

ACADEMIC PERSONNEL POLICY

RISEBA University of Business, Arts and Technology

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1. ACADEMIC PERSONNEL POLICY GOALS AND TASKS

RISEBA University of Business, Arts and Technology (hereinafter referred to as - RISEBA) implements its academic personnel policy (hereinafter referred to as - APP) in conformity with the university's mission and vision, in order to attain the university's goals and tasks in conformity with RISEBA's strategy.

The APP has been drawn up in conformity with the laws and regulations of the Republic of Latvia, as well as taking into account the recommendations drawn up by the World Bank for Latvia (World Bank, 2018) and the AACSB guidelines for university academic personnel (AACSB, 2018).

The **goal** of RISEBA's academic personnel policy to ensure that the university has highly qualified, professional and competent academic personnel to implement the following principle:

Skilful, qualified and competent faculty deliver education excellence.

The **main tasks** of RISEBA APP are to ensure that:

- academic personnel (hereinafter referred to as - AP) combine high scientific and professional working competences, with teaching and organisational work skills;
- in conformity with RISEBA's strategic plans, the proportion of academic personnel with a Doctoral/doctorate degree reaches 70%;
- RISEBA faculty members should be recognised authorities and industry experts in Latvia and internationally;
- full-time AP should be able to work in an international environment, conducting classes in Latvian, English and Russian;
- a favourable and creative climate is nurtured at the university.

RISEBA fulfils the aforementioned tasks by the following means:

- prudent AP selection, recruitment and introduction to work;
- continual AP scientific, professional, teaching and topping-up of organisation qualifications;
- Diversity of AP educational *backgrounds*, nationalities, nations, ages, genders and other facets of diversity;
- regular supervision of study quality;
- renewal of the composition of AP;
- a prudent and continually upgradable AP motivation system;
- creation of a favourable work atmosphere.

2. GENERAL DESCRIPTION OF ACADEMIC PERSONNEL

In conformity with Section 27 of the Law on High Education Institutions (Law on High Education Institutions, 2019), RISEBA's academic personnel is comprised of:

- professors;
- associate professors;
- assistant professors;
- leading researchers;
- lecturers;
- researchers;
- assistants.

RISEBA academic personnel are comprised of AP in their basic jobs — full-time faculty members (*full time staff*) and visiting faculty members (*faculty*).

Visiting faculty are lecturers recruited to facilitate the study process, who have not been elected at RISEBA. Visiting faculty are recruited temporarily to conduct the relevant study courses or modules.

Full-time RISEBA academic staff members are elected personnel. In accordance with Section 26, Clause (7) of the Law on Higher Education Institutions (Law on Higher Education Institutions, 2019), a person can only be elected to one academic position and at only one university or college. An employment contract with the person elected to an academic position is concluded by the Rector for the election term — six years. A person elected to an academic position can concurrently be elected to the position of a leading researcher or researcher.

At the university, election to academic positions takes place in conformity with Section 33 of the Law on Higher Education Institutions (Law on Higher Education Institutions, 2019) and the RISEBA "By-laws on the Elections to Academic Positions" (Annex 1). An open public competition will be announced for vacant AP positions.

The law allows a person elected to an academic position to also perform academic work at another university, albeit only in the position of a visiting professor, visiting docent or guest lecturer. In order to assess the overall workload of AP, RISEBA has devised a coordination process for cases in which the person concerned has expressed a wish to work for another employer parallel to his or her job with RISEBA (Annex 2).

Full-time academic personnel (elected to an academic position) must conform to certain qualifications. Depending on the person's abilities and skills, RISEBA APP stipulates that AP qualifications may be academic (*research oriented*) or pedagogical (*teaching oriented*):

- **Academic qualifications** provide for the faculty member having reached an important academic level within the sector (Doctoral or at least a Master's degree), performed scientific or creative studies within the sector in which he or she teaches, as well as possessing professional work experience in the field being taught. Academic qualifications must be continually maintained, improved and developed;
- **Teaching qualifications** provide for the faculty member having teaching experience and outstanding teaching competences, which are highly rated, based on the faculty

member's teaching qualifications, students' assessments and the results of peer review of teaching.

