Work translation

Development strategy of Rezekne Academy of Technology (RTA)
(As amended by RTA Senate Decision No.7 of 29.10.2019)

Rezekne Higher Education Institution was founded in 1993. On January 1, 2016, it was transformed into Rezekne Academy of Technology, which determined its purposeful focus on updating technological (STEM and creative industries) knowledge and research vital for the development of Latgale region.

The main principles **of RTA' s activities** throughout the entire period of activity are science-based higher education, knowledge transfer in the national economy and cooperation with the sphere of production and municipalities. The main tools for bringing these principles to life are:

1) integration of engineering, information and communication technologies, social (including educational) and humanities (including arts), ensuring the creation of high-quality and competitive products and technologies of higher added value, using natural, human and infrastructure resources in the region, Latvia and Europe,
2) the development of science as the basis of education,
3) the development of humanities and arts for the formation of national and European identity, the development and promotion of cultural and creative industries in society.

Rezekne Academy of Technology is positioned as a regional development centre, where the concentration of human resources and infrastructure takes place, so that all subjects of the innovation system – education, science and entrepreneurship – develop such **priority areas/directions for the region and the country** as:

1) mechanical engineering, metalworking, hardware and materials science;
2) information and communication technologies, computer science;
3) smart energy, biomass and the use of renewable indigenous resources, biotechnology;
4) economy and entrepreneurship, including the bioeconomy and the circular economy;
5) rights, civil security and defence;
6) humanities and arts, including regionalism, creative and cultural industries in the preservation and transformation of the Latgalian language, traditions, culture in accordance with modern needs;
7) education (including special and inclusive), social welfare and rehabilitation technologies;
8) human security, knowledge and information society.

1.   SWOT analysis and summary

(As amended by RTA Senate Decision No.7 of 29.10.2019)

The Strategy Development Group has carried out an analysis of RTA's weaknesses and strengths, opportunities and threats, based on the problems and advantages identified in the current situation, which affect the development of RTA and the Latgale region and the European economy.

Strengths	Weaknesses
1. Active participation in the planning and implementation of regional, state education, language, culture, economic policy.	1. Inferior Developed e-learning environment e-learning programmes.
2. Acquisition, development, transfer of innovations and technologies in studies and research, including a problem-based approach in the study process.	2. Poorly used opportunities and skills for commercialization of research.
3. Strategic specialisation in engineering and technology (thematic areas of education – engineering and technology, computing) and social sciences (thematic areas of education – teacher education and educational sciences, commercial sciences and administration, social and human action sciences) *has been strengthened. (As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15.)*	3. Insufficient involvement in international scientific projects.
	4. Low RTA citability index of scientific publications in internationally recognized databases. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).*
	5. Insufficient number of scientific publications in internationally cited scientific journals of the field.
4. Provided full-cycle studies in strategic specialization areas. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).*	6. Heterogeneous Academic Personnel and foreign language skills of students.
	7. A small percentage of foreign students.
	8. *(Excluded by decision of the RTA Council of 28.06.2023, Protocol No. 15).*
5. The established infrastructure and research base for conducting innovative, interdisciplinary scientific research (engineering, regionalism, social rehabilitation).	9. *(Excluded by decision of the RTA Council of 28.06.2023, Protocol No. 15).*
6. Use of laboratories equipped with modern equipment – laser technologies, mechatronics, environmental engineering, social rehabilitation, design, food technologies – in the study and research	10. Insufficient number of graduates in doctoral programs. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).*

