Čiekurkalnā norisināsies sirsnīga zibakcija Ukrainas atbalstam (tvnet.lv)

QUALITY MANAGEMENT AND QUALITY ASSURANCE AT UNIVERSITY OF LATVIA IN THE <mark>LIGHT OF THIRD MISSION</mark>

Workshop/training seminar "National regulation and third mission implementation in HEI - experience and collaboration with social partners"

RIGA 2023

unicom

WHAT'S IN THE HOUSE?

- INTRODUCTION AND WARM-UP

- ABOUT UNIVERSITY OF LATVIA (UL)

  - *Key figures*
  - *Strategy and policies*
  - *Governance*

FURTHER PROGRAMME

- QUALITY REGYLATIONS IN LATVIA

- QUALITY MANAGEMENT AT UL

  - *Quality culture*
  - *Quality Management system*
  - *EFQM 2020 standard and its application in UL*
  - *and its application in UL*

FURTHER PROGRAMME

- HIGHER EDUCATION SYSTEM IN LATVIA

- STUDY QUALITY ASSURANCE SYSTEM AT UL

  - *Study quality Assurance system*
  - *ESG 2015 standard and its application in UL*

The Umbrella of Quality

Quality management system
All organizational processes that ensure quality

Quality assurance
All the planned activities that can be demonstrated to provide confidence that a product or service will fulfill requiremnts for quality

Quality control
The inspection of implemented techniques and activites to ensure they are fulfilling requirements for quality

Source: DocXellent

jelvix.com

Santa

Ieva

Short CV

Quality Manager

- University of Latvia
  2019-present
- BA School of Business and Finance (Riga)
  2008-2019

Contacts:
santa.bondare@lu.lv;
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External expertice

- Riga Higher Institute of Religious Sciences and Riga Theology institute affiliated to the Pontifical Lateran University
  2022.-2023.

- European university alliance FORTHEM
  2021 - present

- Jazeps Vītols Latvian Academy of Music
  2020.-2022.

- EKA University of Applied Sciences
  2019

- Quality Agency for Higher Education
  2018.-2019.

Short CV

Senior expert of study process

- University of Latvia

  2003 - present

External expert

- Riga Higher Institute of Religious Sciences and Riga Theology institute affiliated to the Pontifical Lateran University
  2023.

WP coordinator and expert

- European university alliance FORTHEM
  2021 - present

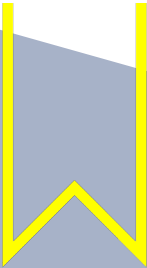# University services and beneficiaries: benefit to different types of customers

Type of knowledge-intensive service	Students	Firms	Goverment
Education	Training to create skills and knowledge	- Creation of competent employees - Alleviation of scarce human capital	- Allevation scarce human capital - Creation of societal capabilities
Research	Better 'proven' knowledge	- New or proven knowledge - Business opportunities	- Trained professionals - New Knowledge
Third mission	- Firms, business and societal connections - Entrepreneurial opportunities	- Access to specific problem-solving skills - Mentoring - Diffusion of scarce knowledge	- New firms - Diffusion of scarce knowledge about societal problems - Identification, analysis of the nature of societal problems

The third mission understanding in Latvia

- The first mission of universities is the preservation and transfer of existing knowledge - teaching;

- The second mission is the creation of new knowledge - research;

- **The third mission should be seen as the <u>creation and application of new knowledge that is necessary for socio-economic development</u> - the development of our society and economy.**

- All three missions are equally important.

- Therefore, it is important that all of them are equally reflected in the AIP's "<u>Concept for the Development of Higher Education and Higher Education Institutions in Latvia 2021-2030 - Universities of the Future 2030</u>".

Augstākā izglītība kā pamats ilgtspējīgai tautsaimniecības attīstībai - LDDK

The strategic goal of the Latvian higher education system

"To become a positive driving force for Latvia's social, economic and political changes and the achievement of sustainable development goals"

linked to the need to strengthen the security of the Latvian people, including

- safeguarding and developing the values of Latvian democracy and the resilience of the Latvian state's independence,

- caring for Latvian culture, language and people,

- ensuring its existence, preservation and development.

Law on Higher Education Institutions

- Higher education institutions shall organise their activities ==in the interests of society==, and also
    - ==inform== society of their operations and the directions and possibilities of studies and scientific research by promoting the selection of study and research work according to the interests and abilities of the individual.
    - They shall ==offer== to society their scientific, artistic and professional findings and the methods and results of research.

- The Cabinet of Ministers determines the areas of strategic specialisation for a state-founded higher education institution based on the ==priorities for the development of the economy and society== set out in the policy planning documents, taking into account the assessment of the progress of the university's performance in the previous planning period and its development potential.

INTRODUCTION
Warm up

- **Name, Surname**
- **Experience/current position**
- **Examples of the third mission – first idea coming in the mind**

ABOUT UNIVERSITY OF LATVIA (UL)

- *Key figures*
- *Strategy and policies*
- *Governance*

UNIVERSITY
OF LATVIA

ABOUT UL

• The University of Latvia was founded in 1919 as the first classical university-type educational institution with studies in the Latvian language.
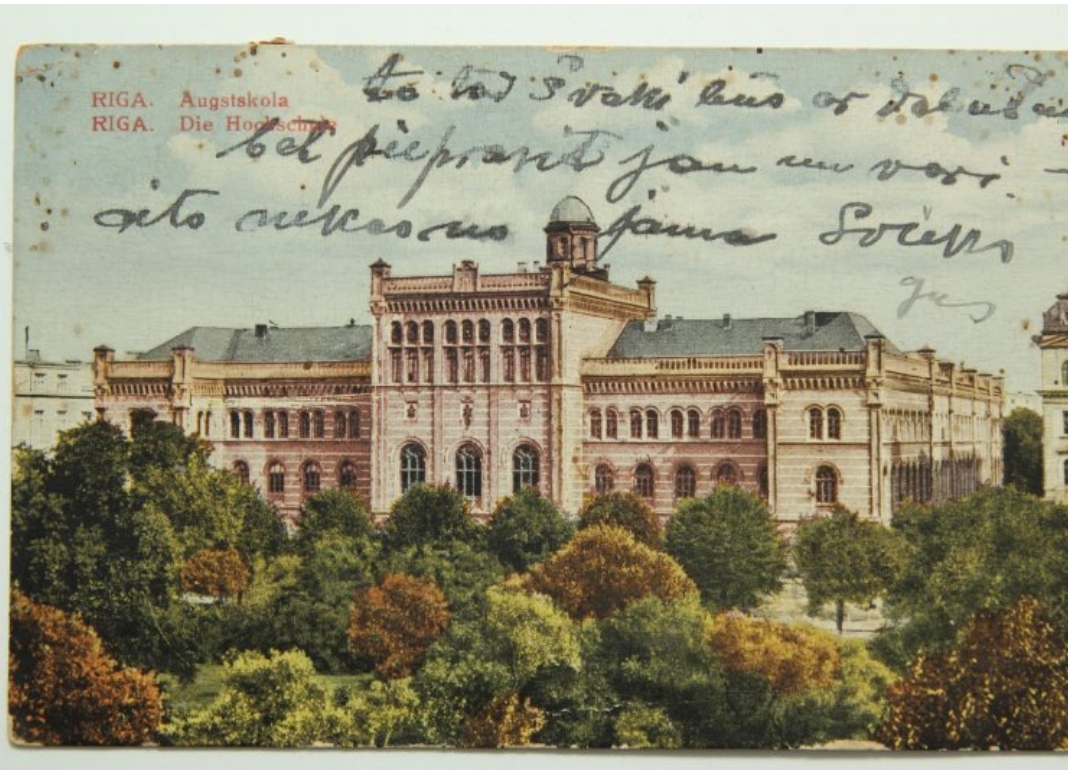
UL VALUES

- University community
- Excellence
- Science-based development
- <mark>Openness</mark>
- <mark>Cooperation</mark>
- Academic freedom

UL MISSION:

- **The mission of the University of Latvia is expressed in its motto Scientiae et Patriae (For Science and Fatherland).**

- The University of Latvia (UL) contributes to the global science, higher education, knowledge, technology transfer and innovation, and ensures the growth of Latvian democracy and culture, the development of the Latvian language and the prosperity of the national economy.

UNIVERSITY OF LATVIA

UL VISION:

- **Space for excellence, environment for development, time for responsibility.**

- The UL is a university of science of a high international standing. The UL creates an interdisciplinary, open and innovation-oriented excellent work and study environment. The activities of the University of Latvia are the basis for the ==sustainable development and economic transformation of the Republic of Latvia==
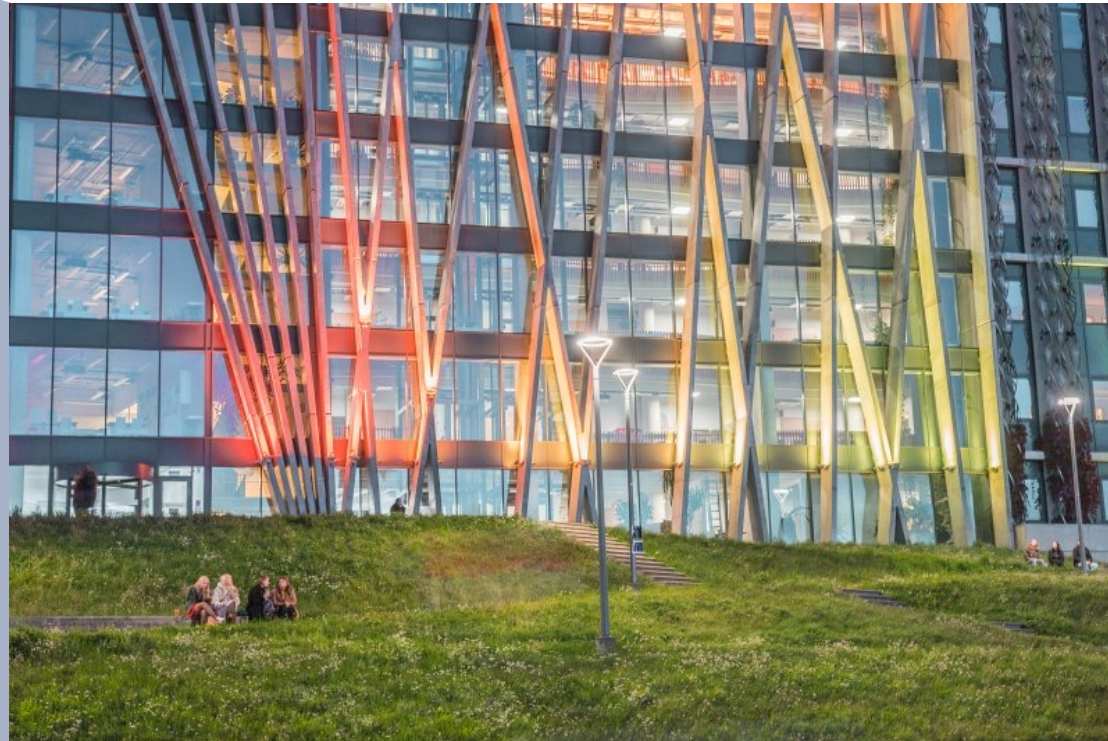
UL SPECIALIZATION:

- UL is a state-founded higher education institution – a comprehensive research university rooted in the classical European university tradition. The university has consolidated and developed the country's main body of multidisciplinary study and scientific research potential in the areas of strategic specialization defined by the Cabinet of Ministers:

UNIVERSITY OF LATVIA

natural sciences

social sciences

humanities and arts

medicine and health sciences
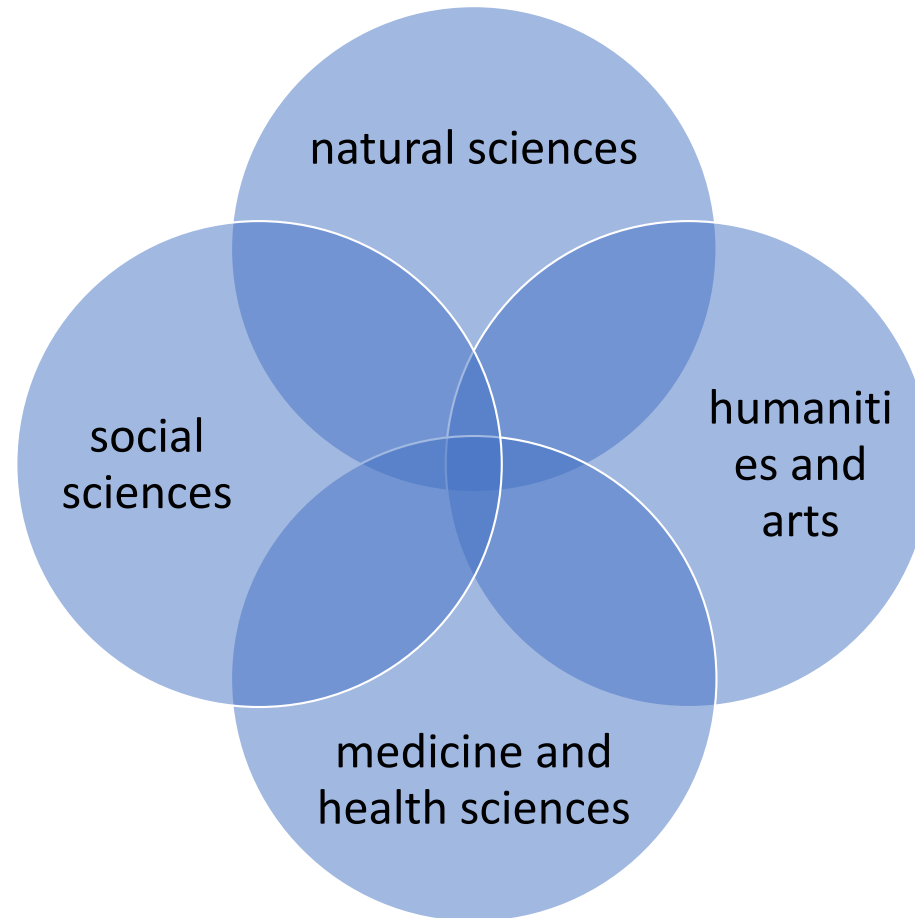
MAIN FACTS

- ✓ 15 000 students, 6 000 of which are state-funded, 5% from abroad
- ✓ >5 000 applicants and >3 000 graduates yearly
- ✓ 13 faculties and 148 study programmes
- ✓ 3 colleges and 7 regional branches
- ✓ 16 scientific institutes
- ✓ 50 research areas
- ✓ 1404 academic staff
- ✓ 1714 administrative staff
- ✓ Annual budget of approximately 90 million euro
- ✓ 28 branches of science and 22 study fields
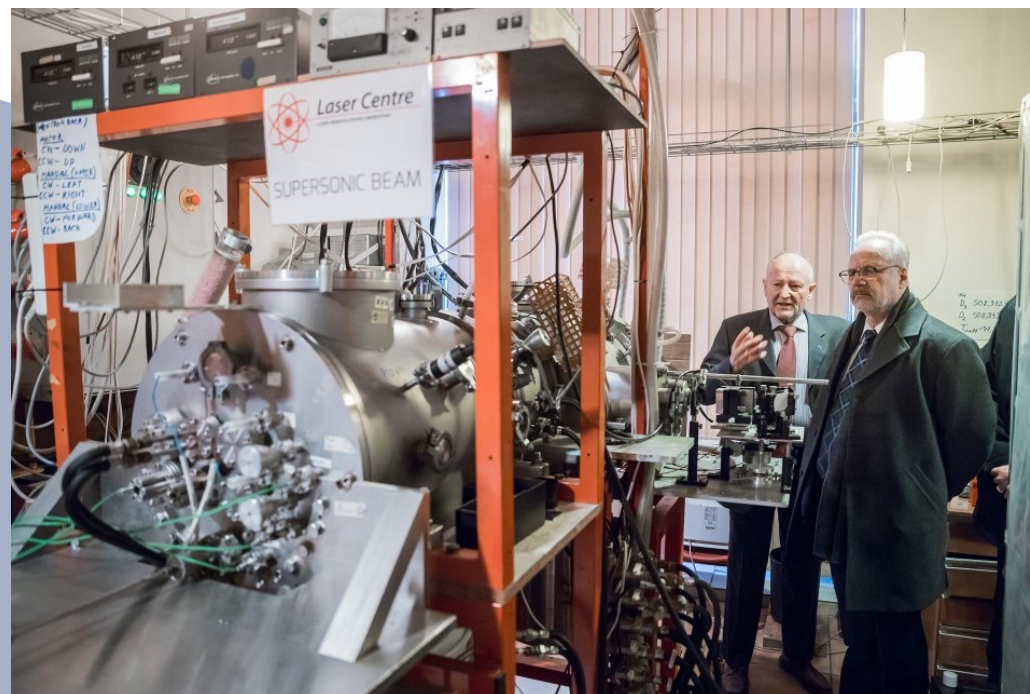
UNIVERSITY
OF LATVIA

MAIN FACTS:

The UL has 10 choirs, 5 folk dance groups, 2 ensembles, a student theatre, a brass band, a folklore dance group and a ceramics studio. The activities are implemented also by the UL structural units: UL Museum, UL Botanical Garden, UL Rhododendron nursery "Babīte", University of Latvia Press (UL Press), UL Baldone Observatory. Foundations perform successfully too: UL Foundation and Alumni Club.

UNIVERSITY
OF LATVIA

MAIN FACTS:

international-level <mark>fundamental and applied research</mark> in 4 science groups, 12 priority research areas, and 22 areas of excellence.

\knowledge and technology transfer is developed. The UL implements <mark>contract research,</mark> the total amount of which is worth more than one million euros.

The UL intellectual property portfolio includes 24 valid Latvian <mark>patents</mark> (UL sole owner), 10 valid European patents, as well as 21 <mark>rhododendron varieties.</mark>

UNIVERSITY OF LATVIA

MAIN FACTS:

The UL has created more than sixty potential cooperation solutions for various industries ==to promote economic development==.

the UL has concluded more than two hundred bilateral cooperation agreements with higher education establishments in more than 50 countries.

The UL successfully implements projects financed by the EU and other international organisations, EU Structural Funds and other funds, as well as the State budget and Latvian and foreign companies.

UNIVERSITY OF LATVIA

MAIN TASKS (1):

1. in its study programmes, to educate highly qualified specialists in the fields important for the development of Latvian society, culture, and economy;
2. in its doctoral study programmes, to educate internationally competitive scientists, intellectual leaders of society;
3. to achieve research excellence in the University's areas of strategic specialisation;
4. to offer further education and interest education in accordance with the needs of the society;
5. to cooperate with entrepreneurs, as well as engage in technology development, transfer, and innovation;

UNIVERSITY OF LATVIA

MAIN TASKS (2):

6. to guarantee the academic freedom of academic staff and students, ==promote harmonious personality development and a healthy lifestyle==;
7. to uphold and improve the principles of academic honesty, openness, equal treatment, and forestall conflicts of interest;
8. to ensure an academic activity and social environment that meets international standards, to maintain the property necessary for the operation and to augment it;

UNIVERSITY OF LATVIA

MAIN TASKS (3):

UNIVERSITY OF LATVIA

9. to provide studies in the Latvian language and conduct research in the sciences related to the country of Latvia, its nature, society, Latvian culture, and language;
10. to promote the growth of Latvian civil society;
11. to promote the development of internationally accessible study programmes, the
12. internationalization of the study and research environment, continuing to develop the University as an internationally recognized academic institution;
13. to cooperate with other higher education institutions and research organizations, as well as social partners and companies, creating a science, research, and innovation ecosystem in the areas of strategic specialization

University level

UL ECOSYSTEM

UNIVERSITY OF LATVIA

GLOBAL ENVIRONMENTAL TRENDS

Economic and geopolitical uncertainty

Social trends

MARKET

Mass media

Those who want to study from Latvia and abroad

Parents (guardians) and patrons of students and those wifhing to study

Human resources

STAKEHOLDERS

Students and other clients

Employers, industry, society

Staff

UNIVERSITY OF LATVIA

Alumni

Cooperation partners

Government

Innovation

Legislation

Competitors

New (market) entrants

Intermediaries (agents, high schools, etc.)

Economy

Demographic diversity

Revolutionary, smart technologies

Globalization

UN Sustainable Development Goals

Climate change

UL STRATEGY 2027

Development directions	Strategic goals
Development of Principal Activities	
Scientific excellence	1. Internationally recognized research university
Study development	2. A unique study offer and high competitiveness of graduates
Contribution to society	3. University activities as a basis for the growth of Latvia
Institutional Development	
Talent development	4. Development- and excellence-oriented personnel policy
Environment and governance	5. Green thinking, attractive, sustainable university environment and effective administrative support
Organizational culture	6. Inclusive, cooperation- and innovation-focused culture

UNIVERSITY OF LATVIA

LATVIJAS UNIVERSITĀTE

LATVIJAS UNIVERS
STRATĒĢIJA
UNIVERSITY OF LA
STRATEGY

2021–2027

Saīsinātā versija
Adapted version

IEGULDĪJUMS SABIEDRĪBĀ / CONTRIBUTION TO S

VIRZIENS DIRECTION	MĒRĶIS GOAL	Universitātes darbība kā Latvijas izaugsmes pam **University activities as a basis for the growth of**	
		INDIKATORS INDICATOR	2020
Talantu attīstība **Talent development**	Uz attīstību un izcilību orientēta personāla politika **Development- and excellence- oriented personnel policy**	15. Pētniecībai piesaistītais privātā sektora finansējums (EUR tūkstošos) Private sector funding for research (EUR thousand)	692
		16. Koppublikāciju ar komersantiem, kas indeksētas SCOPUS datubāzēs, skaits Number of joint publications with merchants indexed in SCOPUS databases	21
		17. Ieņēmumi no komercializācijas (EUR tūkstošos) **Commercialization revenue (EUR thousand)**	350
		18. Darba devēju, kuri ir apmierināti ar LU absolventu zināšanām un prasmēm, īpatsvars (%) Proportion of employers who are satisfied with the knowledge and skills of UL graduates (%)	80%
		19. LU finansējums Latvijas kultūras sabiedrības, vēstures, latviešu valodas pētījumiem un attīstībai (EUR tūkstošos) The UL funding for the research and development of Latvian culture, society, history and the Latvian language (EUR)	30
Vide un pārvaldība **Environment and governance**	Zaļā domāšana, pievilcīga, ilgtspējīga universitātes vide un efektīvs administratīvais atbalsts **Green thinking, attractive, sustainable university environment and effective administrative support**	20. LU sniegums Times Higher Education (THE) Impact Ranking ANO Ilgtspējīgas attīstības mērķu sasniegšanā The UL ranking in Times Higher Education (THE) Impact Ranking regarding the achievement of the UN Sustainable Development Goals	201–300
Organizācijas kultūra **Organizational culture**	Iekļaujoša, uz sadarbību un inovācijām vērsta kultūra **Inclusive, cooperation- and innovation-focused culture**	21. LU reputācija Latvijas sabiedriskās domas vērtējumā (reputācijas indekss) un atpazīstamība (%) The public opinion of the UL reputation (reputation index) and recognizability (%)	63/97%

## 3. Universitātes darbība kā Latvijas izaugsmes pamats

LU mērķis ir saglabāt un nostiprināt nacionālās vērtības, kā arī radīt tajās balstītu zinātību. LU radīs ilgtspējīgas vērtības un veicinās sabiedrības labbūtību, nodrošinot sekmīgu zinātības un tehnoloģiju pārnesi. LU mērķtiecīgi stiprinās universitāti kā vērtību sabiedrībā. LU īstenos Atvērtās universitātes piedāvājumu sabiedrībai visās universitātes darbības jomās.

3. University activities as a basis for the growth of Latvia

The aim of the University of Latvia is to preserve and strengthen national values, as well as to create know-how based on them. The UL will create sustainable values and promote the well-being of society by ensuring successful transfer of know-how and technology. The UL will purposefully strengthen the position of the university as a value in society. The UL will implement the Open University offer in all areas of university activity.

	Ieguldījums sabiedrībā	Contribution to society
3.	Universitātes darbība kā Latvijas izaugsmes pamats	University activities as a basis for the growth of Latvia
3.1.	**Nacionālo vērtību saglabāšana, nostiprināšana un zinātības radīšana**	**Preservation, strengthening of national values and creation of know-how**
3.1.1.	Nodrošināt nacionālās identitātes, kultūras un pēctecības izzināšanu un saglabāšanu	To ensure the knowledge and preservation of national identity, culture and succession
3.1.2.	Uzturēt, saglabāt un popularizēt uzkrātās intelektuālās vērtības un zinātnes sasniegumus	To maintain, preserve and promote the accumulated intellectual values and scientific achievements
3.2.	**Ilgtspējīgu vērtību radīšana un sabiedrības labbūtība**	**Creating sustainable values and well-being of society**
3.2.1.	Integrēt ilgtspējīgu attīstību visās universitātes darbības jomās	To integrate sustainable development in all areas of university activity
3.2.2.	Dalīties zinātībā un stiprināt sadarbību ar vietējiem un ārvalstu partneriem	To share know-how and strengthen cooperation with national and international partners
3.2.3.	Nodrošināt dzimumu vienlīdzības principu ievērošanu izglītībā un veicināt vienlīdzīgu piekļuvi izglītībai neaizsargātajām iedzīvotāju grupām	To respect the principle of gender equality in education and promote equal access to education for vulnerable groups
3.2.4.	Izveidot atbalsta instrumentus talantīgu maznodrošinātu jauniešu piekļuvei universitātes studijām	To develop support tools for talented low-income young people in order to make university studies accessible for them
3.3.	**Universitātes kā vērtības stiprināšana sabiedrībā**	**Strengthening the position of the university as a value in society**
3.3.1.	Palielināt LU darbības ieguldījumu Latvijas tautsaimniecības, kultūras, sabiedrības un izglītības attīstības jomās	To increase the contribution of the University of Latvia to the development of the Latvian economy, culture, society and education
3.3.2.	Paaugstināt akadēmisko zināšanu vērtību sabiedrībā, pētniecībā un studijās risinot būtiskus sociālos izaicinājumus	To increase the value of academic knowledge in society, research and studies by solving significant social challenges
3.3.3.	Sekmēt LU zinātnes sasniegumu komunikāciju sabiedrībā, veicinot zinātnieku atpazīstamību	To promote the achievements of the University of Latvia by communicating them to the public and promoting the recognition of scientists
3.4.	**Sekmīga zinātības un tehnoloģiju pārnese**	**Successful transfer of know-how and technology**
3.4.1.	Izveidot zinātības un tehnoloģiju pārneses un komercializācijas atbalsta sistēmu	To establish a support system for know-how and technology transfer, as well as commercialization
3.4.2.	Paplašināt uzņēmēju iesaisti pētniecības sadarbības partneru lokā visās zinātņu jomās	To expand the involvement of entrepreneurs as research cooperation partners in all areas of science
3.4.3.	Attīstīt uzņēmējdarbības prasmes un paplašināt studentu iesaisti inovāciju radīšanā	To develop entrepreneurial skills and expand students' involvement in creating innovations
3.4.4.	Attīstīt atvērtās zinātnes pieeju, veicinot zinātnes infrastruktūras koplietošanu un zinātnes rezultātu pieejamību	To develop an open science approach by promoting the sharing of scientific infrastructure and the availability of scientific results

UL POLICIES
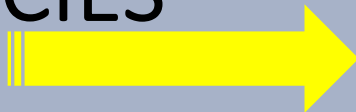
Language Policy of the University of Latvia