Requirements for faculty members with academic qualifications and teaching qualifications may vary.

It is necessary for persons with academic qualifications to attain a high level of expertise within their sector, do significant research or creative work, participate in academic conferences, and publish the results of research work and make active use of these in the study process.

Persons with teaching qualifications are also required to do scientific or creative work, but the main emphasis is on methodological and teaching work, keeping track of current studies within the relevant sector, preparing methodological materials and participating in academic conferences.

Bearing in mind that RISEBA puts a high priority on scientific and creative work, APP stipulates that faculty members with academic qualifications exceed 85% of AP employed at the university full-time.

3. ACADEMIC PERSONNEL MANAGEMENT SYSTEM

The main components of the RISEBA academic personnel management system are AP:

- selection and recruitment;
- work quality assurance;
- support;
- development and composition renewal.

The academic personnel management system provides for continual and systematic work with academic personnel, starting with their selection, recruitment and attraction to the university, continuing this with AP development, support and motivation right up to the time of the termination of employment relations.

3.1. Selection and recruitment of academic personnel

3.1.1. Full-time APP selection criteria, requirements for candidates for positions

The most important criteria for selecting academic personnel are a Doctoral/doctorate degree, scientific or creative activity and professional or teaching work experience.

Full-time AP staff members are appointed in an open public competition in accordance with the requirements of the Law on Higher Education Institutions. RISEBA is the basic workplace of these faculty members with heightened requirements in relation to the scientific (creative) and teaching level and continual topping-up of qualifications. The "RISEBA Personnel Competence Model" (Annex 3) has been developed to ensure the recruitment and evaluation of high level personnel.

The main requirements for the election of full-time AP are as follows:

Persons are elected to the position of a professor, who hold a Doctoral/doctorate degree and have not less than three years of experience in the position of an associate professor or professor at a higher education institution.

The position of a professor specialising in art can also be held by persons, the results of whose creative artistic work conforms to the “By-law for Elections to Academic Positions” adopted by the RISEBA Senate.

Persons are elected to **the position of an associate professor**, who hold a Doctoral/doctorate degree and have not less than three years of teaching experience at a higher education institution. Although the Law on Higher Education Institutions also stipulates that the position of an associate professor for the implementation of a professional study programme can be held by persons, who do not hold a Doctoral/doctorate degree, but who do possess at least 10 years of practical work experience in the relevant sector, RISEBA APP stipulates that a Doctoral/doctorate degree is still necessary for election to the position of an associate professor in professional programmes conducted at RISEBA. The position of an associate professor specialising in art can also be held by persons, the results of whose creative artistic work or whose professional work conforms to the RISEBA “By-law for Elections to Academic Positions”.

Under an open competition procedure, candidates for positions as professors and associate professors are nominated by the relevant RISEBA department, approved by the RISEBA Senate, but elected by the relevant sector’s Professor’s Council for a period of six years.

A person, who holds a Doctoral/doctorate degree and has professional teaching experience can be elected to **the position of a docent**. The position of a docent specialising in art can also be held by persons, the results of whose creative artistic work conforms to the “By-law for Elections to Academic Positions” adopted by the RISEBA Senate.

In accordance with an open competition procedure, candidates for the position of a docent are nominated by the relevant RISEBA department and elected by the RISEBA Senate for a period of six years.

Persons with a Doctoral/doctorate degree are elected to positions as lecturers or assistants. Election regulations in the speciality of art regulated by the RISEBA “By-law for Elections to Academic Positions”. In accordance with an open competition procedure, lecturers or assistants are elected by the RISEBA Senate for six years.

Leading researchers or researchers are elected by the RISEBA Senate for six years. Persons elected to the position of a leading researcher hold a Doctoral/doctorate degree, have done important scientific (creative) work and possess management experience. Persons can be elected to the position of a researcher who possess a Master’s degree, as well as persons with a Bachelor’s degree and creative work experience.

Joint requirements for candidates for all full-time academic positions are as follows:

- the ability to conduct academic classes in at least two languages;
- high professional competences;
- compliance with ethical principles.