process. 7. Availability of scientific research results in *Thomson Reuters Web of Science (WoS) Conference Proceedings Citation Index and Scopus.* Open access to scientific results *journals.rta.lv.* 8. A diverse range of quality lifelong learning programmes and an extensive network of cooperation with national, municipal authorities, the private sector at local and international level. 9. Diverse and successful cooperation with foreign partners, active mobility of students and staff. 10. Successful networking of cooperation and partnership with municipalities, employers, educational institutions and NGOs in the region. 11. An institutional quality management system has been established. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 12. Active involvement in the preparation and implementation of projects of national scale (t.sk scientific). *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).*	11. *(Excluded by decision of the RTA Council of 28.06.2023, Protocol No. 15).*
Options	**Threats**
1. Development of study programmes, modules and courses available in distance learning. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 2. Increasing scientific capacity by optimising study and scientific units for the achievement of common study and research goals in the European Higher Education and Science Area. 3. Development of priority areas/axes for the country and region (t.sk. in the field of internal security). *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 4. Active involvement in the development, preparation and implementation of	1. Lack of sustainable and systemic regional development policy in Latvia. 2. Insufficient state budget funding for studies, science and development projects that does not correspond to the real costs. *(As amended by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 3. Separation of academic studies and scientific work, inadequate remuneration of scientists' work, which affects the quality of studies and research in Latvian higher

scientific, infrastructural, etc. projects. 6. Publicity of research outside of RTA publications, in leading publications of scientific directions, professional fields internationally cited. 7. Improvement of lifelong learning directions by introducing distance learning, master classes, summer schools, etc. forms of training. 8. Indexing of scientific journals published by RTA *WoS, Scopus, Erih Plus.* 9. Expansion of the geographical range of internationalization of the study process for the implementation of studies and attraction of foreign students. 10.Cooperation with Latvian and foreign higher education and science institutions to strengthen the capacity of academic and scientific staff and improve the quality of studies.	education institutions. 4. Negative demographic balance, decrease in the number of students in Latvia, exodus of young people abroad. 5. *(Excluded by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 6. Uncoordinated sectoral policies. 7. The decline in scientific and academic autonomy, access to higher education in the region as part of institutional consolidation. *(Incorporated by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 8. Unpredictable increase in energy expenditure and its impact on infrastructure development. *(Incorporated by decision of the RTA Council of 28.06.2023, Protocol No. 15).* 9. Unpredictable geopolitical situation on the eastern border. *(Incorporated by decision of the RTA Council of 28.06.2023, Protocol No. 15).*

2. Vision and mission
(As amended by RTA Senate Decision No.7 of 29.10.2019)

RTA is an internationally competitive technology academy in the engineering, social (including educational) and humanities (including arts) sciences integrated into the European Higher Education and Science Area, with motivated, creative and labour-in-demand students and an open, dynamic academic and scientific environment for sustainable societal development.

The general objective **of RTA's activities is to strengthen the strategic role of RTA** in Latgale region, in the system of Latvian and European higher education and scientific institutions, positioning itself as a technology academy, focusing on the development, acquisition, research, popularization and application of multidisciplinary technological solutions, updating the essential role of interdisciplinary links in the development of higher education and science in Latvia, primarily reducing the obstacles to the development of Latgale region factors, guaranteeing the development and practical realization of innovative products necessary for traditional economic sectors, creative and cultural industries.

RTA' s **mission** is to contribute to the transformation and growth of the economy through education, research, science and innovation, ensuring the creation of new products and technologies in the scientific sectors and intersectors represented by RTA both at the national and international level.

3.Description and assessment of the corporate governance framework
(As amended by decision of the RTA Council of 28.11.2023, Protocol No. 3)

The RTA corporate governance system is designed according to the following principles:
- decision-making and ensuring operation in accordance with the current regulatory framework;
- openness, transparency and respect for ethical principles;
- prevention of conflicts of interest;
- involvement of stakeholders in decision-making;
- compliance with the principles of sustainability in the activities of the university.

Decision-making and activities of the higher education institution shall be implemented in accordance with the current regulatory framework. The roles and duties of the RTA representative and management body and the main decision-making bodies shall be regulated by the RTA Constitution, as well as by the by-laws of the relevant representative bodies and decision-making bodies. In accordance with the Law on Higher Education Institutions and the RTA Constitution, the main representative and management bodies and decision-making bodies of RTA are the

Constitutional Assembly, the Council, the Senate, the Rector, the Academic Arbitration Court. At the level of structural units, council of faculties, scientific councils of scientific institutes, councils of study directions operate. All the main decision-making bodies in their activities adhere to the principles of good administration, i.e. openness, participation, responsibility, result orientation, ethical behaviour and collegiality. At the Constitutional Assembly, the Senate, faculty councils, representation of students is ensured, all significant decisions, t.sk., strategic decision-making affecting the interest of students, are prepared and coordinated in cooperation with students.

