

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

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

Minutes taken by: L. Dauginoviča

Agenda:

1. Work plan for academic accreditation: deadlines and responsible parties; V. Kaže
2. Alignment of KPIs with RISEBA's strategy and next steps; L. Rutka
3. Preparation of self-assessment or progress reports for study programmes, presentations and the approval procedure.

I. Kalniņa: Let's start with the self-assessment reports. Progress reports are to be submitted as Word documents, and a presentation is to be prepared for discussion in a public session. This year, these will be limited to the Heads of the academic fields – five presentations. These are forwarded to the Senate for approval. The information was sent to the deans on Thursday; as of this morning, no comments or objections have been received. The main concern is the tight deadlines, as programme reports are due by 15 November, whilst Heads of the academic fields are due by 29 November. Discussions in the Programme committee will take place until 21 November. Approval could take place in the Senate on 8 January. Following this, self-assessment reports must be submitted via the AIKA platform for each research area. Are there any objections or suggestions? Can we approve this by order?

E. Kalēja: A clarifying question: colleagues are preparing presentations, and there isn't enough time in the Management Group to listen to them. Is 18 December really the right day before Christmas to present them?

I. Kalniņa: Discussions will take place from 6 December to 18 December. All five areas will not be covered at the same time.

E. Kalēja: I'd be interested to know the format and content we're asking for in the report, if it concerns me. *I. Kalniņa: I'll send over the PNZ structure.*

L. Rutka: Perhaps we should set the deadline for 20 November. *I. Kalniņa: Then there won't be much time to plan the study council meetings.*

I. Kalniņa: There won't be programme reports any more; there'll be presentations on the fields of study.

E. Kalēja: We didn't even review all the programmes last year. Why are we doing this? Just to tick a box.

I. Senņikova: Today I have a meeting with the programme directors of the bachelor's programmes and tomorrow with the programme directors of the master's programmes. We need to approve the format and structure of the programmes so that we can prepare for the next academic year in good time.

I. Kalniņa: Regarding the fact that we analysed last year so late, with a significant delay, The management team agrees. I'll send out the PNZ form that we expect from the programme directors, and I can ask for comments by 12:00 tomorrow – on what needs to be changed.

Regarding RISEBA's strategic KPIs.

L. Rutka: We have gone through the RISEBA strategy and identified 130 tasks, which have been broken down by area.

V. Kaže: What is the purpose of this document, its objective? *L. Rutka: To report on what has been achieved and how this aligns with the overarching strategic objectives.*

I. Senņikova: I think the strategy needs to be reviewed. We are now living in a different world, in a different geopolitical situation. *We need to start with a SWOT and PESTEL analysis.* Then the KPIs will be compared not by individual staff members, but grouped according to strategic directions and objectives. *V. Kaže: I agree. (..)*

E. Kalēja: I agree with Valter and Irina. The situation has now changed, so it would be unwise to devote resources to this. The Management Group should agree on 4–5 common objectives. At the last meeting in June, we'll see where we stand. It is standard practice to review and revise the strategy, etc.

I. Senņikova: A benchmark every year. We need to record and analyse where we stand.

E. Kalēja: Let's define five main priorities; we need to focus on the most important issues that we can tackle right now. (..) First: student recruitment and retention. We've lost 400 students. We need to look at internal processes. I agree with the SWOT analysis.

I. Senņikova: The top priority is student recruitment – what programme portfolio we offer, etc. We're looking at the business proposition. Daytime programmes: EBS, AVMM, Architecture, SARM (LV, ENG). BUW – evening and distance learning, or distance learning only. We need to standardise the programme structure. Shared courses across programmes. *V. Kaže: student retention.*

E. Kalēja: reviewing content in the area of digitalisation; ensuring business requirements are met.

I. Senņikova: So, the priorities are as follows: 1. Attracting and retaining students. 2. Teaching staff and employees – improving programmes, projects and content; attracting new lecturers. 3. Research.

L. Rutka: All the points mentioned are also cornerstones of the strategy: students, staff, etc. *I. Senņikova: And infrastructure.*

E. Kalēja: Student recruitment – has changed significantly; distance learning accounts for a significant proportion. The digital aspect. Drop-out rates in the first and second months are very high.