Implementing RISEBA's mission, academic personnel policy is aimed at internationalisation of AP.

In order to ensure the **internationalisation** of AP, RISEBA:

- configures the composition of personnel by balancing local AP with full-time AP and visiting professors from various other countries;
- One of the set criteria for the selection and recruitment of AP is foreign language knowledge; Requirements for levels of knowledge of foreign languages for various employee categories are regulated by an order from the Rector (Annex 12);
- supports and proactively encourages AP to improve their level of knowledge of foreign languages;
- delegates RISEBA AP to give guest lectures at partner universities overseas;
- engages AP in ERASMUS and other international exchange programmes;
- supports the international research work of AP;
- organises and involves AP in the development of international projects;
- develops AP inter-cultural communication skills.

In order to verify the compatibility of potential AP to the RISEBA quality requirements, personnel recruitment procedures not only provide for analysis of the candidates' documents and an interview in person, but also evaluation of the quality of open lectures and evaluation of the qualifications of candidates in the departments in profile.

Furthermore, in electing a full-time faculty member, in order to provide independent expert analysis of the candidate, by order of the Rector, a **Compatibility Commission** has been approved at RISEBA for independent assessment of the compatibility of candidates for academic positions. The Compatibility Commission's proposals regarding the compatibility of the candidate to the position are submitted to the university's Senate and are assessed together with the proposal made by the department. The final decision is made by the RISEBA Senate in a secret vote.

3.1.2. Visiting Faculty

Since the majority of RISEBA study programmes are professional and creative programmes, a factor that the university considers to be very significant in raising the quality of studies is the recruitment of highly qualified industry professionals for the study process with the status of visiting faculty. This makes it possible to provide students with the very latest information in various disciplines, including narrowly specific ones, based on practical work experience. It is also possible to recruit recognised international experts and foreign faculty members with the status of visiting faculty.

The most important criteria for recruiting non-core faculty with the status of visiting faculty are as follows:

- an expert and high class professional in the relevant sector;
- Doctoral/doctorate or Master's degree in the relevant sector;
- teaching gifts and experience.

In individual cases, engagement of industry professionals without a Master's degree (in specific sectors, e.g. art, architecture and digital technologies, etc.) is permissible.

On a priority basis, foreign visiting faculty are recruited from RISEBA partner universities, based on partners' recommendations, as well as from other high level universities, e.g. from AACSB, EPAS and other accredited universities.

Reflecting the university's awareness of the importance of recruiting industry professionals, in order to provide students with the latest information about industries, RISEBA has devised a procedure for "Recruitment of Industry Professionals for Study Courses", providing the corresponding additional financing for this purpose. This provides for the recruitment of industry professionals for individual classes conducted by academic personnel (Annex 4). Highly qualified industry professionals, participating in classes conducted by AP, can provide students with real practical knowledge based on experience, practical skills, understanding and the link between theory and practice.

In cases when several full-time faculty members could be candidates to teach a study course, the RISEBA Methodological Council has devised and approved the following guidelines "Criteria for the Selection of a Faculty Member to Teach a Study Course" (Annex 5) to facilitate the selection of the most appropriate faculty member. RISEBA APP stipulates that faculty members demonstrating high class lecturing qualities should be recruited to teach a study course. However, in the event that they possess a similar degree of quality, precedence will be given to elected full-time academic personnel. Assessing full-time academic personnel, provided that they can offer an equivalent quality of lecturing, precedence will be given to a faculty member, who works in several study forces (including distance learning), in several languages and in the daytime and evening departments, as well as part-time.

3.2. Maintaining the quality of the work of academic personnel

In order to ensure consistently high AP quality, RISEBA APP provides for:

- re-election of academic personnel every 6 years;
- annual AP performance evaluation;
- continual attendance (*peer assessment*) of classes;
- regular analysis of feedback from students;
- continual topping-up of the qualifications of AP.