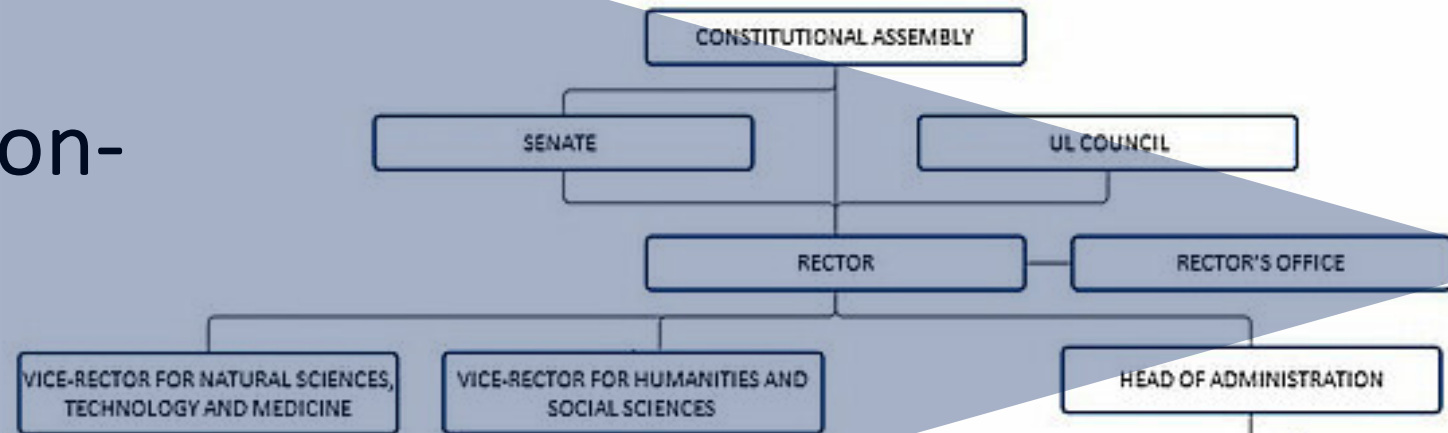Open Access Policy of the University of Latvia

Privacy Policy of the University of Latvia

Quality Policy of University of Latvia

Quality Action Policy of University of Latvia

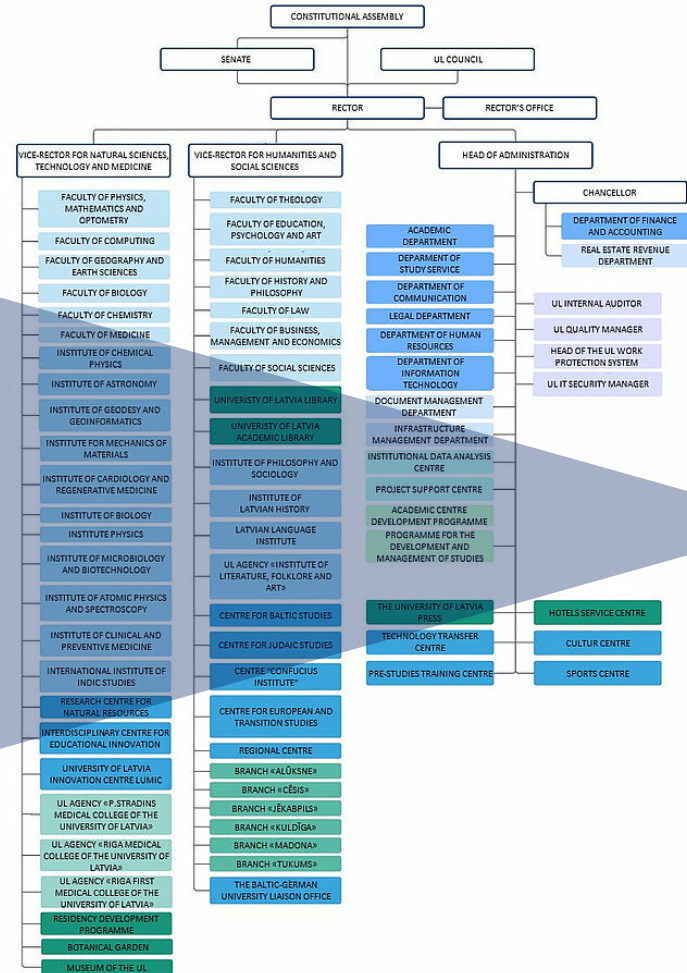Social Policy of the University of Latvia

University of Latvia Human Resource Management Policy

UNIVERSITY
OF LATVIA

Main decision-making institutions

UNIVERSITY OF LATVIA

UL Governance structure

CONSTITUTIONAL ASSEMBLY

SENATE — **UL COUNCIL**

RECTOR — **RECTOR'S OFFICE**

VICE-RECTOR FOR NATURAL SCIENCES, TECHNOLOGY AND MEDICINE

- FACULTY OF PHYSICS, MATHEMATICS AND OPTOMETRY
- FACULTY OF COMPUTING
- FACULTY OF GEOGRAPHY AND EARTH SCIENCES
- FACULTY OF BIOLOGY
- FACULTY OF CHEMISTRY
- FACULTY OF MEDICINE
- INSTITUTE OF CHEMICAL PHYSICS
- INSTITUTE OF ASTRONOMY
- INSTITUTE OF GEODESY AND GEOINFORMATICS
- INSTITUTE FOR MECHANICS OF MATERIALS
- INSTITUTE OF CARDIOLOGY AND REGENERATIVE MEDICINE
- INSTITUTE OF BIOLOGY
- INSTITUTE PHYSICS
- INSTITUTE OF MICROBIOLOGY AND BIOTECHNOLOGY
- INSTITUTE OF ATOMIC PHYSICS AND SPECTROSCOPY
- INSTITUTE OF CLINICAL AND PREVENTIVE MEDICINE
- INTERNATIONAL INSTITUTE OF INDIC STUDIES
- RESEARCH CENTRE FOR NATURAL RESOURCES
- INTERDISCIPLINARY CENTRE FOR EDUCATIONAL INNOVATION
- UNIVERSITY OF LATVIA INNOVATION CENTRE LUMIC
- UL AGENCY «P.STRADINS MEDICAL COLLEGE OF THE UNIVERSITY OF LATVIA»
- UL AGENCY «RIGA MEDICAL COLLEGE OF THE UNIVERSITY OF LATVIA»
- UL AGENCY «RIGA FIRST MEDICAL COLLEGE OF THE UNIVERSITY OF LATVIA»
- RESIDENCY DEVELOPMENT PROGRAMME
- BOTANICAL GARDEN
- MUSEUM OF THE UL

VICE-RECTOR FOR HUMANITIES AND SOCIAL SCIENCES

- FACULTY OF THEOLOGY
- FACULTY OF EDUCATION, PSYCHOLOGY AND ART
- FACULTY OF HUMANITIES
- FACULTY OF HISTORY AND PHILOSOPHY
- FACULTY OF LAW
- FACULTY OF BUSINESS, MANAGEMENT AND ECONOMICS
- FACULTY OF SOCIAL SCIENCES
- UNIVERSITY OF LATVIA LIBRARY
- UNIVERSITY OF LATVIA ACADEMIC LIBRARY
- INSTITUTE OF PHILOSOPHY AND SOCIOLOGY
- INSTITUTE OF LATVIAN HISTORY
- LATVIAN LANGUAGE INSTITUTE
- UL AGENCY «INSTITUTE OF LITERATURE, FOLKLORE AND ART»
- CENTRE FOR BALTIC STUDIES
- CENTRE FOR JUDAIC STUDIES
- CENTRE "CONFUCIUS INSTITUTE"
- CENTRE FOR EUROPEAN AND TRANSITION STUDIES
- REGIONAL CENTRE
- BRANCH «ALŪKSNE»
- BRANCH «CĒSIS»
- BRANCH «JĒKABPILS»
- BRANCH «KULDĪGA»
- BRANCH «MADONA»
- BRANCH «TUKUMS»
- THE BALTIC-GERMAN UNIVERSITY LIAISON OFFICE

HEAD OF ADMINISTRATION

CHANCELLOR

- DEPARTMENT OF FINANCE AND ACCOUNTING
- REAL ESTATE REVENUE DEPARTMENT

- ACADEMIC DEPARTMENT
- DEPARMENT OF STUDY SERVICE
- DEPARTMENT OF COMMUNICATION
- LEGAL DEPARTMENT
- DEPARTMENT OF HUMAN RESOURCES
- DEPARTMENT OF INFORMATION TECHNOLOGY
- DOCUMENT MANAGEMENT DEPARTMENT
- INFRASTRUCTURE MANAGEMENT DEPARTMENT
- INSTITUTIONAL DATA ANALYSIS CENTRE
- PROJECT SUPPORT CENTRE
- ACADEMIC CENTRE DEVELOPMENT PROGRAMME
- PROGRAMME FOR THE DEVELOPMENT AND MANAGEMENT OF STUDIES

- UL INTERNAL AUDITOR
- UL QUALITY MANAGER
- HEAD OF THE UL WORK PROTECTION SYSTEM
- UL IT SECURITY MANAGER

- THE UNIVERSITY OF LATVIA PRESS
- TECHNOLOGY TRANSFER CENTRE
- PRE-STUDIES TRAINING CENTRE

- HOTELS SERVICE CENTRE
- CULTUR CENTRE
- SPORTS CENTRE

UNIVERSITY OF LATVIA

Faculty level

FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

LATVIJAS UNIVERSITĀTE
BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTE

BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES STRATĒĢIJA

2022.- 2027.gadam

LATVIJAS UNIVERSITĀTE

LATVIJAS UNIVERSITĀTES STRATĒĢIJA
UNIVERSITY OF LATVIA STRATEGY

2021–2027

saīsinātā versija
adapted version

FACULTY STRATEGY 2027

Development directions	Strategic goals
Development of Principal Activities	
Scientific excellence	1. Internationally recognized research university
Study development	2. A unique study offer and high competitiveness of graduates
Contribution to society	3. University activities as a basis for the growth of Latvia
Institutional Development	
Talent development	4. Development- and excellence-oriented personnel policy
Environment and governance	5. Green thinking, attractive, sustainable university environment and effective administrative support
Organizational culture	6. Inclusive, cooperation- and innovation-focused culture

UNIVERSITY OF LATVIA

BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES GALVENIE VĒSTĪJUMI VIRZIENĀ "IEGULDĪJUMS SABIEDRĪBĀ"

Lai sasniegtu izvirzītos mērķus un uzdevumus, kā arī uzrunātu definētās mērķauditorijas, BVEF izstrādā un nepārtraukti uztur vēstījumu sistēmu, kas sastāv no galvenajiem un personalizētajiem vēstījumiem konkrētām mērķauditorijām. Vēstījumi aptver visas nozīmīgākos BVEF darbības virzienus un fakultātes īstenotās aktivitātes. Tie tiek integrēti un komunicēti visos fakultātes kanālos un izdotajos materiālos.

BVEF galvenie vēstījumi visām mērķauditorijām:

1. LU Biznesa, vadības un ekonomikas fakultāte nodrošina Latvijā labāko biznesa izglītību;
2. Studē Biznesa, vadības un ekonomikas fakultātē, lai strādātu gudrāk un pelnītu vairāk;

IEGULDĪJUMS SABIEDRĪBĀ

UZ BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES ATTIECINĀMĀS LU STRATĒĢISKĀS RĪCĪBAS UN UZDEVUMI VIRZIENĀ "IEGULDĪJUMS SABIEDRĪBĀ"

M.5. LU STRATĒĢISKAIS MĒRĶIS: Universitātes darbība kā Latvijas izaugsmes pamats	Tieši attiecināmi	Netieši attiecināmi	Neattiecināmi
R.3.1. NACIONĀLO VĒRTĪBU SAGLABĀŠANA, NOSTIPRINĀŠANA UN ZINĀTNES RADĪŠANA			
U.3.1.1. Nodrošināt nacionālās identitātes, kultūras un pēctecības izzināšanu un saglabāšanu		x	
U.3.1.2. Uzturēt, saglabāt un popularizēt uzkrātās intelektuālās vērtības un zinātnes sasniegumus	x		
R.3.2. ILGTSPĒJĪGU VĒRTĪBU RADĪŠANA UN SABIEDRĪBAS LABBŪTĪBA			
U.3.2.1. Integrēt ilgtspējīgu attīstību universitātes visās darbības jomās		x	
U.3.2.2. Dalīties zinātnā un stiprināt sadarbību ar vietējiem un ārvalstu partneriem	x		
U.3.2.3. Nodrošināt dzimumu vienlīdzības principu ievērošanu izglītībā un veicināt vienlīdzīgu piekļuvi izglītībai neaizsargātākajām iedzīvotāju grupām	x		
U.3.2.4. Izveidot atbalsta instrumentus talantīgu maznodrošinātu jauniešu piekļuvei universitātes studijām		x	
R.3.3. UNIVERSITĀTES KĀ VĒRTĪBAS STIPRINĀŠANA SABIEDRĪBĀ			
U.3.3.1. Palielināt LU darbības ieguldījumu Latvijas tautsaimniecībā, kultūras, sabiedrības un izglītības attīstības jomās	x		
U.3.3.2. Paaugstināt akadēmisko zināšanu vērtību sabiedrībā, pētniecībā un studijās risinot būtiskus sociālos izaicinājumus	x		
U.3.3.3. Sekmēt LU zinātnes sasniegumu komunikāciju sabiedrībā, veicinot zinātnieku atpazīstamību	x		
R.3.4. SEKMĪGA ZINĀTNES UN TEHNOLOĢIJU PĀRNESE			
U.3.4.1. Izveidot zinātnes un tehnoloģiju pārneses un komercializācijas atbalsta sistēmu		x	
U.3.4.2. Paplašināt uzņēmēju iesaisti pētnieciskās sadarbības partneru lokā visās zinātņu jomās	x		
U.3.4.3. Attīstīt uzņēmējdarbības prasmes un paplašināt studentu iesaisti inovāciju radīšanā	x		
U.4.3.5. Attīstīt atvērtās zinātnes pieeju, veicinot zinātnes infrastruktūras koplietošanu un zinātnes rezultātu pieejamību	x		
R.3.5. Kvalifikācijas celšanas un pārkvalifikācijas profesionālās pilnveides un neformālās izglītības nodrošināšanā personām ar augstāko izglītību, veicinot Latvijas Tautsaimniecības produktivitātes celšanu	x		

