



RIGA TECHNICAL
UNIVERSITY

Faculty of Engineering
Economics and Management

Sharing Information on

Progress Report

2019



A word from the Vice Dean for Academic Affairs

With our 2019 Sharing Information on Progress report, the Faculty of Engineering Economics and Management (FEEM) of Riga Technical University (RTU) confirms its commitment to the Principles of Responsible Management Education.

A professional of the 21st century is a cross-disciplinary specialist. The studies at FEEM have a clear interdisciplinary character. The study process is oriented towards learning by doing or learning by developing and establishment of an integrated theoretical knowledge base, students develop competencies in new product design and technology transfer, develop their business ideas, raise start-up financing and establish spin-off enterprises. The study programs of FEEM develop competencies that make up business processes in any modern organization, contributing to an increase in customer satisfaction which in the long term ensures successful, effective, and efficient operation of the organization, thus creating conditions in which the processes, products and services satisfy customers' requirements and needs, are safe to use, create value for society and the environment.

FEEM graduates are able to identify the multilateral interests of the organization's management, customers, owners and society, are able to analyze, evaluate, develop, distribute and implement modern and ethical management and development methods to facilitate ongoing improvement of the organization's operational efficiency.

We are proud of our creative, active, knowledge-oriented students and graduates who are well-known in Latvia and outside its borders and who often become full-time or guest lecturers, at the same time being practitioners in their

professional sphere. They have worked as highly qualified specialists and competitive leaders in business, government and EU institutions during the last nearly 55 years. For FEEM it is important to provide students with the knowledge and skills that can prepare them for their future careers.

In 2008, FEEM became a member of the UN initiative Principles for Responsible Management Education (PRME), paying particular attention to the principles of responsible education and integrating them in the aims, values, methods, study process, science and research, and partnerships and social dialogue. We are constantly improving the academic environment to meet the global challenges. FEEM puts forward the mission of PRME to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities and promoting awareness about the United Nations' Sustainable Development Goals.

Together, students, academic and administrative staff, we are a wholesome and powerful team. Only by acting together, performing our duties in good faith, responsibly and with due diligence, we can achieve and fulfil all the FEEM goals and objectives.



Professor Inga Lapiņa
*Vice Dean for
Academic Affairs*

Riga, Latvia

Riga, the capital of Latvia, founded in 1201, has always been the political, economic, and cultural centre of the country. Nowadays, around one third of Latvia's population lives and works there.



The Historical Centre of Riga is listed by UNESCO as one of the world's most important cultural and architectural sites. Riga has hosted a NATO summit, a World Ice Hockey Championship, the Eurovision song Contest, and many other large scale international events, for example, in 2017, Riga was the host city of the 3rd European Choir Games & Grand Prix of Nations. Riga International Airport is the largest international aviation company in the Baltics and the main air traffic centre in this region and it provides direct flights to around 80 destinations.



Traditionally, Latvia has had one of the highest ratios of students per capita in the world. In 2017, 43.8 % of 30-34 year-old people in Latvia had acquired tertiary education, which is slightly ahead of the European Union (EU)

average – 39.9%, according to the EU Statistical Bureau «Eurostat».

The state guarantees free primary and secondary school education and offers scholarships for higher education. Latvia finances ethnic minority schools, where classes are taught in Belarusian, Estonian, Hebrew, Lithuanian, Polish, Roma, Russian, and Ukrainian.

In 2018, Latvia celebrated a hundred years since it became an independent state. The Centenary celebrations were planned to take place during the period of five years from 2017 till 2021, year by year marking centenaries of different stages of Latvia's path to statehood – from the historic decision of the Latgalians in 1917 to unite with the ethno-cultural regions of Kurzeme and Vidzeme to strive together for an independent Latvian state, to the actual proclamation of the Republic of Latvia in 1918, freedom fights of 1919, and up to Latvia's international *de iure* and *de facto* recognition in 1921.



The Centenary of the Republic of Latvia is the biggest event in the history of modern Latvia. More than 800 wide range celebratory events and festivities take place from May 2017 to January 2021 in Latvia and 70 countries worldwide.

Riga Technical University

Riga Technical University is a modern internationally recognized university situated in Riga, capital of Latvia. It is the only polytechnic university in Latvia and the largest university in the country – it educates and trains almost 15 thousand students. RTU positions itself as a cornerstone of the development of Latvia by ensuring education of specialists necessary for the national economy and development of new products and services, serving as a basis for sustainable growth of Latvia. The RTU trademark is high quality internationally competitive engineering education based on more than a century-and-a-half old academic traditions appropriate to meet new technological challenges.



The vision of Riga Technical University is to become the leading University of science and innovation in the Baltic States until 2020. In order to achieve it, the RTU Strategy defines three objectives of the University – high quality study process, excellence in research and sustainable innovation and commercialization activities. Specific result-based targets have been determined for these three objectives to make it possible for RTU to achieve its vision by 2020.