3.2.1. Re-election of Academic Personnel

According to the procedure applicable in the Republic of Latvia, academic personnel should be re-elected every 6 years in an open competition that facilitates maintenance of high scientific, pedagogical and organisational proficiency and continuous improvement of performance quality. Re-election of AP to academic positions should take place pursuant to the Law on Higher Education Institutions and other laws and regulations of the Republic of Latvia, as well as the RISEBA "Regulation on election to academic positions". Elections for the positions of a professor, associate professor and other academic positions are announced publicly. RISEBA personnel can apply for a vacant position, as can faculty members from other universities or industry professionals if they comply with the requirements for the relevant position. This procedure ensures healthy competition and, if necessary, also renewal of academic personnel.

Requirements for AP re-election conform to the requirement for the election of AP stipulated in Clause 3.1.1. Re-election of AP provides academic personnel with sufficient motivation to maintain high work results, and allows the administration to carry out targeted improvement and renewal of academic personnel, recruiting promising new members of academic staff.

3.2.2. Annual quality evaluation system for academic personnel

To motivate RISEBA academic personnel to continually top-up their scientific, teaching and organisational qualifications and facilitate the preparation of AP for the re-election process every 6 years, RISEBA has devised an annual AP work quality evaluation system (WQAS). This provides for the evaluation of AP every year in three main directions:

- scientific (creative) work;
- teaching work;
- organisational work.

Assessment of results and discussion of the plan for the next period and assignments consists of AP self-assessment and the assessment of their immediate superior, which are harmonised during the annual interview with the direct superior. Each area is evaluated in detail by the AP, as well as the manager using quantitative and qualitative criteria. Criteria can be updated and revised in accordance with the university's priorities. Individual criteria have heightened weight, e.g. the number of internationally cited publications in the area of research work, — results of student surveys regarding the quality of classes, etc. A detailed description of the annual WQAS is provided in Annex 6. AP evaluation also has a certain motivational effect, encouraging the faculty member to attain the best results possible, because the result of the annual evaluation is linked to the AP remuneration system.

3.2.3. Class quality assessment

An important element for maintaining the high quality of AP work is assessment of the level of the quality of the studies overseen by the faculty member. This consists of **verifying the quality of teaching materials** (both in terms of content and form), which are conducted by study programme administrators, study programme directors and department heads. Compliance of distance learning materials with the specific requirements of this form of studies is verified by administrators of the distance learning unit. Annual inspection of quality during classes is ensured by the head of the respective department or other members of the academic staff by means of **peer review of teaching** in classes. The peer review system provides for exchange of experiences and information among the academic staff with the goal of improving the quality of academic processes. RISEBA has an approved AP peer review procedure (see Annex 7). This dictates peer review activities, terms and assessment criteria. Each lecturer attends lectures and reviews his peers' teaching in relation to at least four other lecturers' classes over the course of the academic year. In order to engage all lecturers in peer review of teaching, as well as ensure peer review of teaching of all lecturers' classes, department heads draw up plans for peer review of teaching, which all faculty members are informed about. It is not necessary to warn a faculty member beforehand that a specific class will be subject to peer review of teaching. For documentation of peer review of teaching, special templates have been prepared (see Annex 8), where both teaching and academic assessments are provided for. A lecturer whose class has been reviewed by his or her peers will be acquainted with the results of this peer review and the recommendations made for

improvement of the quality of his or her classes. If, in studying the results of such peer review of teaching, negative notes are ascertained regarding lecturing quality, the department head will discuss this with the relevant faculty member without waiting for the annual AP performance review. Completed peer review templates are submitted and kept by the department head.

In order to ensure the high quality of AP lecturing, after each study course has been completed, **a survey of students is conducted** (see a sample student survey questionnaire form in Annex 9). Students' assessments are an important source of information for both the faculty member and his immediate superior. If any problems are detected, they are discussed with the respective member of the faculty, without waiting for the performance review.

Examinations of the contents of a faculty member's study materials, overall results of students' survey and peer review of teaching are discussed with his or her superior during the annual AP work performance evaluation interview and specific assignments are drawn up to help the faculty member improve the quality of his or her future classes.

3.2.4. Compliance with ethical principles

RISEBA considers not only the scientific and pedagogical activities of AP to be extremely important, but also their ethical aspects.