LATVIJAS UNIVERSITĀTE
BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTE

BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES STRATĒĢIJA

2022.- 2027.gadam

BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES SADARBĪBAS PLATFORMAS UN KOMUNIKĀCIJAS KANĀLI VIRZIENĀ "IEGULDĪJUMS SABIEDRĪBĀ"

- Valsts olimpiāde ekonomikā
- Starptautiskā ekonomikas olimpiāde
- Junior Achievement Latvia
- Izstāde Skola
- ERASMUS+ u.c.apmaiņas programmas

- LU/S un e-studijas
- BVEF interneta mājaslapa

BIZNESA, VADĪBAS UN EKONOMIKAS FAKULTĀTES SADARBĪBAS PIEMĒRI VIRZIENĀ "IEGULDĪJUMS SABIEDRĪBĀ"

FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

FACULTY OF BUSINESS, MANAGEMENT AND ECONOMICS

INTERNAL TARGET AUDIENCES:-LU staff (teaching and administrative staff)-LU students (all levels of study, home and abroad)

EXTERNAL TARGET AUDITORIES:-Students and their parents (Latvian and foreign)-Potential students (economically active population) -School management and teachers-Industry and its employers - Scientific and academic institutions (Latvian and foreign)-Social partners (NGOs)-Policy makers and decision makers -Mass media

PRIMARY TARGET AUDIENCE:-University staff and students-Students and their parents (Latvian) -Potential students - Industry and its employers-Scientific and academic institutions (Latvian)-Social partners-Policy makers and decision makers -Mass media

SECONDARY TARGET AUDITORIES:- Pupils and potential students (foreign)- Scientific and academic institutions (foreign)

FACULTY SVOT OF THE THIRD MISSION

Strength:

- Quality and demand for study programmes;
- The relevance of the research carried out;
- Competence, expertise and knowledge sharing of academic staff
- Faculty contribution to continuing and lifelong learning
- Activities in schools
- Involvement in the development and promotion of sustainable development ideas

UNIVERSITY OF LATVIA

FACULTY SVOT OF THE THIRD MISSION

Areas for improvement:

- Science communication;
- Encouraging pupils' and students' applied research acitivies
- Visibility of academic staff
- Increasing the number of applied research
- Development of the communication platform and channels

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FACULTY SVOT OF THE THIRD MISSION IN FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

Opportunities:

- Involvement of employers and alumni
- Regular and comprehensive reporting
- Developing new communication platforms and channels

FACULTY SVOT OF THE THIRD MISSION IN FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

Threats:

- Bureaucratisation of public administration processes
- Insufficient public funding for higher education and low ability of citizens to pay;
- The impact of an unstable and rapidly changing global situation on attracting international students;
- Impact of the reorganisation of university departments on the contribution, visibility and image of the faculty.

KPI FOR THE THIRD MISSION IN FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

Latvian funding for research and development of Latvian culture, society, history, Latvian language (EUR thousands)

Number of cooperation activities (joint projects) with non-governmental organisations

Number of times the views expressed by scientific staff have been reported in the print media

Staff participation in public administration and local government advisory bodies (number)

Number of cooperation partners - traders whose economic activity is registered in Latvia

Number of contract studies (on behalf of traders)

Number of research projects (effective cooperation)

Private sector funding for research (EUR 000)

Co-publications with foreign partners in SCOPUS and Web of Science databases (number)

Number of co-publications with companies indexed in SCOPUS databases

KEY ACTIVITIES FOR THIRD MISSION IN FACULTY STRATEGY 2027

UNIVERSITY OF LATVIA

1. to ensure the involvement of representatives of society and the business community in the Faculty's collegial governance bodies and academic work

2. to promote, target and contribute to the intellectual values and scientific achievements of the BVEF in the areas of economic, cultural, social and educational development of Latvia, addressing major social challenges

3. Developing competitiveness for the use of online platforms in higher education institutions;

4. Strengthening the reputation in the rankings and developing sustainable cooperation with former students through the BVEF Alumni Association

5. Preparation of documentation for submission to the International Accreditation of Business Schools (AACSB)

6. Strengthening the international brand of the BVEF to compete with universities of the same level in other countries in attracting international students

7. Communicating the achievements of the University's science to the public, promoting the visibility of scientists

8. Increasing the involvement of business in research collaborations in all fields of science.
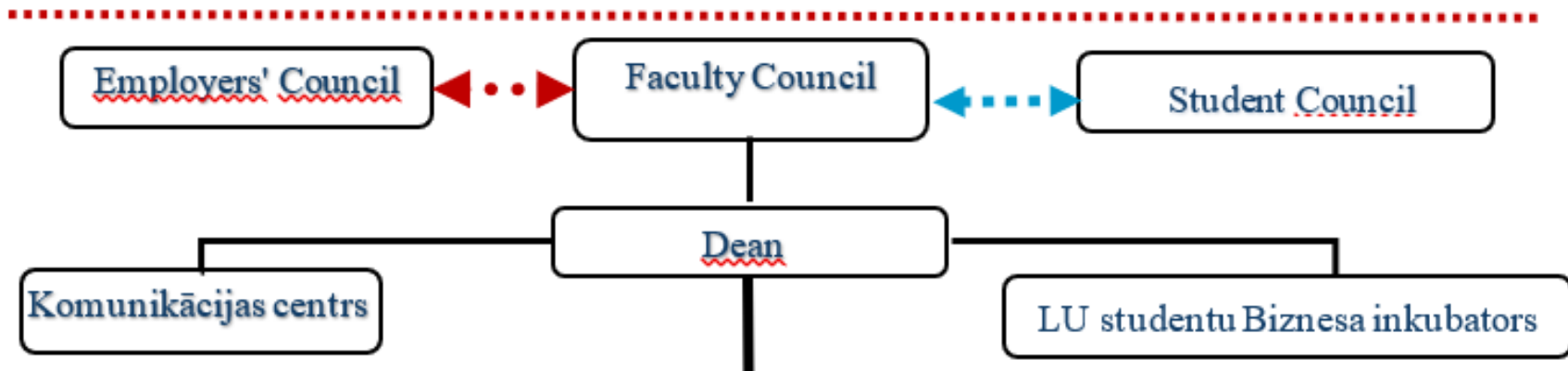
FACULTY ORGANIZATIONAL CHART
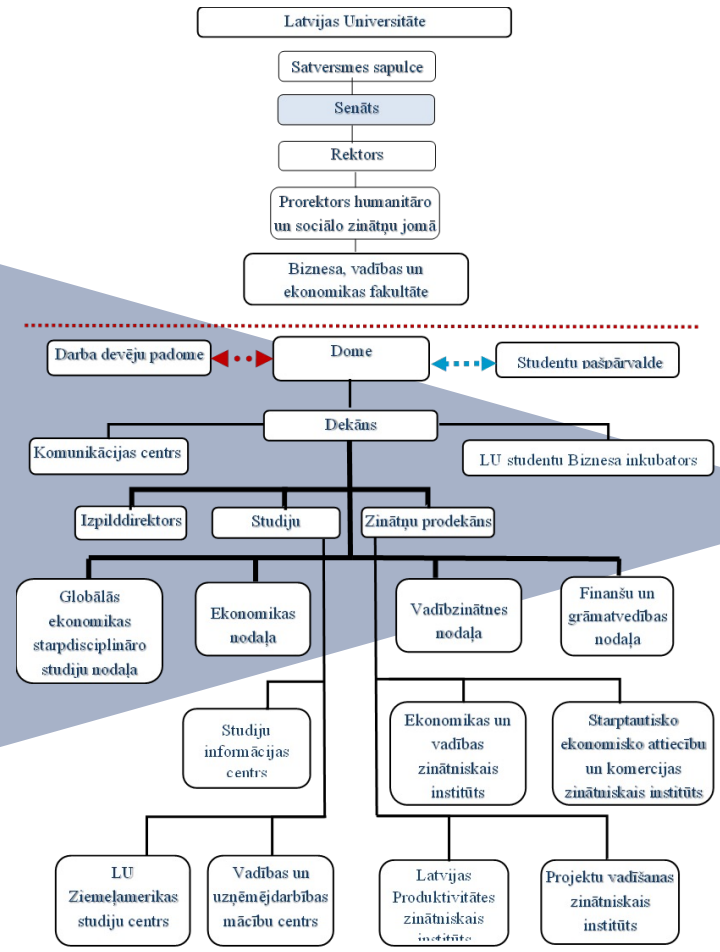
Administration level

The UL administrative structural units

Structural unit	Substructure units
Academic Department	Academic Policy Division
	Science Projects Division
	Study Quality Assurance Division
	Lifelong and Continuing Education Division
Study Service Department	Academic Services Division
	Admission Division
	Mobility Division
Communication Department	Public Relations Division
	Marketing Division
	Student Engagement Division
Legal Department	Legal Aid Division
	Procurement Division
Human Resources Department	Academic Competence Development Division
	Social service office
Information Technology Department	LUIS Division
	IS Design and Development Division
	IT Infrastructure Division
Finance and Accounting Department	Financial Planning Division
	Accounting Division
	Infrastructure Planning Division

The UL administrative structural units

Structural unit
Real Estate Revenue Division
Infrastructure Management Division
Student Halls of Residence and Workers' Hostels and Similar Establishments Service Centre
Institutional Data Analysis Centre
Project Support Centre
UL Academic Centre Development Programme
UL Study Development and Governance Enhancement Programme
Document Management Division
Internal Auditor
Quality Manager
Head of the UL Occupational Safety System
Information Technology Security Manager

ADMINISTRATION ACTION PLAN FOR STRATEGY 2027

Development directions	Strategic goals
Development of Principal Activities	
Scientific excellence	1. Internationally recognized research university
Study development	2. A unique study offer and high competitiveness of graduates
Contribution to society	3. University activities as a basis for the growth of Latvia
Institutional Development	
Talent development	4. Development- and excellence-oriented personnel policy
Environment and governance	5. Green thinking, attractive, sustainable university environment and effective administrative support
Organizational culture	6. Inclusive, cooperation- and innovation-focused culture

UNIVERSITY OF LATVIA

To ensure the exploration and preservation of national identity, culture and continuity

To provide and promote access to the historical and new collections of the memory institutions of the UL	Circulation rate of library collections, per year
	Increase in number of visitors, per year (physical visits)
	Number of new acquisitions, per year
	Complete transfer of the libraries and museum to the Academic Centre
Digitising the historical collections of the memory institutions of the University and making them freely accessible	Number of items digitised, per year
	Number of digitised items made freely available, per year
Implement external funding activities for targeted acquisitions	Ratio of number of projects applied for to number of projects approved, strategic period
	Amount of funding committed, strategic period
Ensuring the extension of the planned accreditations of the UL memory institutions	Accreditation of the Museum of the University of Latvia
	LUB re-accreditation implemented
	Re-accreditation of LU AB
	LU AB receives the status of a library of national importance
To promote research for the study and development of Latvian culture, society, history and the Latvian language	(KPI 19) Funding for research and development of Latvian culture, society, history and language (in thousands EUR)
	Research implemented for the study and development of Latvian culture, society, history and the Latvian language during the strategic period

Opening of Daniel Everett's book "Language - an instrument of culture".

Science Café
"Cemetery Stories"
at Rainis Cemetery.

UNIVERSITY
OF LATVIA

• Signing of a cooperation agreement between the Botanical Garden of the University of Latvia and the car service, to raise funds for the restoration of rhododendron plantations in the Botanical Garden.