Studies at RTU are implemented by nine faculties, RTU has 4 affiliations, and it comprises Riga Business School, BALTECH – a consortium of seven engineering universities from the Baltic Sea Region, as well as Engineering High School.

RTU offers 144 academic and professional study programs on full-time and part-time basis at

three levels – undergraduate, postgraduate, doctoral studies. In the nine faculties of RTU, it is possible to obtain high quality education not only in engineering, but also in social sciences and humanities. Study programs at RTU have been persistently developed in cooperation with employers to provide tertiary education in cutting-edge technologies and engineering that meets the needs of the global labor market. It helps RTU graduates to easily integrate in the labor market and to develop a successful professional career. At the same time RTU provides opportunities to pursue a career in science to the alumni who are interested in research, offering them the chance to enroll for doctoral studies.

The quality of education provided by RTU is greatly respected by both Employers' Confederation of Latvia, which unites leading enterprises in the industry, and foreign companies – CERN, Daimler AG, ESA, and other, who employ RTU Doctoral students, research staff, and alumni.

International institutional collaboration is one of the main core elements of the RTU development strategy. Based on a wide network of partner institutions abroad and participation in international organizations and networks, RTU implements academic and scientific collaboration, facilitates the mobility of students and staff, fosters knowledge exchange and participation in the world's leading research centers. Due to joint effort of academic and administrative staff, RTU has managed to provide a wide range of study programs implemented in English and to establish mutually beneficial relationships with partners from all over the world. As a result, over the past eight years, the number of foreign students at RTU has doubled, reaching 2763 or 18% of the total number of students of RTU.

Valorization is one of the areas of RTU activity laid out in the University strategy. It implies commercialization of the products

Riga Technical University

developed at the University and promotion, patenting, and launch of results of applied research, and their use in establishing new enterprises. All faculties of the University take part in the valorization process, which is coordinated by the following units:

- Department of Business Development and Investments which aims to establish and sustain long-term relationships with business and social partners, thus contributing to the increase in the number of contracts, as well as to attract investments to RTU, RTU projects and to lease RTU real estate.
- Innovation and Technology Transfer Center which aims at promoting recognition of intellectual potential and innovation and technology transfer at RTU.
- Research Infrastructure and Technology Support Center which provides access to RTU research infrastructure and resources (administers the UseScience database and HPC (High Performance Computing)).
- Design Factory offers support to RTU researchers, students, and staff in the fields of research, design, prototyping, and education.
- Business incubators.



RTU is focused on becoming a third generation university that not only provides high

quality education, but also conducts advanced research and ensures innovation and technology transfer practically implementing scientific discoveries. Research at RTU is organized on six research platforms. The objective of research platforms is to ensure multi-faculty and interdisciplinary research in the areas of great significance for the national economy and society. Active and continuous analysis of market needs and commercial potential takes place within the research platforms. RTU conducts internationally competitive research and cooperates with reputable international research institutions, such as the European Organization for Nuclear Research CERN, European Space Agency, Royal Institute of Technology, Sweden, Fraunhofer Institute, Germany, and others.



Riga Technical University puts a lot of emphasis in its daily work on the development of technologies and the use of renewable energy. Recognizing the effort taken by the university in the field of energy efficiency, sustainability, and environment protection, Riga Technical University was ranked 128 in the GreenMetric World University Ranking on Sustainability in 2018 and is the only Latvian higher education institution ranked so highly. Holding the 49th position, RTU shows the highest performance in terms of energy efficiency and climate change mitigation. RTU activities in waste management and environmental education, as well as other areas, are also highly ranked.

Riga Technical University

RTU is constantly developing its infrastructure by constructing a campus on the Ķīpsala Island. RTU is the first higher education institution in Latvia that already in 1965 began construction of campus on Ķīpsala. The construction continues and it is planned that by 2020 the majority of the University students are going to be educated at Ķīpsala Campus. Upon completion, RTU campus will become the most modern engineering study center in the Baltic States.

To become the most advanced engineering study center in the Baltic region, the development of the campus of Riga Technical University on

Ķīpsala is based on sustainable, smart, and environmentally-friendly initiatives. Developing RTU Green Concept 2018–2023, the goal of the University is to raise awareness of students, employees, and the general public about the need to reduce the ecological footprint and to encourage the creation and use of environmentally-friendly technologies. These principles have already been taken into account in the creation of the RTU study and research infrastructure – by constructing and reconstructing buildings, furnishing and equipping them – and in the promotion of behavior change based on the green concept.



RTU Faculty of Engineering Economics and Management

The Faculty of Engineering Economics and Management is one of the nine faculties of Riga Technical University and is constantly evolving and expanding. Nowadays FEEM is the biggest faculty at RTU – one fourth of approximately 15 000 students of the University study at FEEM.

The mission of FEEM is to prepare internationally recognized, highly qualified professionals in the fields of economics and business, to promote opportunities for the growth of researchers and academics by providing competitive multi-level education fostering a career and welfare and by using the latest technologies and innovations.