Meetings of the Council and the Senate shall be held at least once a month, where issues within the competence of the relevant body shall be discussed. Once a year, the rector reports on the activities of RTA to the Senate, the Constituent Assembly and the Council. The Council approves an independent external auditor to audit the annual accounts. At the departmental level, the directors of study programs and directions are responsible for preparing and directing annual self-assessment reports for approval by the faculty and the Senate. The directors of the institutes annually provide a report on the activities of the institutes in the Scientific Councils of the institutes, prepare a report for inclusion in the management report at the RTA Constitutional Meeting, Council and Senate.

Openness, transparency and compliance with ethical principles shall be ensured by publishing information regarding its activities on the basis of the applicable regulatory framework in relation to higher education institutions. Regulatory enactments are regularly updated and current versions of strategic regulatory enactments are available on the RTA website: https://www.rta.lv/par-rta, other internal regulatory documents are placed in the Document Management System (DVS), which is available to all RTA employees and students. The DVS system contains minutes of meetings of the Senate and other collegiate institutions and annual self-assessment reports of study directions. The RTA has approved and available on the website the Regulations on the Internal Whistleblowing System RTA and the RTA Code of Ethics, as well as a tool has been created for university employees and students to submit suggestions, complaints and reports. The administrator of the tool is the RTA quality management systems specialist and the personal data protection manager. The RTA Council has approved the RTA's remuneration policy, which defines the principles of the remuneration policy and the remuneration system for academic and general staff. The Public Relations Department ensures the regular provision of information about the activities of the RTA to the public, t.sk. website, social networks and mass media.

Prevention of conflict of interest. In accordance with the law On Prevention of Conflict of Interest in Activities of Public Officials, positions are evaluated and the status of a public official is determined, which excludes their activities outside the powers of office in order to prevent personal or material interest in their activities. Employees with the status of an official must annually submit a declaration of a public official. The types of conflict of interest and measures for the prevention of conflict of interest situations are specified in the RTA internal control and risk management system policy. The RTA has issued an order establishing a procurement commission. the members of the procurement commission are public officials; the procurement process is implemented in the Electronic Procurement System (EIS). The separation of responsibilities in relation to financial

planning, financial accounting and economic activity is ensured in order to ensure the protection of financial and material resources and the prevention of corruption and conflict of interest.

The involvement of stakeholders in decision-making takes place at all levels of government. Representation of students is ensured in the collegiate institutions of RTA. Employers and cooperation partners as consultants are involved in the improvement of the study process and scientific activity, as well as in the adoption of strategic decisions. For quality assurance purposes, interviews and questionnaires of cooperation partners are organized. In its activities, RTA implements constructive cooperation with the Ministry of Education and Science and other state institutions.

Compliance with the principles of sustainability in the activities of a higher education institution takes place at all levels, i.e., the policy of saving energy resources in infrastructure management is observed, as well as the inclusion of the Sustainable Development Goals in the study content is ensured. RTA study programmes include the following sustainability topics - climate change, circular economy, digital transformation and security, inclusive and fair and growth-oriented society, good working environment and organisational governance. The RTA has an approved Gender Equality Plan. Several scientific projects are being implemented at RTA, the results of which will contribute to the sustainable growth of society and the environment. So far, RTA has participated in the data delivery organized by GreenMetric. Reconstruction of the boiler house has been carried out, as well as insulation of several buildings to ensure saving resources and the use of renewable resources.

The objective set out in the RTA Constitution, to develop study, research and lifelong learning programmes, which will provide the human resources necessary for the future needs of the national economy, state and society development in accordance with the requirements of the labour market, contributes to the sustainability of both RTA and the State.