Maintaining, preserving and promoting the intellectual assets and scientific achievements

To promote the intellectual achievements and cultural and historical values of the University	Number of exhibitions organised by LU in Latvia and abroad, per year
	Number of visitors to exhibitions, per year
	Number of participations in LV and international events, per year
	100th anniversary of the University Botanical Garden
	Digital solutions implemented, strategic period
	500th anniversary of LU AB
	Participation of LU collectives in the Latvian Song and Dance Festival
To carry out external fundraising activities to promote the intellectual assets and scientific achievements of the University	Ratio of number of projects applied for to number of projects approved, strategic period
	Amount of funding committed, strategic period

• Night of Museums

UNIVERSITY OF LATVIA

University of Latvia
Night of Museums

- Signing of the cooperation agreement between the University of Latvia and the Latvian War Museum

- Aura Choir concert "In the Crown of Songs"

UNIVERSITY
OF LATVIA

Integrate sustainable development into all University activities

Promoting the development of study and lifelong learning offers in the field of sustainable development	Study programmes, courses and modules developed, as well as continuing education programmes in educational fields related to sustainable development and lifestyles, during the strategic period
Promote the expertise of the University in addressing the SDGs in society	Increase in the number of public sector development planning working groups involving UL staff as experts on SDGs during the strategic period

• Meeting with Riga City Council representatives, tour of the future House of Writings

UNIVERSITY OF LATVIA

Share know-how and strengthen cooperation with local and international partners

Promote the implementation of thematic, including Networking activities in the areas of strategic specialisation of the University	*Number of thematic science sharing activities during the strategic period*

Implement activities to implement the principles set out in the LU Gender Equality Policy	Equality officer (equality/diversity/inclusion)
	Activities implemented in the LU Gender Equality Plan
	Annual monitoring report published
Centralise and improve the system of tuition fee discounts	Number of students from vulnerable groups, per year
Promote the provision of learning content adapted for people with disabilities, accessible environment (including audio and Braille lectures, examination opportunities for people with hearing and visual impairments)	Amount of funding mobilised for adapted learning for people with disabilities, strategic period
	Number of measures implemented to provide adapted learning for people with disabilities
Implement community-building activities to promote diversity and inclusion and advocacy for vulnerable groups in the learning environment	Communication campaigns to promote diversity and inclusion and to advocate for vulnerable groups in the learning environment, during the strategic periodKomunikācijas kampaņas dažādības un iekļaušanas veicināšanai un neaizsargāto iedzīvotāju grupu aizstāvībai studiju vidē, stratēģiskajā periodā

Ensure gender equality in education and promote equal access to education for vulnerable groups

- Congratulations to the University of Latvia seniors

UNIVERSITY OF LATVIA

Lecture on the dramaturgy for UL seniors

Create support tools for talented young people to access university

Providing scholarships for talented young people to study at the University of Latvia	Atbalstīto maznodrošināto talantīgo jauniešu skaits, gadā
	(KPI 13) Number of students supported by targeted scholarships (LU and LU Foundation)
	Increased number of scholarships for talented young people from low-income backgrounds to study at the University of Latvia, strategic period

Introduce a system for coordinating participation in professional organisations	Register of LU participation in professional organisations Annual reports on the latest developments in the participation of the Faculty in professional organisations introduced and produced

To increase the contribution of the University to the development of Latvia's economy, culture, society and education

Increase the value of academic knowledge for society, research and study by tackling major societal challenges

Coordination of expert opinions, public debates and other events on topics of public interest	Number of publicity events of academic staff, per year	
Promoting the development of studies on topics of public interest	Number of study projects implemented at public request	
	Number of participations of secondary school students in the development/evaluation of their FPDs	
	Number of scientific studies carried out at public request	

Seminar "Civil Protection and catastrophe Management System in Latvia"
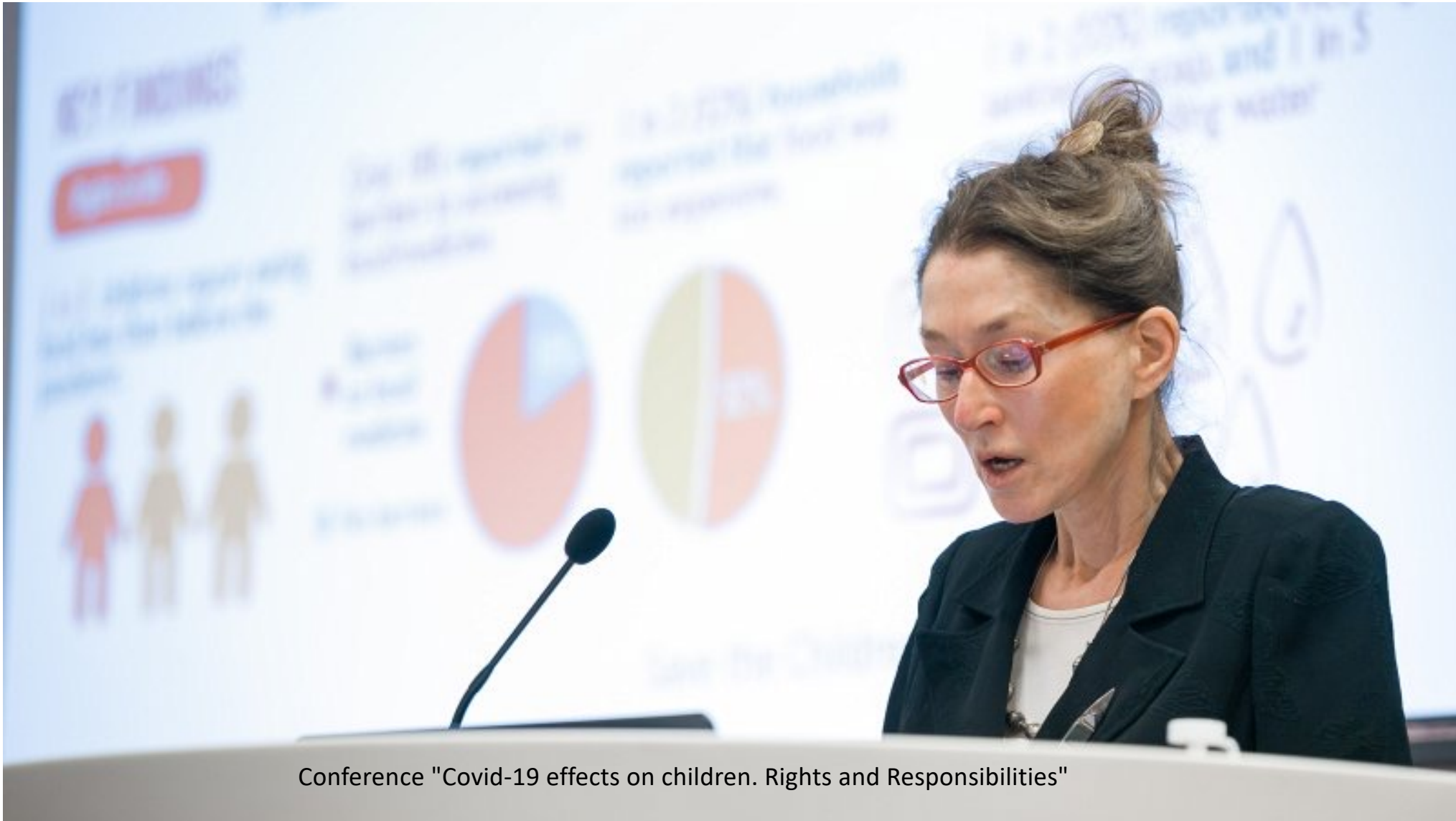
Conference "Covid-19 effects on children. Rights and Responsibilities"

- Announcement of the results of the PIRLS International Literacy Study in Latvia

• Guest lecture by Lenart Škof, Head of the Koper Institute for Philosophical Studies (Slovenia), on "War, Child Ontology and Peace".

• Hospice Care Discussion Forum "The right to die with dignity".

Improve the Science Communication System (division of responsibilities, regular planning, improvement of channels)	Science communication principles defined
	Improving the Science Communication System
	Register of Science Communication activities mandatory for projects
To promote the visibility of the academic staff of the University and the promotion of academic work	Public website (science.lu.lv)
	Number of times information is provided in media monitoring, per year
Implement science communication campaigns	3 science communication campaigns per year

- Science Café "Eyes in the Cube"

"Day of Shadows"

To establish a support system for knowledge and technology transfer and commercialisation

Developing guidelines for intellectual property management	Intellectual property management guidelines developed
Establish a support system for technology transfer and commercialisation	Technology transfer support system established
	Funding raised through commercialisation, per year
	Number of activities supported per year

To increase the involvement of business as a research partner in all fields of science.

Establish and implement a cooperation management system	Collaboration Management System implemented
	(A.1.2.2.3.) Intensify the implementation of the Effective Cooperation Programme
	(KPI 15) Private sector funding for research (EUR 000)
	(KPI 17) Commercialisation revenues (EUR in thousands)
	(KPI 16) Number of co-publications with companies indexed in SCOPUS databases

LATVIJAS UNIVERSITATE
ANNO 1919

ĶĪMIJA   VIDE   ENERĢĒTIKA   PĀRTIKA   MATERIĀLI   BIOMEDICĪNA

Ķīmija

Sākums / Ķīmija
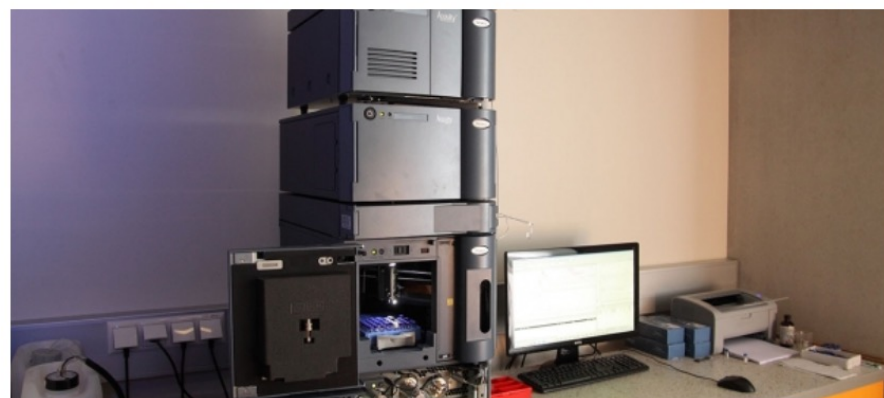
To develop entrepreneurial skills and increase student involvement in innovation.

Ensure participation in calls for proposals for entrepreneurial skills activities	EIT funding leveraged, strategic period
	Entrepreneurship skills activities implemented, per year
	Dalībnieki īstenotajos uzņēmējdarbības prasmju veicināšanas pasākumos, gadā
Promoting the provision of entrepreneurial and project management skills in study programmes	Participants in entrepreneurship skills activities, per year
Encourage student participation in the LU Business Incubator	Measures to promote student participation in LUBI
	Increase in the number of students at LU BI, per year

University of Latvia Student Business Opportunities Festival "Icebreakers".

University of Latvia New Technologies and Innovations Day

UNIVERSITY OF LATVIA

To develop the open science approach by promoting the sharing of scientific infrastructure and access to scientific results

Develop an Open Science Strategy (functional level strategy)	Open Science Strategy approved
Define the principles for the use of open access research infrastructures	Defining principles for the use of open access research infrastructures
	Increased number of external users, per year
To ensure participation in EC calls for projects to promote open science at the University and internationally	Number of projects applied for, strategic period

Open data[1] – freely available and free-of-charge information without any restrictions for re-use that allows editing and automated processing with freely available software.

Open access[2] – permitting any user to read, download, copy, distribute, print, search, or link to the full text of scholarly articles, crawl them for indexing, pass them as data to software, or use them for any lawful purpose, without financial, legal or technical barriers other than those inseparable from gaining access to the internet itself. Can also apply to theses, books, book chapters, monographs and other content.

Hybrid Open Access Journal[3] – a publishing model in which subscription-based journals allow authors to make individual articles gold open access immediately on payment of an article publication charge.

Types of open access:

Gold access[4] – a publishing practice where the author or author institution can pay a fee to the publisher at publication time, the publisher thereafter making the material available 'free' at the point of access. The results of Open "gold" access scientific research can be published in open access journals, in a series of monographs, while retaining copyright for the work, or in hybrid journals, upon the selection of the open access option;

Green access[5] (or self-archiving) – a publishing practice where the author uploads the article to a repository, thereby making the publication open access to the rest of the world. Publishers may demand an embargo period, during which access is restricted;

Diamond access[6] – publication via diamond journals/platforms that do not charge author-facing publication fees (APCs). Diamond open access journals are journals where all articles are published free of charge and are freely accessible. Diamond open access journals are usually funded via library subsidy models, institutions or societies.

Open science – an approach to the scientific process that ensures public access to publications and research data in digital format without restrictions or with minimal restrictions, as well as extensive involvement of the public in the research process.

Data management plan[7] (*DMP*) – a document that describes the creation, collection, use, storage of research data that both covers the timeline, ethical and legal aspects of the research, and enables planning of the procedures for its accessibility after the end of the research.

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[1]   Paragraph 6, Section 1 of the Freedom of Information Law.
[2]   https://casrai.org/term/open-access/
[3]   https://publishingsupport.iopscience.iop.org/questions/what-is-a-hybrid-open-access-journal/
[4]   https://www.openaccess.nl/en/lexicon/4#green_road
[5]   https://www.openaccess.nl/en/lexicon/4#golden_road
[6]   https://www.openaccess.nl/en/what-is-open-access
[7]   https://www.izm.gov.lv/lv/media/4681/download

research*
Latvia
Value Through Knowledge

Latvian Open Science Strategy

2021-2027

- **QUALITY REGYLATIONS IN LATVIA**
- **QUALITY MANAGEMENT AT UL**

  - *Quality culture*
  - *Quality Management system*
  - *EFQM 2020 standard and its application in UL*
  - *and its application in UL*

UNIVERSITY OF LATVIA

Regulation for QM and QA

EUROPE

In the European Higher Education Area, the **ESG** developed as a result of the Bologna Process provide for a common approach to quality assurance systems and promotion of quality assurance and improvement.
In addition, the Bologna Process Declaration determines an individual primary responsibility of each higher education institution for ensuring the quality of higher education.

LATVIA

In Latvia, the establishment and implementation of internal quality assurance systems for higher education institutions is determined by the **Law on Higher Education Institutions**.

UNIVERSITY OF LATVIA

The quality management system of the University of Latvia is developed in accordance with the comprehensive quality management approach, using the excellence model developed by **EFQM 2020** and the elements of the ISO 9001: 2015 standard, as well as integrating **ESG 2015** standards and guidelines in ensuring study quality.