The studies at FEEM have a clear interdisciplinary character. Every faculty student obtains integrated entrepreneurial competencies. The study process is oriented towards learning by doing or learning by developing and establishment of an integrated theoretical knowledge base. Students develop competencies in new product design and technology transfer, develop their business ideas, raise start-up financing and establish spin-off enterprises.

In comparison with other higher education institutions, where students can acquire programs related to economics and management, FEEM differs by specializing in specific areas, thus preparing competitive specialists for particular industries. Economists, managers, specialists of real estate, administration of customs and taxes, occupational safety, marketing, logistics, international economic relations, quality management and other spheres, who are prepared by the Faculty, are engaged in the management of economic and business processes in different spheres and the analysis of the results attained. They occupy executive positions in state and municipal institutions, enterprises, non-

governmental, international and multinational organizations.



FEEM is proud of its students and graduates, who often become full-time or guest lecturers at the same time being practitioners in their sphere. For the Faculty it is important to provide students with the knowledge and skills that can prepare them for their future careers.

The academic staff is engaged in academic and methodological work and conduct research in different sub-disciplines of economics and management. Work at the Faculty is dynamic and innovative; here science and research are closely linked with practical experience and application. The high quality of studies has been assessed at international level.

The vision of FEEM is to become a modern and prestigious internationally recognized faculty, an excellent engineering and business training and research center in Latvia and the Baltic region, preparing highly qualified specialists thus contributing to the development of the national economy and the entire region.

RTU Faculty of Engineering Economics and Management



Since 2013 FEEM has been ranked among the world's 1,000 best business schools by the international rating Eduniversal and included in the 4 Palms League, which combines Top business schools with significant international influence in business and management education and recognizes the high quality of studies.

In 2018, excellent ranking was also received within Eduniversal international master study program rating. Five master study programs implemented by FEEM have been included among the world's best:

- program «Administration of Customs and Taxes» is ranked 34th among the world's 50 best university and business school programs in the field of Taxation;
- program «Civil Construction and Real Estate Management» is ranked 20th among the world's top 80 university and business school programs in the field of Real Estate Management (Construction);

- program «Urban and Regional Engineering Economics» is ranked 29th among the world's top 100 university and business school programs in the field of Urban and Regional Engineering Economics;
- program «Entrepreneurship and Management» is ranked 43rd among the world's top 100 university and business school programs in the field of Entrepreneurship;
- program «Total Quality Management» is ranked 31st among the world's top 50 university and business school programs in the field of Business Intelligence and Strategy.

At the same time, FEEM master study programs «Organization and Management of International Economic Relation», «Business Finance», «Economics» and MBA program «Innovations and Entrepreneurship» are ranked in the top positions in Eastern Europe among the 200 best university and business school programs in fields of International Management, Corporate Finance, Economics, Innovation and Project Management.



Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Study Programs

FEEM provides all levels of higher education: doctoral (PhD), master (MSc, MBA) and bachelor's (BSc) as well as the first-level professional higher education study programs, in total 28 different study programs. FEEM implements study programs in 4 out of 12 RTU study directions:

- Management and Administration, Real Estate Management,
- Internal Security and Civil Protection,
- Economics,
- Architecture and Civil Engineering.

The level of the study process and quality in FEEM corresponds to the global level and it successfully competes with study programs in other universities in Latvia, as well as in higher education institutions in Europe and worldwide. The study directions and study programs of RTU have received high ratings and recognition not only in Latvia, but also from international institutions and experts. After successful graduation from RTU, the received diplomas are recognized both in Latvia and internationally.

National Accreditation or Full State Accreditation of all 12 study directions and all 134 study programs of RTU, including 28 study programs of FEEM, was completed by Accreditation Commission of Ministry of Education and Science in 2013. All study programs of RTU and FEEM have been accredited for a period of 6 years which means full accreditation and recognition that the programs are of high quality. RTU also received international institutional accreditation from the European University Association (EUA) Institutional Evaluation Program (IEP) in 2013.

In 2016, a new bachelor study program «Creative Industries» in collaboration with Latvian Academy of Culture was established and

accredited. The studies commenced in 2017 and take place both at the Latvian Academy of Culture and Riga Technical University. The program brings together arts and business skills to enhance the program's graduates' ability to create innovative products and services, creative content and expertise, which would contribute to their ability of operating in the environment that is rapidly changing and full of challenges.

The general objective of the academic bachelor study program «Creative Industries» is to prepare creative and motivated interdisciplinary specialists for work in creative industries, namely, in various industry companies, various business forms, with an in-depth understanding of cultural and artistic processes and a desire to promote the growth of the national economy and cultural and creative industries of Latvia.



RTU FEEM offers eleven master study programs; there are both intramural and extramural studies, thus it is possible to combine studies with full-time work. The master study programs of FEEM have been highly ranked for the fifth time by the prestigious international master study program ranking «Eduniversal Best Masters Ranking 2018».