RISEBA has joined the PRME initiative (PRME — Principles for Responsible Management Education) and in its APP applies PRME responsible education management education principles.

RISEBA has devised and adheres to a "Code of Ethics" (see Annex 10). RISEBA has established an **Ethics Committee** that, if necessary, reviews possible violations of ethical principles and makes decisions accordingly.

Special attention is paid to ensuring that, in their teaching and scientific activities, AP are guided by principles of anti-plagiarism. A "Code of Academic Integrity" has been devised (see Annex 11).

3.2.5. AP loyalty

Qualified academic personnel that work full-time at RISEBA also shape the university's positive image. Therefore, RISEBA, in highly appreciating the academic, professional and teaching qualifications of the university's faculty members, can nominate the most loyal of its full-time lecturers for brief tenures as visiting faculty at other universities domestically and abroad, thus nurturing RISEBA's positive image and fostering awareness of RISEBA.

In individual cases, RISEBA can agree to its faculty members conducting classes at other universities at the instigation of its faculty members, taking the workload of faculty members and RISEBA's priority interests into account. A corresponding procedure and documentation has been drawn up for reviewing such individual applications from full-time faculty members and approving jobs with another employer (Annex 2).

From day to day, attention is continually paid to nurturing the loyalty of AP, as well as their commitment, mutual trust and welfare in other matters.

3.3. Providing for the work of AP

3.3.1. Motivation (Remuneration) policy

To a great extent, opportunities to recruit and retain highly qualified AP are also dependent on motivation including remuneration policy, which requires balancing the university's available funds with its desire to recruit as highly qualified AP as possible.

One factor that must be taken into account is the difference between the significantly lower level of AP remuneration in Latvia and that on offer in the international market.

RISEBA AP motivation policy is based on the principle that remuneration (including job salaries, social security and the material support system, etc.) at RISEBA University must be higher than the average in the sector. This principle, regardless of an economic boom or slump in Latvia, with the resultant fluctuations in remuneration within the university job market, is continually adhered to at RISEBA University (as confirmed by the university job salary study conducted by SIA "Fontes", the average job salary at RISEBA is higher than the average salary level within the university sector).

The salary of the specific faculty member is dependent on the faculty member's qualifications and the results of his or her work, which are determined according to objective criteria in the annual AP performance evaluation.

In addition to the AP job salary, in order to motivate personnel RISEBA:

- pays employees' health insurance policies;
- materially stimulates attainment of high level research results;
- can provide paid vacations for completion of the development of promotion theses, development of monographs and other research or creative works, raising qualifications and experience exchange, etc.;
- offers employees and their first degree relatives tuition fee discounts at the university;
- provides material support on the occasion of important life events;
- offers additional paid vacations for the active performance work of a public nature (e.g. curatorial work);
- fully or partly pays for raising the individual qualifications of personnel; and their career development options, including in administrative work;
- materially supports the employee in sports, leisure and team-building events;
- fully or partly covers employees' expenses incurred under the auspices of joint trips by personnel on the occasion of RISEBA anniversaries.

3.3.2. AP types of work

The work of AP at the university spans several types of activity:

- scientific-research or creative work;
- teaching work;
- organisational work;
- participation in formal and informal RISEBA events.

Scientific-research or creative work entails conducting studies or creative activities in a sector or field, which is related to the teaching work of AP, envisaging that study results or

creative results will also be used in the study process. Results of research work are collated in publications, monographs and presented at international and domestic academic conferences. RISEBA APP expects that AP will not only actively participate in research projects, but also attract new projects, run or jointly participate in them.

Teaching work incorporates conducting lectures and seminars during full-time studies, as well as work with students remotely by means of distance learning, taking examinations and tests, as well as providing consultations. In addition - overseeing and reviewing final theses, supervising course work, overseeing internships, work on State examination commissions, development of study courses, participation in academic conferences, preparation of teaching materials, and conducting lectures at foreign universities, etc.