4.Description and evaluation of the strategy evaluation system and change management
(As amended by decision of the RTA Council of 28.11.2023, Protocol No. 3)

The implementation of the RTA Strategy and the review of the included measures are based on a regular performance analysis. In order to ensure the achievement of the goals provided for in the Strategy and the possibility to follow the progress of the implementation of the development strategy, study and scientific activity tasks are defined for each academic year, which are approved by the RTA Senate. On the basis of the tasks approved by the RTA Senate, work plans of the structural units for the implementation of strategic tasks are developed and approved by the relevant collegiate bodies.

The Council, within the scope of its competences, monitors progress in the implementation of the strategy. The performance of the objectives of the strategy of the higher education institution shall be evaluated once a year, until the approval of the annual report of the higher education institution, the assessment of the target performance shall be prepared in the form of a report drawn up by the rector, examined in the Senate of the

higher education institution and approved by the Council of the higher education institution.

Progress in achieving the goals set in the university's strategy and evaluating the fulfilment of tasks:

1) all the objectives set out in the university's strategy are evaluated;
2) the preparation of the report is ensured by the rector, involving the relevant structural units and responsible persons;
3) the report must indicate whether any of the conditions or cases for making changes to the strategy have occurred;
4) the report is reviewed by the Senate and approved by the Council.

The RTA Internal Control and Risk Management System identifies the most important areas exposed to risk - management of financial resources, provision and maintenance of infrastructure, provision of information and communication, and cybersecurity, and operation of ICT infrastructure. The identified areas are regularly evaluated. The rector informs the Council of decisions and actions that may contribute to the occurrence of risks in the abovementioned areas.

If any of the conditions for making changes to the strategy (changes in laws and regulations, occurrence of risks, etc.) or cases are indicated or have occurred in the rector's report, a proposal for making changes is incorporated. The Council, taking into account the recommendations regarding the need for changes in the strategy, when examining the report, may instruct the rector of the higher education institution to initiate the procedure for amending the strategy.

5. Strategic goals and objectives
(As amended by RTA Senate Decision No.7 of 29.10.2019)

M1. To ensure purposeful, coordinated and successor implementation of STEM and resource-intensive study fields aimed at the development, acquisition and application of innovative technologies in the Latgale region, preparing the specialists necessary for the growth of the Latgale, Latvian, European economy, promoting the involvement of young specialists in science and research, as well as the development of the knowledge society and the introduction of digitization.

U1.1. By implementing the principle of integrated science, to become the leading engineering study, research and innovation center in Eastern Latvia.

U1.2. To ensure technological excellence and transfer of innovations for strengthening special and inclusive education, socialization and resocialization, public health and welfare, economic and governance processes, business environment, human security, public safety and the rule of law in Latgale region and Latvia as a whole.

U1.3. To promote cooperation between STEM and resource-intensive educational institutions located in Eastern Latvia by creating a cluster, consortium, agency network, etc., in order to plan the purposeful use of technological, material and human resources and attract foreign scientists.

U1.4. To integrate theoretical knowledge into the process of acquiring high-quality practical skills in natural sciences, computer science, mechatronics, engineering, construction, manufacturing and processing, information and communication technologies, art and design, etc. in resource-intensive and STEM study fields.

U1.5. To promote the implementation of the results of study programmes that focus on a student-centred approach and provide for the acquisition, application and development of various (including digital) tools for technology transfer, smart resource management and innovative entrepreneurship.

U1.6. To ensure an increase in the number of students and academic staff, including foreigners, especially in resource-intensive and STEM fields of study.

U1.7. Increase the number of highly qualified Master's degree holders in information and communication technologies, engineering, creative industries and other STEM and interdisciplinary fields capable of planning, creating and implementing high-tech sectoral products and services with high added value, improving mobility and regional ICT connectivity.

U1.8. To take measures to attract foreign students to study at RTA.

M2. To offer science-based interdisciplinary study programmes focused on the acquisition, application and development of *innovative, exponential technologies*, an attractive and modern study and research environment, preparing competitive specialists for the regional, national and international labour market and increasing the quality of studies in order to promote innovative and smart economic change.