UNIVERSITY OF LATVIA

Definitions

Quality:

the level or degree to which the object meets the set objective requirements and the subjective assessment of the parties involved

Excellence:

excellent and exemplary achievements that are consistent with the highest quality standards and are ensured by maximizing the full potential of the organization

Definitions

Organizational culture

a specific set of values and norms inherent in staff and internal groups that influence their mutual behaviour and interaction with key stakeholders outside the organization

Quality culture:

staff's attitude towards the quality of work, progress towards continuous improvement
of the quality of operations and key processes,
new challenges and efforts to achieve excellence

Definitions

Quality governance:

a comprehensive set of actions ensuring systematic planning, implementation, evaluation and improvement in the quality of products or services
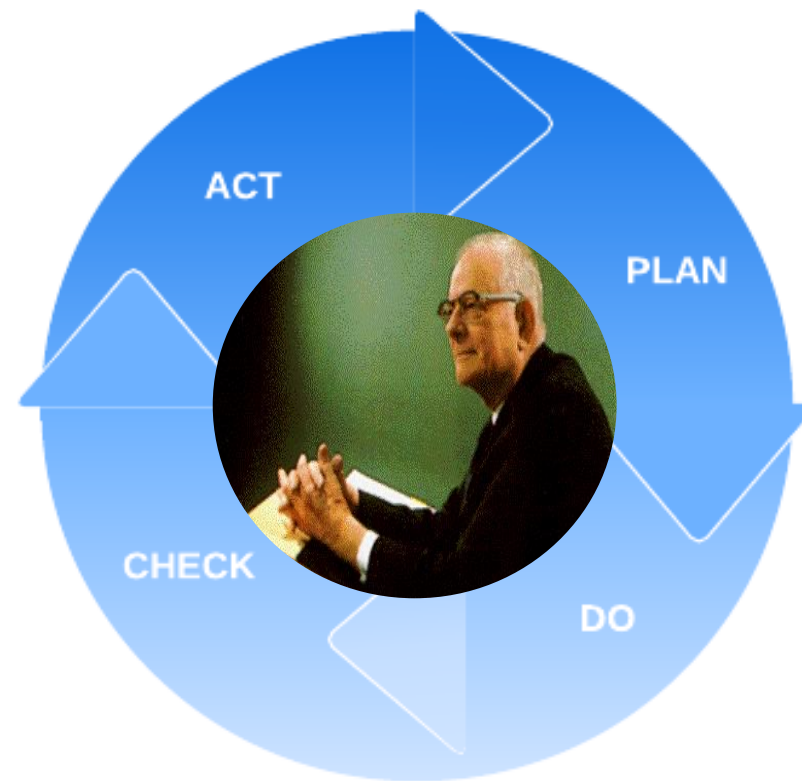
Quality management:

a management function that defines and implements the quality policy, as well as the set of activities and methods by which quality is planned, implemented, systematically evaluated and continuously improved, thus successfully achieving the goals set by the organization and ensuring that the needs of stakeholders are met
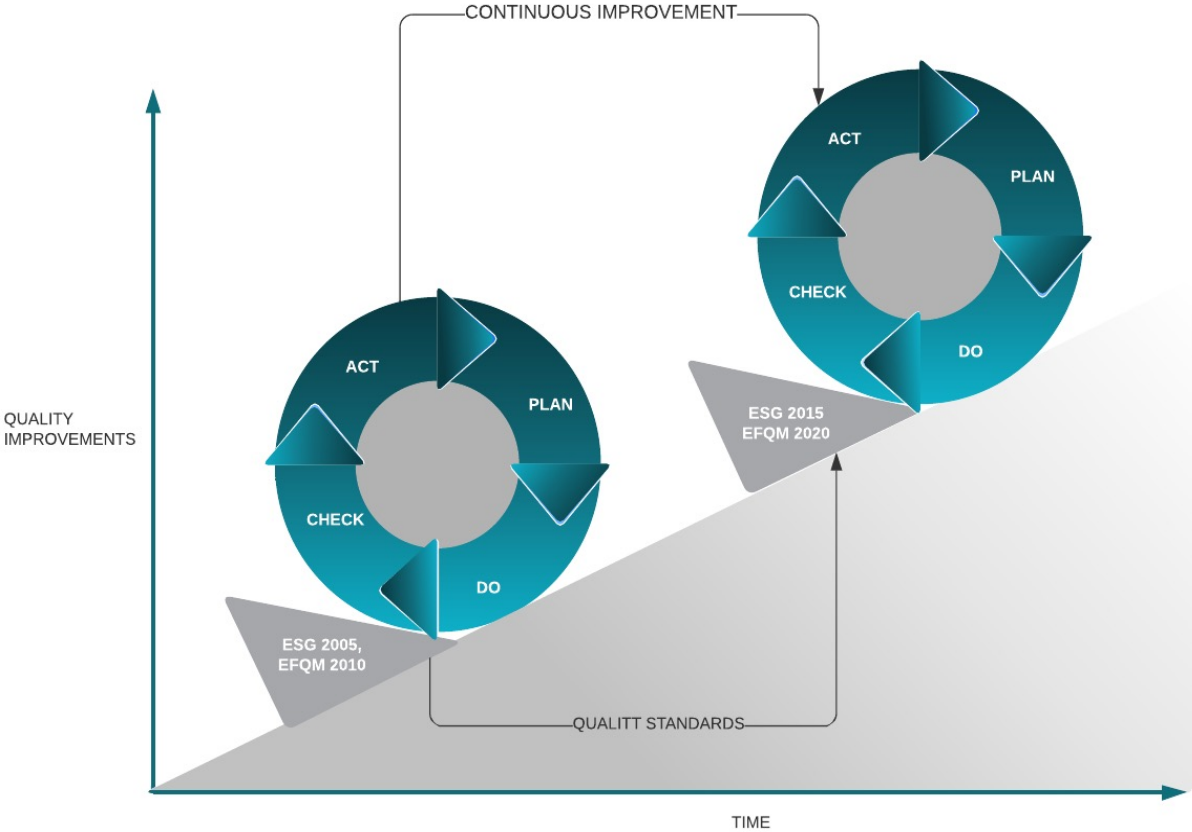
Quality assurance:

planned and systematic activities included in the quality management system in order to create confidence in the compliance of UL products or services with certain quality requirements
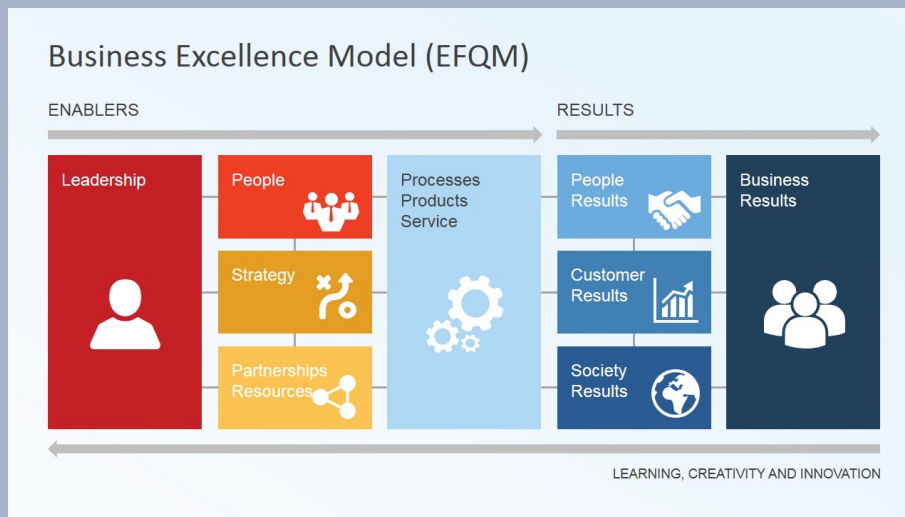
Continues
development

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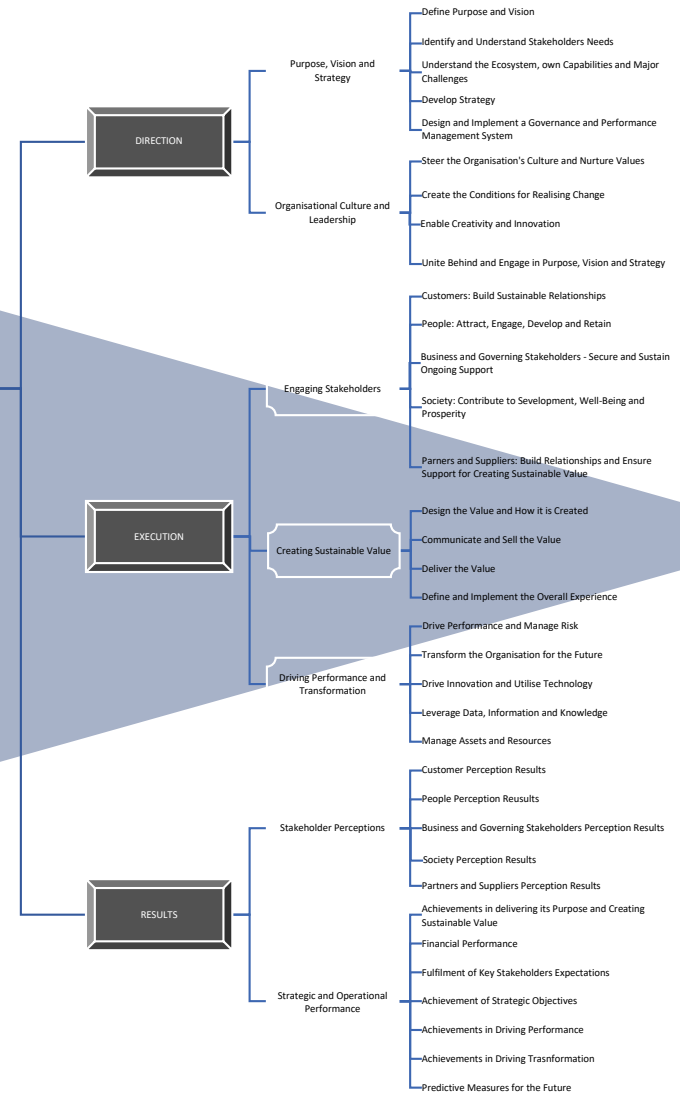
Continues development

EFQM

Business Excellence Model (EFQM)

ENABLERS

RESULTS

Leadership	People	Processes Products Service	People Results	Business Results
	Strategy		Customer Results	
	Partnerships Resources		Society Results	

LEARNING, CREATIVITY AND INNOVATION

EFQM Business Excellence Model Diagram - SlideModel

About EFQM

QM Standard EFQM 2020

About EFQM

EFQM 2020

APPROACH | DEPLOYMENT | ASSESSMENT & REFINEMENT

RELEVANCE & USABILITY | PERFORMANCE

APPROACH | DEPLOYMENT | ASSESSMENT & REFINEMENT

PURPOSE, VISION & STRATEGY

ORGANISATIONAL CULTURE & LEADERSHIP

DIRECTION

ORGANISATION

RESULTS

EXECUTION

ENGAGING STAKEHOLDERS

CREATING SUSTAINABLE VALUE

DRIVING PERFORMANCE & TRANSFORMATION

STRATEGIC & OPERATIONAL PERFORMANCE

STAKEHOLDER PERCEPTIONS

DIRECTION

Purpose, Vision and Strategy
- Define Purpose and Vision
- Identify and Understand Stakeholders Needs
- Understand the Ecosystem, own Capabilities and Major Challenges
- Develop Strategy
- Design and Implement a Governance and Performance Management System

Organisational Culture and Leadership
- Steer the Organisation's Culture and Nurture Values
- Create the Conditions for Realising Change
- Enable Creativity and Innovation
- Unite Behind and Engage in Purpose, Vision and Strategy

EXECUTION

Engaging Stakeholders
- Customers: Build Sustainable Relationships
- People: Attract, Engage, Develop and Retain
- Business and Governing Stakeholders - Secure and Sustain Ongoing Support
- Society: Contribute to Sevelopment, Well-Being and Prosperity
- Parners and Suppliers: Build Relationships and Ensure Support for Creating Sustainable Value

Creating Sustainable Value
- Design the Value and How it is Created
- Communicate and Sell the Value
- Deliver the Value
- Define and Implement the Overall Experience

Driving Performance and Transformation
- Drive Performance and Manage Risk
- Transform the Organisation for the Future
- Drive Innovation and Utilise Technology
- Leverage Data, Information and Knowledge
- Manage Assets and Resources

RESULTS

Stakeholder Perceptions
- Customer Perception Results
- People Perception Reusults
- Business and Governing Stakeholders Perception Results
- Society Perception Results
- Partners and Suppliers Perception Results

Strategic and Operational Performance
- Achievements in delivering its Purpose and Creating Sustainable Value
- Financial Performance
- Fulfilment of Key Stakeholders Expectations
- Achievement of Strategic Objectives
- Achievements in Driving Performance
- Achievements in Driving Trasnformation
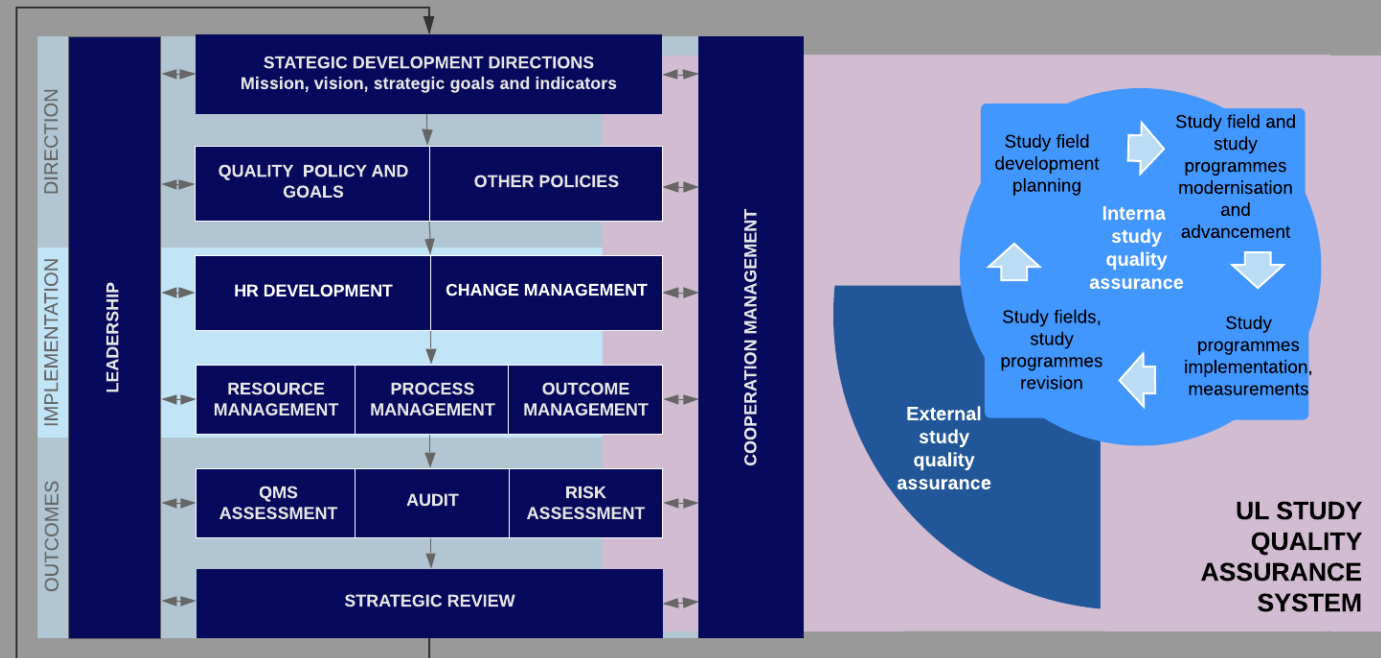- Predictive Measures for the Future

GLOBAL TRENDS: societal trends, globalisation, cutting-edge smart technologies, climate change, etc

INTERNATIONAL DIMETION: International dimension: sectoral policy in EU context, EU Directives, economic and education market trends, etc.