Organisational activity is also one of the integral components of AP work. Management of or involvement with scientific/collegial institutions or management or participation in conference organisation committees, or work in industry bodies and associations. AP participate in department meetings, Constitutional Council meetings, Programme Board meetings and other events related to the university's work, as well as performing curatorial duties. They can also lead the university's structural units (as a department head, programme director, section head, etc.).

All three of these aspects of work are evaluated in the annual AP performance evaluation and in the re-election of AP every 6 years.

Participation in RISEBA events. RISEBA APP stipulates that it is the duty of AP to take part in formal events related to the university's life such as graduation ceremonies, alumni gatherings and the university's anniversary events, as well as in other events related to tailoring the university's overall image.

It is vital to the university that AP also take part in RISEBA-organised informal and team-building events. Therefore, the university's management allocates the required funds for these events, thus strengthening internal communication, nurturing team spirit and demonstrating affiliation to the university.

3.4. AP development and composition renewal

Personnel development is a vital component to APP, in order to provide all study courses with qualified, scientifically and methodologically prepared faculty members, who use contemporary working methods in their work and are expert in human resource management, organisational behaviour and entrepreneurial practice. APP provides for at least 50% of the volume of studies being provided by full-time faculty members, who work at RISEBA in their basic jobs. In order to achieve continual topping-up of the qualifications of AP, AP development is planned, provided for and supervised.

3.4.1. Academic Personnel Development Plan

AP development is based on a 1 year operational plan and a 6 year qualification top-up plan. In relative terms, the administration of the work of faculty members can be divided into the following phases:

- an annual plan and annual report on the fulfilment of the plan;
- a six year report and qualification assessment of the fulfilment of the six year plan.

At the end of the academic year (in June), each faculty member prepares a report on his or her accomplishments during the previous academic year in three main areas (scientific, teaching and organisational) and draws up an action plan for the next academic year. Fulfilment of tasks and the action plan are discussed during an annual interview with the department head. It is the duty of AP to maintain and top-up their qualifications, in order to ensure the fulfilment of all criteria over a 6 year period, which are necessary for re-election for the next 6 year period. The annual RISEBA AP work plans set higher requirements than the minimum requirements for re-election of AP after 6 years. As a result, regular fulfilment of annual work plans ensures the fulfilment of the requirements set for re-election of AP.

3.4.2. Topping-up qualifications

In order to ensure high teaching quality, RISEBA APP stipulates that it is the duty of AP to raise their scientific and teaching qualifications on an ongoing basis.

Scientific qualifications are raised through the involvement of AP in independent studies and projects or contractual work. Raising of **scientific (creative) qualifications** is regularly planned and its deliverable is scientific publications or creative work, participation in conferences, management of research or artistic innovation projects and contractual work, and participation in exhibitions and creative competitions. Achievement of goals related to topping-up qualifications is also reviewed during the annual AP performance evaluation. RISEBA promotes and supports the raising of scientific (creative) qualifications by:

- materially incentivising high level publications and creative work;
- paying for the participation of AP at academic conferences;
- paying for consultative services in the mathematical processing of results;
- paying for editing of research papers;
- providing support in the preparation of monographs and other printed work;
- awarding paid vacations to prepare dissertations, etc.

Improvement of pedagogical qualifications is regularly planned and its outcomes include supervision of doctoral and master's papers, development of new study courses, preparation and publishing of textbooks and teaching means, participation in academic conferences, reading lectures in foreign universities, participation in methodological seminars and qualification top-up courses. Achievement of goals related to better scientific and pedagogical qualifications is also reviewed during the annual AP performance evaluation. In order to encourage AP to raise their teaching qualifications, RISEBA:

- organises regular methodological seminars for academic personnel;
- pays for the participation of AP at academic conferences;
- fully or partly pays for participation of AP in qualification top-up courses;
- organises and partly pays for AP taking foreign language courses and receiving international foreign language knowledge level certification;
- partly pays for the studies of AP in doctoral or Master's programmes, etc.

The level of teaching qualifications is regularly assessed during the peer review of teaching performed by AP, in addition to which analysis of students' questionnaire forms is conducted on a regular basis, the results of which are discussed with the AP during annual interviews.