U2.1. Determine as appropriate to the RTA development strategy those study directions that are aimed at the development, acquisition and application of modern technologies. U2.2. In the development of study fields, prioritize the implementation of full-cycle studies in cooperation with other higher education institutions in Latvia and abroad.

U2.3. To improve study programmes in accordance with the requirements of the national economy and the labour market, moving towards productivity based on the commercialization of knowledge and attracting industry professionals for the creation, evaluation and development of study programmes.

U.2.4. To promote international recognition and sustainable cooperation of study programmes by ensuring attraction of foreign students and academic staff.

U2.5. To improve and diversify the offer of lifelong learning and forms of training in line with societal demand and labour market trends. U2.6.To promote students' interest and understanding of the role of science and research, innovation and high technologies in the development of the national economy in Latgale region, Latvia and abroad.

M3. To introduce the principle of unity of pedagogical and research work, to develop the scientific research capacity of the academic staff of RTA, ensuring technological excellence and transfer for the development of the business environment and national economy.

U3.1. Increase the number of employees in science by restoring and developing human resources in science, technology and innovation, promoting international excellence and quality.

U3.2. To develop scientific research capacity focused on economic transformation and public safety and well-being. U3.3. To maintain and improve the study and scientific infrastructure.

M4. To create a modern and sustainable RTA territorial infrastructure complex and modern equipment for fundamental and applied research, an excellent study environment, especially in the STEM field, and support innovation.

M5. To develop the attractiveness of the region by involving RTA academic staff and students in the social, cultural and economic life of Latgale, sustainable use of resources, preservation and circulation of cultural and historical values of the region.

U5.1. Modernise and integrate the research and education sector, increasing its ability to respond to future challenges in research, technological development and innovation, and contributing to the introduction of products already created during studies into the economy and to the improvement of public welfare.

U5.2. To preserve, develop and popularize Latgale's cultural and historical heritage at the national and international level.

U5.3. In cooperation with non-governmental organizations, activate the involvement of students and academic staff in the cultural, social and economic life of RTA and Latgale region, promoting social innovation.

U5.4. To inform the public about scientific achievements and innovations, to promote innovative activities and technologies, creating demand for state and local government orders, creating interest in public participation in the development of the region, motivating young people to stay in the region and turn to research activities.

For the fulfilment of strategic goals and objectives by 2023, indicators have been set. The most important of them:

1) dynamics of the number of students;
2) the number of foreign students;
3) employment of graduates;
4) the number of companies founded by graduates;
5) matriculation tender coefficient;
6) the amount of financial resources raised;
7) percentage of academic staff with a doctoral degree;
8) scientific qualifications of academic staff;

9) the number of defended doctoral theses;
10) the number of patents obtained and licenses sold;
11) number of publications included in international databases;
12) the level of mobility of academic staff (including researchers);
13) number of scientific projects;
14) number of collaborative projects and joint research and innovation work with the private sector.

Indicators have been determined by statistical analysis (CSB, RTA data), questionnaire, interview methods, performance indicators after implementation of projects, number of concluded contracts, publications. The data will be reflected in the annual report on the review of the implementation of the RTA's development and operational strategy.

6. Objectives defined in the RTA operational and development strategy
(As amended by decision of the RTA Council of 28.11.2023, Protocol No. 3)

It is recommended to align the objectives with national, regional policy planning documents, including, but not limited to, the Education Development Guidelines for 2021-2027 and the Science, Technological Development and Innovation Guidelines for 2021-2027 (or other policy planning documents in force at the time of development of the strategy in the fields of education, science, innovation, etc.), the Digital Transformation Guidelines for 2021-2027.

Target group	Indicator name	Value of the indicator in the period until 1 April 2025	Mandatory (O) or example (P)	Data source or data acquisition methodology
Goals of the educational process	Employment of higher education graduates in the main group of professions 0 to 3 (managers, senior specialists and specialists), in comparison with the total number of employees who have acquired higher education).	80% (AIPAM: data of graduates in 2020 in Latvia as a whole – 81.3%, RTA –	O	Higher education graduate monitoring data RTA surveys.