NATIONAL DIMENTION: development strategies, sectoral policy planning documents, legal framework, economy and education market trends, etc.

UL QUALITY MANAGEMENT SYSTEM

QMS at UL

UNIVERSITY OF LATVIA

STATEGIC DEVELOPMENT DIRECTIONS
Mission, vision, strategic goals and indicators

QUALITY POLICY AND GOALS

OTHER POLICIES

HR DEVELOPMENT

CHANGE MANAGEMENT

RESOURCE MANAGEMENT

PROCESS MANAGEMENT

OUTCOME MANAGEMENT

QMS ASSESSMENT

AUDIT

RISK ASSESSMENT

STRATEGIC REVIEW

DIRECTION

IMPLEMENTATION

OUTCOMES

LEADERSHIP

COOPPERATION MANAGEMENT

Study field development planning

Study field and study programmes modernisation and advancement

Interna study quality assurance

Study fields, study programmes revision

Study programmes implementation, measurements

External study quality assurance

UL STUDY QUALITY ASSURANCE SYSTEM

THANK YOU

FURTHER PROGRAMME

- HIGHER EDUCATION SYSTEM IN LATVIA

- STUDY QUALITY ASSURANCE SYSTEM AT UL

  - *Study quality Assurance system*
  - *ESG 2015 standard and its application in UL*

The case of Latvia and University of Latvia

Study quality assurance in the light of third mission

Formation of the study QA system *early 1990*

Reform of education system and first Law on Education

    Autonomy of higher education institutions

    Bachelor/master levels

    Credit piont system for programmes and courses

    Private higher education institutions

Formation of the study QA system
1994-1996

- Degree structure and division into academic and professional higher education

- Academic & professional education standard

- Division of higher education institutions

- <mark>Lifelong learning</mark>

- Staff and student mobility

- Specialized Law on Institutions of Higher Education

- **Founding of** the first Latvian quality assurance agency - the Higher Education Quality Evaluation Centre (HEQEC)

Bologna process in Latvia

| Degree Structure Harmonization | → | European **Credit Transfer and Accumulation System (ECTS)** | → | **Quality** Assurance | → | Mobility **and** Recognition | → | **Lifelong Learning and Employability** |

LATVIAN QUALIFICATION FRAMEWORK & compatibility with EQF and QF-EHEA

- *https://www.nki-latvija.lv/content/files/Latvijas-pasvertejuma-zinojums-2-versija_maijs-2012.pdf*
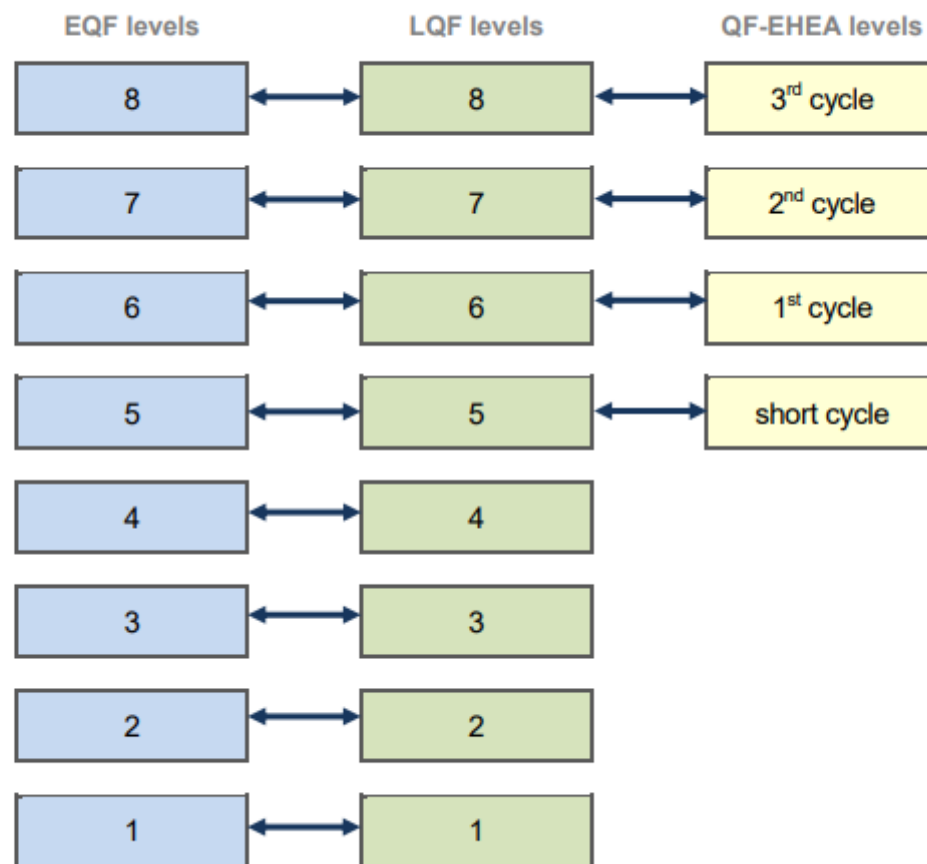
Latvian Qualifications Framework level descriptors (HE)

Knowledge	Skills	Competence	LQF & EQF level
Able to demonstrate comprehensive and specialised knowledge and understanding of facts, theories, causalities and technologies of the concrete professional field	Able, on the basis of analytical approach, to perform practical tasks in the concrete profession, demonstrate skills, allowing to find creative solutions to professional problems, to discuss and provide arguments regarding practical issues and solutions in the concrete profession with colleagues, clients and management, able to, with an appropriate degree of independence, to engage in further learning, improving one's competences Able to assess and improve one's own actions and those of other people, to work in co-operation with others, to plan and to organise work to perform concrete tasks in one's profession or to supervise such work activities, in which unpredictable changes are possible	Able to define, describe and analyse practical problems in one's profession, select the necessary information and use it for solving clearly defined problems, to participate in the development of the concrete professional field, demonstrate understanding of the place of the concrete profession in a broader social context	5
Able to demonstrate the basic and specialised knowledge typical of the concrete branch of science or profession and a critical understanding of this knowledge, moreover, a part of this knowledge complies with the highest level of achievement in this branch of science or profession Able to demonstrate understanding of the most important concepts and causalities of the concrete branch of science or professional field	Able, by using the mastered theoretical foundations and skills, perform professional, artistic, innovative or research activity, to define and describe analytically information, problems and solutions in one's own branch of science or profession, to explain them and to provide arguments when discussing these with both specialist and non-specialists Is able to structure independently one's own learning, to guide one's own and subordinates' further learning and improvement of professional qualification, to demonstrate scientific approach to problem solving, to assume responsibility and take initiative when performing individual work, when working in a team or managing the work of other people, to take decisions and find creative solutions under changing or unclear conditions	Able to obtain, select and analyse information independently and to use it, to take decisions and solve problems in the concrete branch of science or profession, demonstrate understanding of professional ethics, assess the impact of one's professional activities on environment and society and participate in the development of the concrete professional field	6
Able to demonstrate advanced or extensive knowledge and understanding, a part of which conforms with the most recent findings in the concrete branch of science or professional field and which provide the basis for creative thinking or research, inter alia, working in the interface of various fields	Able to use independently theory, methods and problem solving skills to perform research or artistic activities, or highly qualified professional functions Able to provide arguments when explaining or discussing complex or systemic aspects of the concrete branch of science or professional field both to specialists and non-specialists Able to guide independently the improvement of one's own competences and specialisation, to assume responsibility for the results of staff and group work and analyse them, to perform business activities, innovations in the concrete branch of science or profession, to perform work, research or further learning under complex or unpredictable conditions, if necessary, change them, using new approaches	Able to define independently and critically analyse complex scientific and professional problems, substantiate decisions and, if necessary, carry out additional analysis Able to integrate knowledge of various fields, contribute to the creation of new knowledge, research or the development of new professional working methods, demonstrate understanding and ethical responsibility for the possible impact of the scientific results or professional activity on environment and society	7

https://www.nki-latvija.lv/content/files/LQF-level-descriptors.pdf

European Social Fund project «Evaluation of Higher Education Study Programmes and Proposals for Quality Improvement» (2011-2013)

- The aim of the Project :

- evaluation of higher education programme quality, their overlapping, sufficiency of resources and sustainability;

- evaluation of higher education programme international competitiveness;

- development of proposals for future improvement, development, consolidation, promotion of international competitiveness, efficient use of resources and state budget funding of study programmes grouped by study directions;

- dissemination of the Project's results and developed proposals to higher education institutions, colleges and other stakeholders of higher education development, as well as state and non-governmental organizations.

HIGHER EDUCATION QUALITY AGENCY (AIKA)

full member of ENQA (2018)

included in EQAR

Central and Eastern European Network of Quality Assurance Agencies (EENQA)

Nordic Quality Assurance Network (NOQA)

European Consortium for Accreditation in higher education (ECA)

International Network for Quality Assurance Agencies in Higher Education (INQAAHE)

in accordance with new ESG-2015 for quality assurance agencies and external quality assurance

Accreditation of higher education institutions

Accreditation of study directions

Licensing of study programmes

Thematical reviews & recomendations

DECISION-MAKERS

- **Council for Higher Education**
- approved by the **Saeima**
- 13 members from <mark>industry, trade union, governmental & municipal institutions</mark>, HE organisations, Latvian Coulcil of Science, Student Council

- **Study Quality Committee**
- approved by the Higher Education Quality Assurance Council
- 5-7 members form <mark>industry, governmental institutions</mark>, HE experts, Student Council.

Accreditation evaluation criteria (TM)

- HEIcomply with the main directions of the strategic development [..] and ==meet the needs and the development trends of the society and national economy==

- HEI has established a system and developed/ implemented procedures for [..] the ==recognition of the study period, professional experience, and the previously acquired formal and non-formal education==

- The procedures for the development and review of the relevant study programmes of the study direction and the feedback mechanisms (including feedbacks to students, ==employers, and graduates==) have been defined and they are logical, efficient, and ==available for all stakeholders==.

- ==Innovative solutions== in the study process.

- The HEI cooperates with [..] ==other HEI, employers, employers' organisations, municipalities, non-governmental organisations==, scientific institutes [..] and such cooperation contributes to the achievement of the aims and learning outcomes [..].

- ==Stakeholders involved== in strategic and developmental planning

https://www.aika.lv/wp-content/uploads/2019/05/The-Guidelines-for-the-Preparation-of-the-Joint-Report-by-the-Experts-Group-on-the-Assessment-of-a-Study-Direction.pdf

Accreditation of higher education institutions – expert visits

Purpose - to obtain as much information as possible about the university or college, their fields of study and their corresponding study programs, in order to carry out a comprehensive and objective evaluation of the performance

During the visit

- HEI ensures that any of its representatives who wish to meet with the panel of experts have the opportunity to do so

- HEI provides access to the informational resources/infrastructure and other resources at the request of AIKA or the expert group

- each HEI representative may participate in only one meeting with the expert group

- meetings with teaching staff and students take place without the presence of HEI management representatives

- meetings with graduates and representatives of employers and/or professional organizations may not be attended by persons who study and/or are employed at the HEI

- during the visit, breaks (coffee breaks, lunch, dinner) take place separately from the HEI representatives

- working language of the evaluation visit is English

Study quality assurance in University of Latvia
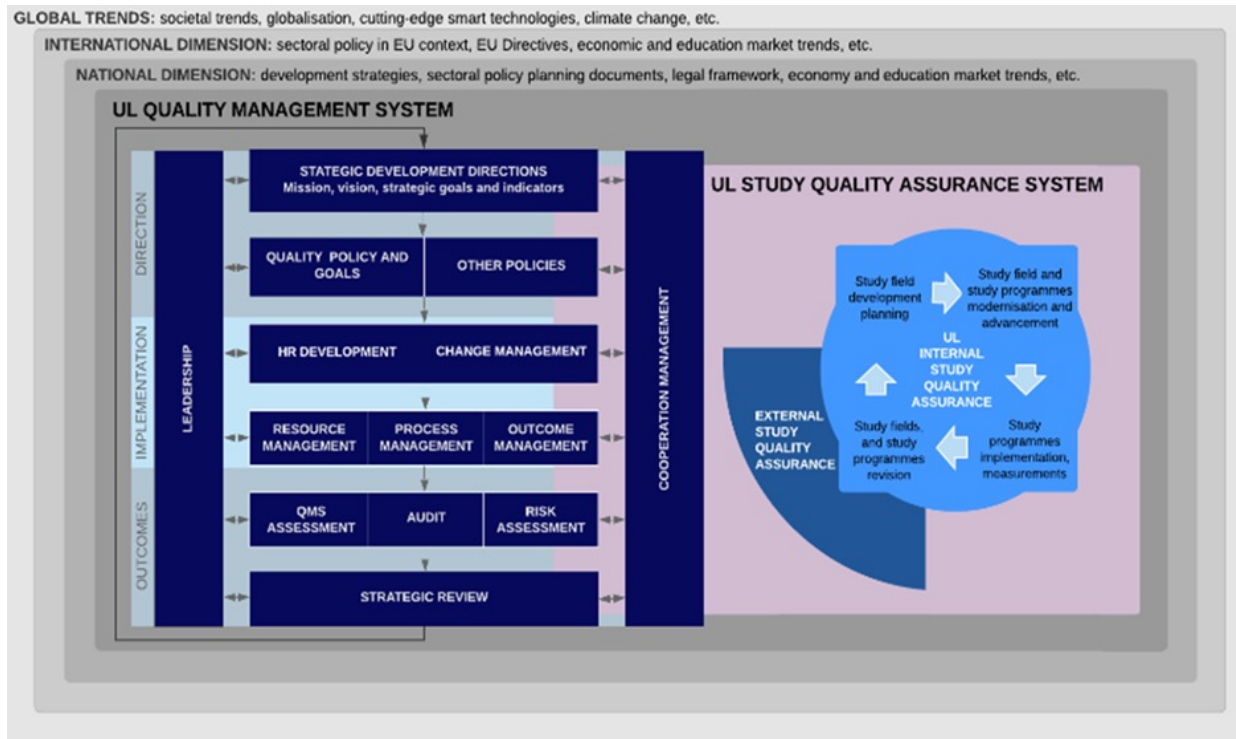
Quality of studies objective

The aim of the quality of studies at LU is to implement high-quality, science-based and internationally recognized studies that provide competent, intelligent and internationally competitive practitioners, teachers and scientists.