3.4.3. Internationalisation of academic personnel

In order to fulfil RISEBA's strategic assignments and ensure an international environment at the university, the APP provides for the ability of local faculty members to teach study courses in several languages, as well as recruitment of foreign faculty members to join the academic staff full-time or in the status of visiting faculty. In order to ensure the internationalisation of AP, RISEBA:

- forms a balanced composition between local and foreign faculty members;
- In the selection and recruitment of AP, one of the most important criteria specified is knowledge of foreign languages;
- supports AP in improving the level of their foreign language knowledge;
- sends AP with guest lectures to partner universities in other countries;
- engages AP in ERASMUS and other international exchange programmes;
- supports the involvement of AP in joint international studies;
- organises and involves AP in the implementation of international projects;
- organises international conferences at RISEBA University.

RISEBA organises and engages AP in international summer schools providing the opportunity to work with foreign students, as well as creating an international environment overall at the university.

3.4.4. Collaboration with the business world

One of RISEBA's basic assignments is to prepare students for a successful professional career. Therefore, APP also encourages RISEBA AP to actively cooperate with the business world. In order to ensure the connection of the study process and AP to the professional community, RISEBA:

- collaborates with professional organisations and signs cooperation agreements with sector associations;
- offers tuition fee discounts to students with recommendations from sector associations;
- encourages AP to actively involve themselves and work with professional organisations;
- founds professional associations (e.g. the Business Psychology Association);
- engages the university's AP as experts in the work of state, municipal, non-governmental organisations and other commissions, working groups and consultative councils;
- using AP competences and the study process, consults businesses, develops strategies and projects for various companies;
- has devised a procedure and systematically involves industry professionals in lectures and practical activities;
- regularly collaborates with the business world, concluding agreements with corporate organisations in order to provide students with internship places;

- recruits industry professionals to work with the RISEBA Creative Business Incubator, forming mentor groups, attracting representatives from the corporate sector to evaluate student idea competitions and business plans;
- harmonises the study process with industry requirements, engaging industry professionals in study programme committees;
- conducts survey among corporate organisations, in order to ascertain the industry's needs, as well the compatibility of the preparation of alumni to industry requirements;
- engages RISEBA Alumni, in order to help students find promising internships and jobs;
- endeavours to ensure that students' final theses are developed with the goal of meeting real industry and business requirements;
- has developed and implements procedures, where half of State examination and final these presentation commissions are comprised of AP, while the other half are industry professionals from the business world.

3.4.5. Retirement policy

RISEBA APP stipulates that, upon reaching the specified retirement age in the Republic of Latvia, academic personnel shall retire as soon as the relevant election term expires, unless the person concerned has expressed a desire to retire immediately upon reaching retirement age. If a person has reached retirement age and wishes to be re-elected for the next term after the expiry of the election term, he or shall submit an application accordingly to the department head. The department head will assess the application and if the person concerned has demonstrated high results in his or her research, teaching and organisational work, the department head may recommend the person to submit their candidacy for the next election term.

If a faculty member has made a significant contribution to research, academic and organisational work, as well as to the overall development of RISEBA, then, in suspending his or her active academic work, a recommendation can be made to award this person the title of ***Professor Emeritus***. A candidate to be awarded this honourable title may be nominated by the RISEBA Rector, Vice Rectors, Deans or department heads, submitting the corresponding application *to the Senate* including the rationale for nominating the candidate to be awarded the title of Professor Emeritus. This honourable title may be awarded for an indefinite period by the Senate subject to a sealed vote, based on the By-law regarding the awarding of the title of RISEBA Professor Emeritus, if the candidate meets the following criteria:

- he or she holds a Doctoral scientific degree;
- the term for the election to the academic position of a professor or associate professor has expired;
- he or she has reached retirement age;
- he or she has reached the total length of work at RISEBA stipulated in the By-law regarding the awarding of the title of RISEBA Professor Emeritus;
- he or she has done significant research, academic and organisational work, and has made an enduring contribution to the work of RISEBA.

The privileges, rights and duties of a Professor Emeritus are stipulated in the By-law regarding the awarding of the title of RISEBA Professor Emeritus.

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