V. Kaže: We also need to agree once again on target markets outside Latvia.

I. Senņikova: 2. Teaching staff and employees. We have recently been losing very good and capable staff; something needs to change, improvements are needed, and the cumbersome bureaucracy must be streamlined.

E. Kalēja: Review of internal processes. We need to look at which functions are being carried out and whether they have already been replaced. Perhaps we need someone to analyse the data. The environment and business processes have changed. Lack of information – an 'information day' for staff is needed.

L. Rutka: How do we move forward? Proposal: for everyone to formulate 4–5 tasks in their own area. *V. Kaže: We, as management, need to bring these 4–5 areas together.*

E. Kalēja: Let's identify the 4–5 most important points, get together and agree on 3–5 areas with sub-points.

I. Kalniņa: We can agree on KPIs; for example, the figure of 4,000 students could also include auditors. KPIs stem from the objective. So: 1. students and retention; 2. staff and teaching staff; 3. reassessment and consolidation of functions and processes; 4. a framework for knowledge dissemination and qualifications management; 5. ensuring infrastructure for sustainable development.

L. Rutka: We should now each list the tasks and activities for which we are responsible in our respective areas, under each of the five specific objectives defined.

I. Kalniņa: Regarding the inconsistencies in many documents. Process owner map.

E. Kalēja: I would suggest prioritising efficiency and consolidation at the highest level, firstly to free up resources, and secondly to review resources.

L. Rutka: So, by Monday, we need to set out the processes under these five points, each according to their own area. What about the SWID? *J. Kurovs: We'll sort this out and then draft the SWID.*

L. Rutka: We'll then refine the strategy in January.

L. Dauginoviča shares the document 'ZISN Work Plan'

V. Kaže: We need to get involved with the methodological seminars. I'll propose topics for the methodological seminars and expect support from Jelena and Raina's team. *The plan for methodological seminars for the whole of next year must be approved in January (item 4.2.).* Z. Šime is responsible for the plan.

discussion on regulations

I. Senņikova: We need to consider what to do with the café space in the basement. *L. Rutka: At the moment, students are making do with the machines; we didn't think there was a need, as renovating the space would be required for students to use it.*

J. Kurovs: We'll need to sort out the ventilation if we want to do anything with it. (...) *I. Senņikova: If the space isn't used or heated, it will fall into disrepair. Cleaning bills, expenses.*

Discussion on distance learning and its coordinator. The possibility of organising a competition.

I. Kalniņa: Perhaps the problem is that the programme directors report to the Vice-Chancellor for Academic Affairs, whilst the Learning Centre reports to the Vice-Rector for Research and Development. There is a division of responsibilities.

I. Senņikova: Distance learning needs to be modernised. We need a project manager for distance learning.

V. Kaže: I am currently inclined to close the training centre. Zane will remain as project manager. We need to start with an idea and a process.

I. Senņikova: A new distance learning model needs to be developed as a one-year project, with results to be delivered by the end of the project year. We need to define such a project right at the outset. We need to draw up a list of tasks to be carried out, the funding required, and what we expect to achieve.

E. Kalēja: On such matters, we need to assign people who work solely on that one task; everything else must be set aside. Roles must be redistributed; internal staff must be relieved of all other responsibilities. Intellectual investment. Efficiency and meaningfulness. There are 95 staff members.

The meeting ends at 13:55

Decisions taken at the management meeting:

1. Ieva Kalniņa will send the structure of the self-assessment report to the management team, whilst the management team must submit proposals/comments by 12:00 on 22 October 2024.
2. Five (5) strategic priorities for RISEBA have been defined: 1. students and retention; 2. staff and academic staff; 3. reassessment and consolidation of functions and processes; 4. a framework for knowledge dissemination and qualifications management; 5. ensuring infrastructure for sustainable development.
3. Organise a management meeting on 28 October 2024 to discuss RISEBA's strategic priorities.
4. By Monday 28 October 2024, each member of the management team must, in accordance with their area of responsibility, set out the current tasks, performance indicators and deadlines under each of the five strategic points.
5. Prepare a directive on the international evaluation of the research institution in 2025 (V. Kaže).

6. The plan for methodological seminars for the whole of the coming year must be approved in January.