The Eduniversal Business School Ranking includes top 1000 best higher education institutions in 154 countries. Based on alumni and

employer surveys, as well as the assessment of study programs, 4000 master and MBA (Master of Business Administration) study programs in different specializations are ranked both globally and regionally. The programs are divided in thematic groups, and each group has a global ranking of top 100 study programs. These rankings include a total of five master professional study programs of RTU FEEM, each ranked 20th–43rd, respectively, in their thematic group.

Among the top 200 universities and business school programs in the Eastern European region, the four study programs of FEEM have been included in the thematic group rankings, each ranked 5th–8th in their thematic group.



Employers Advise to Study at RTU

FEEM prepares specialists in accordance with the labor market demands; it is proven by the demand for our graduates. FEEM has signed cooperation agreements with companies where our students have internships during the study process. At the end of the internship, many of the students are invited to continue work in the company on a full-time basis.



For the seventh year in a row, RTU has received the title of the most highly recommended university by Latvian employers in the survey conducted by the Employers' Confederation of Latvia in cooperation with the career and education portal «prakse.lv». The list of study programs and higher education institutions recommended by

employers has been compiled for the seventh consecutive year. Its aim is to promote a well-considered choice of further education and career by primary and secondary school graduates taking into account the views of employers. 2654 companies have participated in the survey.

Employers' assessment is of utmost importance, because they know best what is needed in the labor market, and when working with RTU graduates, they evaluate the knowledge acquired at the higher education institution. However, RTU not only follows the requirements of the labor market, but thanks to its scientific potential, which creates new technologies and knowledge, it also creates new professions and thus the labor market,

says RTU Vice-Rector for Academic Affairs, Professor Uldis Sukovskis.

Among the first 100 study programs recommended by employers, approximately one fourth is RTU programs. The study programs «Computer Systems» and «Civil Engineering» have been ranked among the top five. RTU is the only higher education institution that can boast of two study programs listed in the top five. Among the most recommended study programs are also «Information Technology», «Power and Electrical Engineering», «Engineering Technology, Mechanics and Mechanical Engineering», «Logistics and Supply Chain Management», «Chemistry» and «Architecture».

RTU has recently received international recognition for its high quality and has been ranked between 651 and 700 in the prestigious QS World University Rankings 2018, which attests that RTU is among 2.5% of the world's top universities. RTU has received the highest ranking among higher education institutions in Latvia. The University reputation among employers has been assessed on a high level – in this category RTU has been recognized as the 193rd best in the world.

FEEM Student Council

FEEM offers different possibilities of development of students' capabilities, e.g.,

participation in the Student Council – it is a place where and people with whom students can add value to their study years. The Student Council has five directions – studies, culture and sport, public relations, internal communication and external affairs. Every student can choose which direction could be the most useful for them to develop their skills.



FEEM Student Council is an organization that provides active cooperation with FEEM, all RTU faculties, RTU Students Parliament, RTU management, Student Union of Latvia and other universities and organizations. The main goal of the Student Council is to represent the students' academic and social rights at FEEM and RTU and promote a creative, innovative and study friendly environment at FEEM.

Students from the Student Council are involved in decision making and participate in the meetings of FEEM and RTU, where they can vote when important decisions are made. No decision regarding students' interests is made without students themselves weighting in on it, the process is essentially democratic. FEEM students also add value to the Student Union of Latvia, by being part of the decision-making process and discussions about higher education and its directions.

FEEM students are involved in the work of the Students Union of Latvia – Indra Pētersone, a student and a graduate of the study program «Engineering of Regional Development and Urban Economics» during the academic year of 2017/2018 was the Head of External Relations Department in RTU Students Parliament and a Council Member at the Student Union of Latvia. She was the main organizer of the Student Leader

Forum and participated in the Baltic Organizational Meeting and the 34th European Students' Convention. She was awarded as a «Council Member of the year 2017». Indra has always been proud to be an engineering student; so she also participated at the NORDTEK conference in Finland and was the first elected NORDTEK student board member from the Baltic States.

Linda Dita Ābola, another student of the study program «Urban and Regional Engineering Economics», last year organized the «RTU Science Month» together with representatives of Rīga Stradiņš University, and other panel discussions throughout the year about various topics, all connected with science and topical issues. Linda also is the Head of Science Department at RTU Students Parliament.

Keitija Litte – a student of the FEEM study program «Entrepreneurship and Management» is the Head of Culture and Sports Department in RTU Students Parliament and the organizer of a motivation seminar for new students «Who cares about the student?»

Oskars Niks Mālnieks – a student who started to change the student assessment system at RTU while being the Head of Studies direction in the Student Council, now he has graduated bachelor studies in Economics.

Dāvis Freidenfelds – a master's degree student of the study program «Total Quality Management» – while being the president of the Student Union of Latvia, communicated with the representatives of the Ministry of Education and Science of Latvia and other authorities to improve the higher education for students in Latvia.