/UL Quality Action Policy

Roles, responsibilities, tasks
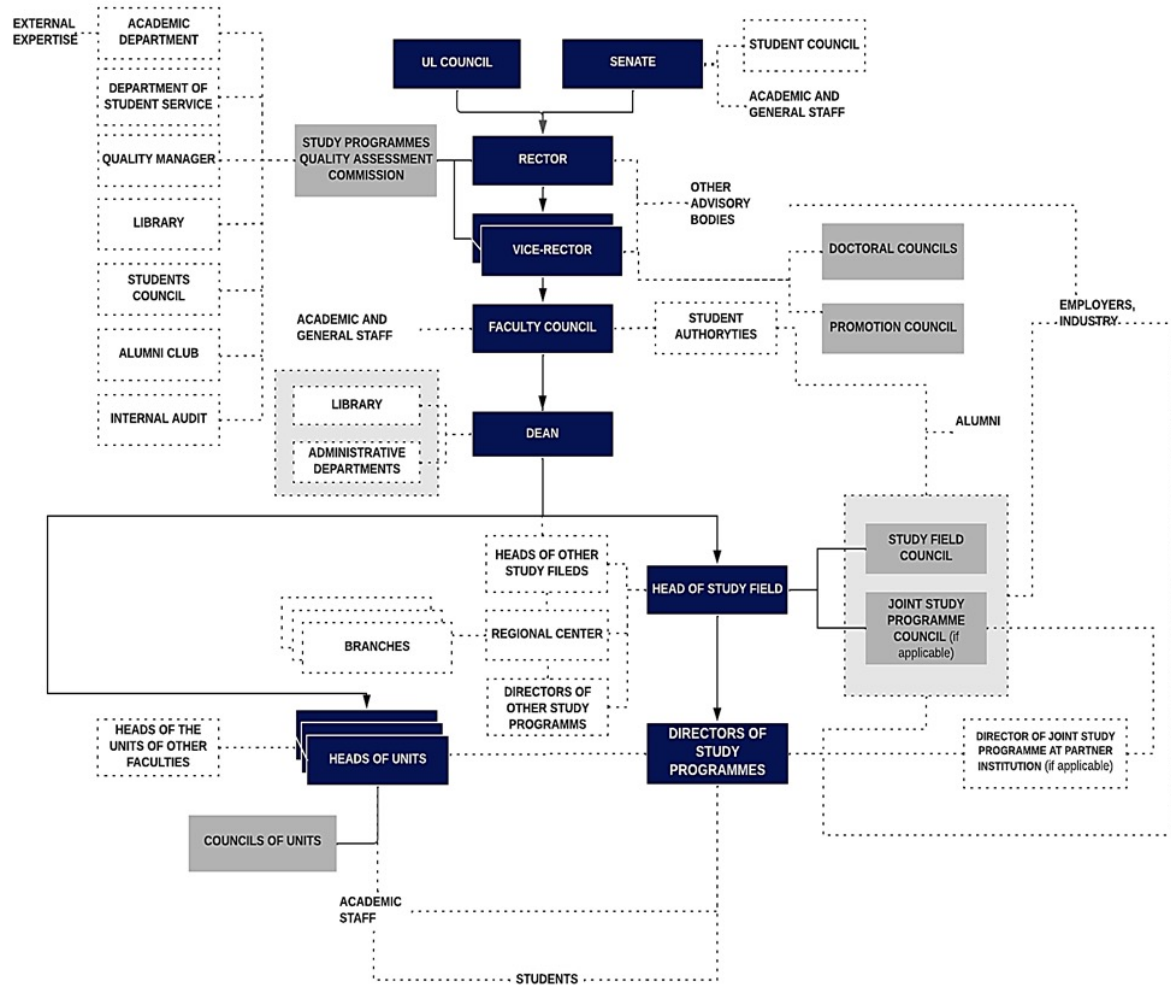
KEY
COMPONENTS
based on ESG

ESG
2015

Standards and Guidelines for Quality Assurance
in the European Higher Education Area

Quality assurance policy

The Quality Policy defines the understanding of the concept of quality in the context of the activities of the University and formulates the University's quality principles, including ethical and equal treatment, as well as determines the prerequisites and form of implementation of the Quality Policy, including the establishment of an advisory body, the formulation of the Quality Policy, the implementation of the Quality Management System and regular involvement of representatives of the parties involved in the activities of the University in the development of the Quality Management System. The UL Strategy 2021-2027, Quality Policy, Quality Action Policy

The Quality Policy is developed and implemented by internal stakeholders, using appropriate structures and procedures and involving external stakeholders

UL STRATEGY

UL QUALITY POLICY

UL QUALITY ACTION POLICY

SCIENCE STUDIES

COOPERATION
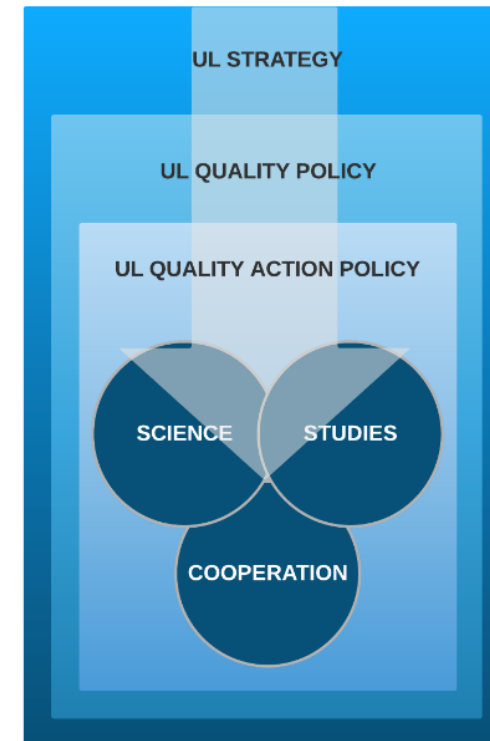
Design and approval of programmes

UL designs and regularly reviews programs and courses to ensure they meet current standards, are aligned with learning outcomes, and are ==relevant to the needs of students and industry and other stakeholders==

Initiating, conceptualising, coordinating and evaluating the development of a study programme
Development, coordination and evaluation of the study programme for licensing
Approval of the study programme by the Senate

Unique programmes   Baltic philology, Cultural heritage (auadze un finanses)

Consortium Inner Security Academy (Ministry of the Interior, State Police College, RSU and LU)

European university alliance FORTHEM (Finland, France, Germany, Italy, Latvia, Norway, Poland, Romania and Spain)

Student-centred learning, assessment and feedback

The UL provides and promotes opportunities for students to <mark>influence their study process</mark> and to participate in the evaluation of the quality of their studies

Student-centered **study process**

Assessment of student performance

Student-centred **communication**

Student-centred learning **environment**

<mark>Engagement</mark>

<mark>Flexibility for diversity</mark>

<mark>Dual career for sports students</mark>

Student admission, progression, recognition and certification

The implementation of study programmes takes place in accordance with the procedures for quality assurance in higher education at the University of Latvia. They are identified, formalised and implemented in accordance with the requirements of Latvian legislation, ESG and internal needs. The UL uses pre-defined and published rules that describe the student life, including admission, progress, recognition of prior study and experience, and graduation.

Admission

Recognition of qualifications and life-long learning

Tuition fee

Support for first year students

Progress of the study process

Graduation or exmatriculation

47 graduates aged 50-65+

Accesible and open for listeners and interesents, *Shadow days*

Teaching staff

The UL HR Management Policy is aimed at the involvement of personnel in the UL and the achievement of the professional goals of each individual by developing skills, assessing the performance and promoting growth opportunities, enabling, inter alia, academic staff and a student interested in the UL development to pursue a career in their field of activity, while graduates, learning from the most professional teaching staff in their field - to develop an educator career.

Human Resource Management Policy

Planning and recruitment of academic staff

Appraisal and development of academic staff

Management of teaching staff in study programmes jointly implemented by HEIs

Opinion leaders

Share expertise

Knowledge transfer and commercialization

Communication and disemination of research

Efforts to motivate and support the research intensity

Study resources and student support

The UL provides and continuously develops a study environment conducive to learning and teaching and a supportive and accessible range of learning resources. The UL develops and builds efficient on-site and online infrastructure and its support elements.

Academic centre and infrastructure

Library and its collections

Informative, methodological and administrative support

Student Support

    Accademic support – support for first year students, student mentors

    Career support – annual employers' exhibition *Career Opportunity Day*, UL&alumini student career development programme "Light Up the Future!"

    Psychological support

Information management

The UL collects, analyses and uses relevant information for the effective management of programmes and other activities

Information management for study programme administration

Systematic evaluation of performance

Integrated registers and access

Public outreach

The UL ensures the availability of up-to-date information on the activities of the University of Latvia by using external and internal information channels.
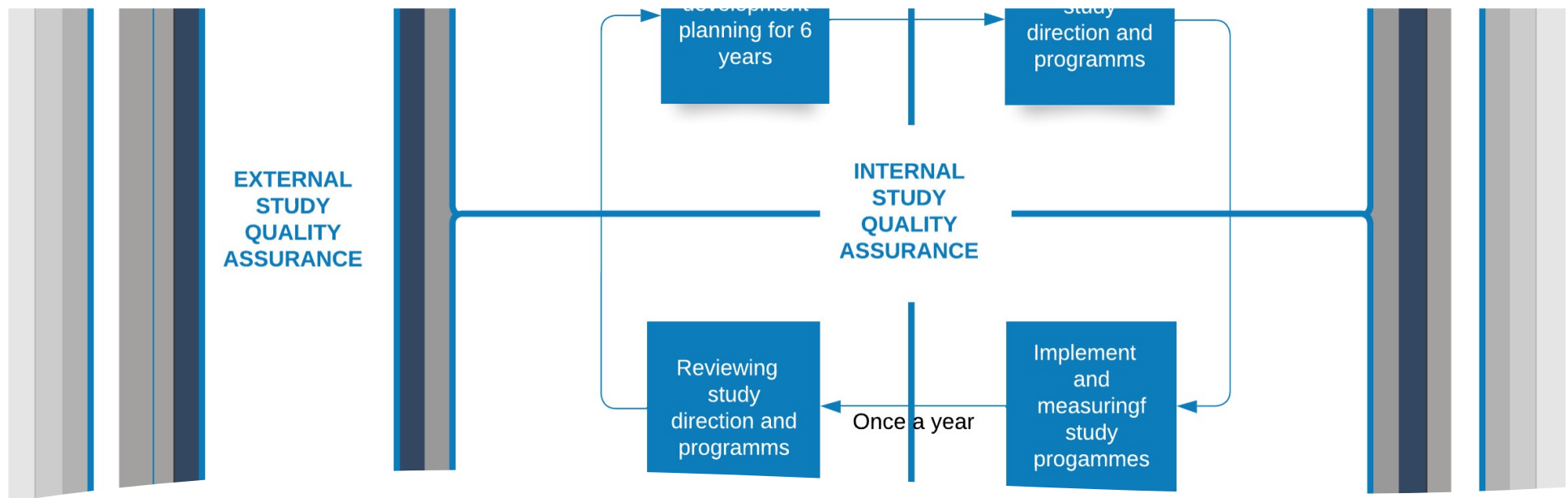
Electronic and printed communication materials

UL website and social networks

Thematic events (*e.g. Technology Day, Science Café, Researchers' Night, etc*.) and open lectures

Study information and programme catalogue

Study guide and mobility

Student life

EXTERNAL STUDY QUALITY ASSURANCE

INTERNAL STUDY QUALITY ASSURANCE

development planning for 6 years

study direction and programms

Reviewing study direction and programms

Once a year

Implement and measuringf study progammes

On-going monitoring and periodic review of programmes

[..] ensured by continuous monitoring of the implementation of the study programme, including the organisation and analysis of the collection of measurements characterising its activities, and their use for the prompt implementation of preventive and improvement measures.

Continuous monitoring of the implementation of the study programme

Annual review

Student, graduate, employers surveys

Data monitoring

Čiekurkalnā norisināsies sirsnīga zibakcija Ukrainas atbalstam (tvnet.lv)