		75.9%).		
	Graduates who founded their own companies, from the total number of graduates.	9,5% (AIPAM: data of graduates of 2020 in Latvia as a whole in 2021 on average – 9.45%, RTA – **9.33%).**	O	Higher education graduate monitoring data.
	Expanded offer of university study programmes in EU languages other than Latvian (number of programmes)	11 study programmes out of 35	O	AIKA Register of Study Programmes
	The establishment and implementation of joint study programmes has been implemented.	5 joint study programmes. 3 of them in national consortia, 2 in international	P	AIKA Register of Study Programmes
	Reduced share of early school leavers (drop-out) (%)	Not exceeding 7% per annum (-15% in STEM fields)	O	RTA statistics Eurostat data (in Latvia drop-out in 2022 – 6.7% among young people aged 18-24)
	Increased share of foreign students (%)	5%	P	RTA statistics
	RTA's offer in lifelong learning and adult education has been strengthened by offering continuing vocational education, professional development and interest education programmes. The number of programs per year.	20	O	RTA Centre for Lifelong Learning work plan

Research and innovation objectives	Share of doctoral degree holders aged 25-34 years (%) of all doctoral students	12%	P	RTA Statistics, doctoral degree applicants, students of the last semester.
	Number of university scientific publications included in international citation databases per year (SCOPUS) and per year (Web of Science)	60	O	RTA scientific activity plan
	Share of university scientific publications (%) Q1 (top 25%) and Q2 (25-50%) in scientific journals (Cite Score)	15	P	RTA Scientific Action Plan
	Number of submitted and/or implemented international research projects under Horizon Europe	6	O	RTA Scientific Action Plan
	Number of national research projects submitted and/or implemented	13	O	RTA Scientific Action Plan
Corporate governance objectives	Objective related to the implementation of the risk management policy, for example – identified risks for which risk reports have been received and corrective actions have been taken (number)	Updating the risk management map once a year	O	Risk Management Map (DVS)
	Objective related to the implementation of the quality management policy, e.g. procedures developed and implemented (number)	9 automated procedures developed and implemented	P	Document Management System (DVS)
	Overall level of quality of service – for example, satisfaction with the service received from students and graduates	4 points (on a 5-ball scale)	O	Survey results. Suggestions and complaints

	Staff engagement and satisfaction goals, such as employee satisfaction with working conditions and decision-making	7 points (on a 10-ball scale)	O	Survey results. Suggestions and complaints
Human resource objectives	Employee satisfaction rate (% of total number of employees)		O	
	Average workload of scientific staff employed, in terms of FTEs	0,25	O	RTA scientific work plan
	Share of academic staff employed full-time in higher education institutions (by ISCED, grades 5-8)	40%	O	List of RTA positions, Personnel development guidelines
	Professional development of academic and general staff through participation in ERASMUS+ mobility	90	P	RTA provides at least one mobility for each elected faculty member during the academic year
	Professional development of academic staff in the field of university didactics and innovation in higher education (share of teaching staff involved)	70%	P	RTA Centre for Lifelong Learning work plan
	Share of foreign teaching staff (%) of elected academic staff	9%	O	RTA statistics
Financial objectives	Amount of financial resources raised by SAC and FLPP, EUR, in the period from 2023.01 to 2025.04.	700 000	O	Financial statements Concluded contracts

	Amount of funds raised by EU and other foreign assistance, EUR, in the period from 2023.01 to 2025.04.	1 800 000	O	Financial statements Concluded contracts
	Amount of attracted private financial resources, EUR, in the period from 2023.01 to 2025.04.	1 575 000	O	Financial statements Concluded contracts
	Reduction of credit liabilities in EUR in the period from 2023.01 to 2025.04	860 000	O	Financial statements
Digital objectives	Share of study courses taking study courses/modules in blended learning	60%	O	Study plans for LAIS
	Transition from *Google Workspace* platform to *Microsoft O365*, providing a unified platform for work and communication with RTU	100%	O	RTA ICT system
	Equipping audiences to conduct hybrid classes (number of auditoriums)	7	P	Digital transformation plan – see RTA ICT strategy https://www.rta.lv/par-rta