In the academic year of 2017/2018 a new student assessment system was established – summary evaluation, which states that the final grade of each study course must consist of several components (defined by the teacher at the beginning of the course): midterm exam, course paper, laboratory works, home works (assessment during semester), final exam, etc. The grade received at the final exam of the study course now can make up only 50% of the final grade. The other 50% must be obtained during the semester. The idea of the need for new assessment system came from the Student Council of FEEM and now is

exercised in all RTU faculties. This has been a great step forward to improving the quality of studies.

In September 2017, a Study room was opened at FEEM – a place for the Faculty students to study in peace and silence, use free periods more productively and make study groups; another initiative from the Student Council, supported by FEEM.



FEEM Student Council is actively working in cooperation with the Faculty representatives and employers, therefore students have a chance to get to know their future workplaces. This is achieved through tours, seminars and career days.

The following events organized by FEEM Student Council took place in the academic year of 2017/2018:



- Marketing ideas competition «Reklaminators», with the aim to promote students' creative thinking in the field of marketing and to encourage cooperation with enterprises and the academic staff by

performing business tasks and determining the winners of the competition. Organized together with RISEBA, University of Business, Arts and Technology, «Reklaminators» gave students a chance to solve real companies' marketing problems and test their theoretical knowledge practically.

- EKV GIGA Week – throughout the span of 5 days well-known personas in Latvia visited FEEM as lecturers to motivate students and tell about their own experiences in different work fields, inspiring to study hard and strive for challenging goals.
- Career Day – representatives of different companies from the relevant industry visited the Faculty and gave students information about job opportunities during and after finishing studies. This gives students a chance to get to know their potential future workplaces, what kind of employees the employers are looking for, and if the job itself is the right path for the student.
- Study tours to various manufacturing and service companies, introducing students with different industries in Latvia. This enables the students to see their future prospects, to meet their potential employers and to understand the principles of companies' operation. In addition, participation in such tours helps to understand whether the chosen profession will be attractive and interesting when they start working in the selected specialty.



- In October 2018, a seminar about business incubator by Investment and Development Agency of Latvia (LIAA) took place for the first year students and others interested in this topic.

FEEM students also have a great opportunity to participate in various interest directions and groups organized by RTU Student Club and Culture Centre which make the cultural life with its stable traditions, cultural projects and competitions more colorful and versatile. RTU has established the Culture Centre to promote student solidarity, to create community spirit and provide the opportunity to develop one's talent. The Centre helps students find the most appropriate kind of artistic self-expression. 12 artistic groups work within RTU Culture Centre. Students also have an opportunity to participate in different interest clubs.



RTU Student Club and Culture Centre are open not only to all RTU students, but also to students of other universities as well as the academic and administrative staff. Artistic teams welcome both local and foreign students and invite everyone to take part and enjoy a rich cultural life both in Latvia and abroad, where the RTU artistic groups take part. The Culture Centre members also participate in various national and international competitions, as well as charity events, thereby facilitating and supporting social responsibility to the society in which we live.

RTU Alumni Association

RTU has about 120 000 graduates. RTU Alumni Association is a public organization established on 23 May 2012, and ever since its aims have been to unite different generations of

RTU alumni, to implement various support programs and to promote the sense of belonging to one's alma mater.



The work of the Alumni Association is based on three key concepts: contacts, knowledge and support. Firstly, contacts mean facilitating cooperation among members of the association, RTU units, employees and future alumni – the current students. Secondly, the association offers obtaining and reinforcing experience-based knowledge by organizing different educational, sports and inspirational activities for alumni – visits to innovative enterprises, tours to research laboratories. And thirdly, support, i.e. support provided to alumni by cooperation partners of the University and the Association, as well as the support that alumni offer to the University – their experience, funding, and bringing in new students.

With the graduation, nothing is ever over – RTU Alumni Association invites graduates to keep in touch with their alma mater. To make it easier, it offers a new digital platform «RTUconnect», the first such information system in Latvia. The graduates of 2018 registered on it, when applied for the graduation, and like on social networks, on this digital platform it is possible to maintain connection with each other and RTU after studies.

Engineering High School of Riga Technical University

In 2014, taking responsibility for the development of engineering in Latvia, RTU established Engineering High School, which is the first general secondary education establishment in Latvia that has been founded within the framework of a university. The studies commenced in 2015. In the first school year, 24 students were enrolled in

Class 10 in budget places financed by the school budget. At this summer's graduation on 30 June 2018, first graduates of Engineering High School received their diplomas. One of the graduates is currently studying at FEEM.

RTU has also created the Excellence Program particularly for the graduates of Engineering High School who have shown high results in studies and Olympiads at national and international level. In order to achieve outstanding results in studies, science and valorization, this program allows the graduates of Engineering High School to study at RTU under an individual study plan.

According to the School Rating of Latvia 2018, the first place in the Small School category (less than 100 high school students) for the third consecutive year is occupied by RTU Engineering High School. Only schools whose students are awarded prizes at state, open school Olympiad contests and student research work conferences are included in the rating.



