. Senņikova: All processes and documents relating to the study process must be reviewed. Standardise programme structures; establish a procedure. The study catalogue, followed by the study plan. The course catalogue. Appointment of teaching staff.

I. Kalniņa: Let's break it down by year to see where we're starting from. Preparation and awarding of diplomas.

I. Senņikova: Standard programmes must be in place by 15 November so that the study catalogue can be prepared by May. The study catalogue must be digitised next year. The course catalogue must be ready by the end of January. Ahead of the 2027 accreditation of the business programme and institutional accreditation, we must carry out programme reforms – eliminating and consolidating programmes.

I. Senņikova: There must be a financial section detailing the resources allocated to operations. *L. Rutka: I agree.*

E. Kalēja: Sixth priority: improving financial management. *I. Senņikova: Risk management.*

Discussion on the Student Council

The meeting ended at 13:40

Decisions taken at the management meeting:

1. The tasks to be carried out for the implementation of the strategic priority 'Student recruitment and retention' have been defined: 1) reviewing the portfolio of study programmes and defining the target audience; 2) diversifying the composition of international students and promoting internationalisation; 3) streamlining the admissions process. Process owner: Vice-Rector for Academic and International Affairs.
2. Tasks and performance indicators have been defined for the implementation of the strategic priority 'Renewal and development of staff (academic and general staff)': the composition of staff complies with Latvian and international legislative standards; a remuneration and motivation system has been developed; **AACSB standard – staff sufficiency**. Process owner: the Rector.
3. The tasks to be carried out and performance indicators for the implementation of the strategic priority 'Framework for the Dissemination of Knowledge and Qualifications Management' have been defined: to ensure the targeted development of science, to update the science strategy, ensure the quality of scientific work and its performance indicators (..), the quality management system does not incorporate a system for rewarding scientific activity; targeted staff are involved in scientific work and its indicators have been achieved (..). Process owner: Vice-Rector for Research and Development.
4. Defined tasks and performance indicators for the implementation of the strategic priority 'Re-evaluation and consolidation of functions and processes': 1) Admissions process – review processes and documents relating to the study process. 2) student services; 3) preparation, approval and entry into the system of the study plan for the new academic year; recruitment of teaching staff, the process, and the staff involved. Also: standardise programme structures; create a catalogue of study modules. Process owner: Head of quality management.
5. Add a further strategic priority: 'Improvement of financial management'. Process owner: Director Of Finance.