At Engineering High School, special attention is paid to the integration of engineering studies and scientific research activities into the study process. The study process is provided by a team of highly qualified teachers, who have relevant education and professional qualification, are able to work with the newest information and communication technologies, and have advanced knowledge of foreign languages. The teachers use technological advantages of the 21st century implementing the study program of high quality.

Principle 2 | Values: We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Excellence Approach

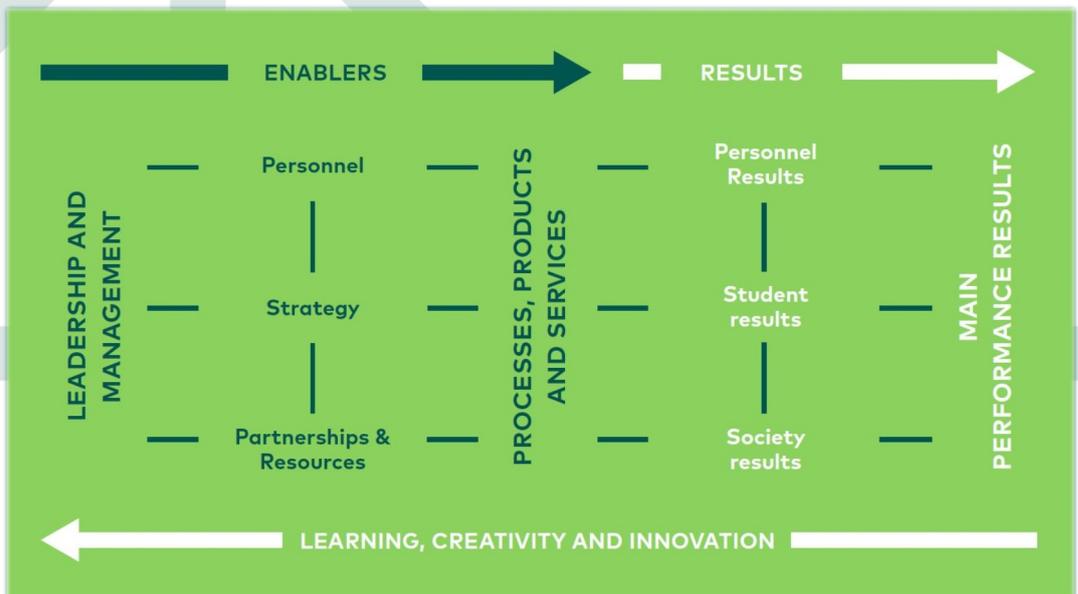
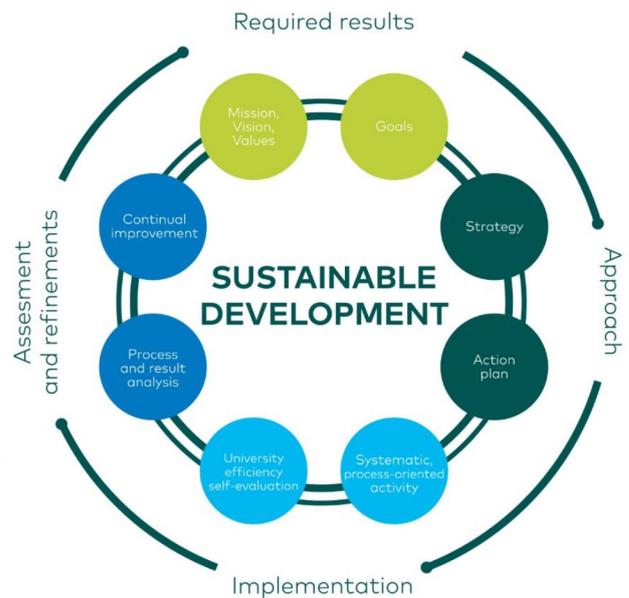
Striving for achievements and better results is at the basis of academic education and research strategy, it is the essence of RTU development. Approach to Pursuing Excellence defines principles, stages and methods how to continually improve our performance and to implement long-term plans laid out in our Strategy, setting them as measurable parameters.

(RTU Rector Academician Leonīds Ribickis)

To encourage development of Riga Technical University, Excellence Approach was adopted by RTU Senate in 2017. It is a blend of the Constitution, Strategy and Quality Policy of RTU. It is based on the ESG (Standards and Guidelines for Quality Assurance in the European Higher Education Area) developed by the European Association for Quality Assurance in Higher Education, and fundamental principles of the EFQM (The European Foundation for Quality Management) Excellence Model. The EFQM Excellence Model is a support tool helping RTU implement its Mission and Vision and reach its strategic goals.

Introducing its approach to pursuing excellence, Riga Technical University has defined the stages of the process leading to excellence. The stages of the RTU Excellence Approach reflect the organizational culture of RTU and serve as a

common language that ensures common understanding of the University quality issues and creates a system of shared values. Implementation of the RTU Excellence Approach based on the principles and structure of the EFQM Model also gives the University an opportunity to integrate existing and future goals, to promote infrastructure development and maintenance, as well as to ensure efficient management of the University.



The structure of the RTU Excellence Approach has been developed according to nine criteria of the EFQM Excellence Model. The reciprocal impact the criteria have on each other promotes a continual improvement process. RTU performs self-assessment of efficiency in accordance with the above-mentioned criteria, implementing a continual quality improvement approach based on sustainable performance results to recognize, assess and control all RTU processes, to identify strengths and areas for improvement, to develop and improve university governance and, consequently, the quality of goods and services provided.

When pursuing sustainable development and excellence, special attention is devoted to management and leadership, strategic planning, process approach, product and service development, improvement of cash flow and financial performance indicators, efficiency improvement in all activity areas, promotion of the level of satisfaction of the students, cooperation partners and employees, and increased market coverage.

Sustainability Index

In 2018 for the first time, Riga Technical University has been included in the platinum category of the Sustainability Index, a competition program for Latvian enterprises. RTU has achieved such a high level because it has set sustainability as a priority in its development strategy and is purposefully implementing it on a daily basis, encouraging green lifestyle and providing scientific contribution to the development of environmentally friendly technologies.

RTU has been included in the platinum category, as one of the University's priorities is sustainability and green lifestyle. We are introducing the concept of Green Ķīpsala, by ensuring sustainable management of resources at RTU students' campus, promoting the staff and student awareness of environmental issues and promoting the development and use of environmentally friendly technologies,

says Juris Iljins, Director of the Quality Management and Document Processing

Department of RTU.

The Sustainability Index methodology explains that companies that have received the platinum category have fully integrated corporate responsibility into their activities and have appointed responsible persons on both the board and the executive level. Companies undergo systematic data collection and impact assessment, they report on their activities with high level of transparency and by involving the target audience, and an external auditor confirms their published data.

In order to reduce the consumption of plastic bottles and the total amount of waste, drinking water dispensers are located in the RTU premises and waste is being sorted. The green principles are considered when building, reconstructing and equipping facilities. An important role is played by innovations of RTU scientists, which are approbated in Ķīpsala. For example, energy-efficient outdoor LED lighting is installed in the student campus, while in the student hostels and the RTU Swimming Pool, heat energy obtained from warm wastewater is used to heat water.

RTU implements digitization by gradually giving up circulation of printed documents and switching to electronic services. RTU also contributes to educating the public, for example by organizing educational events, introducing schoolchildren to engineering sciences and informing teachers about the latest scientific advances that could help them in their work.



The «Sustainability Index» is a strategic management tool based on an internationally recognized methodology. It is used to assess sustainability and corporate responsibility level of company performance. The Index provides objective criteria to the public, state and non-government institutions, which can be used to

praise and support the enterprises that promote development of the national economy in the long term.

In 2016, RTU was included in the gold category of the Sustainability Index for the first time and in 2017 it received gold again. The event has been organized in Latvia for nine consecutive years, and RTU has participated for six years.

Climate-KIC

The Climate-KIC (Climate Knowledge and Innovation Communities of the European Institute of Innovation and Technology) accepted RTU as part of their community at the end of 2016. Riga Technical University is the first in Latvia and one of the few in the Baltics that has acquired the status of a full member of the globally important European Union institution and Climate Community. Participation of Riga Technical University in the Climate-KIC enables Latvian students, researchers, experts, and start-ups to develop their business skills, at the same time creating climate innovations.

The Climate-KIC Accelerator is one of the initiatives of the Climate-KIC. Its aim is to support initiatives to mitigate climate changes and commercialize clean technologies. In 2017, ten Latvian companies were admitted to the program. Their fields of activity are diverse, including development of active ingredients from plant stem cells for cosmetics, development of technologies for energy production, and innovative aircraft technologies. Participating companies receive individual mentoring, expert coaching and workshops, an access to the Climate-KIC partners and network, an opportunity to present their new business idea in the EU and receive grants.

In parallel with the Climate-KIC Accelerator, RTU also carries out the Climate-KIC pre-incubation program «Greenhouse». Another opportunity to develop a business idea is to join the largest European green business ideas competition «ClimateLaunchpad»: its goal is to support progressive business ideas, helping them grow into sustainable global businesses. In 2018, RTU also hosted the largest climate innovation summer school «Journey».

The RTU Design Factory in cooperation with the Institute for Environmental Solutions and other

institutions has also started to host the hackathon «Copernicus Climathon» in Riga every year. Organized by the EIT Climate-KIC, the Climathon brings together the challenges of the world's cities with the people who have the passion and ability to solve them. The global 24-hour climate change hackathon takes place simultaneously in major cities around the world every year since 2015 and is set to be the biggest event of its kind in history.

The main theme for the Copernicus Climathon and Climathon Riga 2018 was «Copernicus for Smart Cities Development and Management in the Context of Climate Change». During a 24-hour period, participants had to develop smart solutions for challenges defined by four municipalities in Latvia – Cēsis, Jēgļava, Salacgrīva, and Liepāja.



At the beginning of April 2017, RTU as the first higher education institution joined the Latvian Startup Association, thus once again attesting RTU interest, opportunities and role in the development of start-ups and commercialization of ideas or valorization.

Rankings

RTU participates in several international and national-level rankings and benchmarking systems. International ratings foster healthy competition among higher education institutions, and they can be useful for the potential students when choosing their future place of study. Ratings enable RTU to assess the progress according to internationally established criteria and compare RTU with other higher education institutions in Latvia and world-wide.

Based on the ratings obtained in the assessments, it is possible to draw conclusions and set new goals for the study process, scientific research and sustainable growth and development of the University as a whole.

RTU is ranked in the following international ratings: QS Stars University Ratings, QS University Rankings: EECA, U-Multirank, UI GreenMetric Ranking, 4International Colleges & Universities, Worldwide Professional University Rankings, Webometrics Ranking of World Universities and others.

Recognizing the effort taken by the University in the field of energy efficiency, sustainability and environment protection, Riga Technical University was ranked 148 in the GreenMetric World University Ranking on Sustainability in 2017 and is the only Latvian higher education institution ranked so highly. GreenMetric ranks higher education institutions from all over the world on the basis of their commitment to reducing harmful impact on the environment.

The ranking highly evaluated the energy efficient infrastructure of RTU as well as the green campus area in Ķīpsala. The ranking also highly evaluated the use of environmentally friendly vehicles by RTU, the implementation of study programs in environmental sciences, and the participation of RTU scientists in energy efficiency projects.

The aim of this ranking is to provide the result of an online survey regarding the current condition and policies related to Green Campus and Sustainability in the Universities all over the world. It is expected that by drawing the attention of university leaders and stakeholders, more

attention will be given to combating global climate change, energy and water conservation, waste recycling, and green transportation. Such activities will require change of behavior and providing more attention to sustainability of the environment, as well as economic and social problems related to the sustainability.

GreenMetric Ranking was established in 2010 and with every year the number of universities participating increases – in 2017, 619 universities from 76 countries, in 2016, 516 universities from 74 countries but in 2015 – 407 universities from 65 countries were evaluated.

At the end of 2018, Riga Technical University received an excellent evaluation – five stars – at the international university rating QS Stars. On the whole, university performance was evaluated considering eight categories, and RTU received the highest evaluation – five stars – in six of them. RTU received five stars in the following categories: teaching, employability, internationalization, learning environment, innovations and inclusiveness.

RTU has been very highly evaluated on QS Stars rating, due to improvement of its performance in all categories in comparison with previous evaluation that was organized in 2015. In the previous evaluation we received three stars, but with persistent work we have managed to improve our performance. We have significantly invested in the quality of studies, infrastructure, improvement of research quality, promotion of innovations and improvement of environment for start-up companies,

states Director of RTU Department of Quality Control and Records Management Juris Iljins.

Each of the eight categories is divided into numerous sub-categories. Within the category of teaching, such sub-categories as the level of student satisfaction with the university as a whole and with the studies in particular, as well as further education opportunities were highly evaluated. In the area of employment, graduate employment indicators as well as RTU reputation among

employers received top scores. In the category of internationalization, RTU registered maximum points in several sub-categories, including «International Research Collaboration», «International Diversity» and «Inbound Exchange Students».



Riga Technical University

The QS Intelligence Unit has, through rigorous and independent data collection and analysis of performance metrics as set out in the QS Stars™ methodology, rated RIGA TECHNICAL UNIVERSITY as a Five Stars institution.



Considering university environment, sports facilities provided by RTU, IT infrastructure and significant number of student organizations gained special recognition. In the field of innovations, RTU received maximum scores in all sub-categories – the number of patents registered by RTU, field research and the number of spin-off enterprises were highly evaluated. In the area of Inclusiveness, opportunities ensured by RTU, university scholarships and bursaries, support to the students from low income families as well as accessibility of the environment for people with reduced mobility deserved special credit.

FEEM cares about each student. Besides places allocated by the state budget, all students whose families have been granted the status of a low-income family, students who are orphans or without parents' care, students who have children under 18 years of age or students with Group I or II disability have the opportunity to study for free. In addition, the FEEM building has the relevant equipment so that students with special needs can move freely throughout all the premises.

Family-friendly Enterprise

RTU also cares about employee loyalty and organizes events for their families. These efforts have also been appreciated for the third consecutive year by awarding the status of a Family-Friendly Merchant to RTU.

The RTU Children and Youth University, the

children activity room «Bear-Integral» (Lācītis Integrālis), the RTU Contemporary Dance Studio which provides an opportunity to learn the first dance steps not only to the children of the RTU staff, but also other children, and engineering workshops organized by RTU within various events in Latvia are just some examples, which demonstrate the University's efforts to become a family-friendly educational establishment. For the third consecutive year, on 1 June 2018, on the International Children's Day, RTU took part in the event «Children at Work», by inviting children of the RTU employees to visit the workplace of their parents and participate in educational and exploratory activities.

One of the criteria for granting the status is the organizational policies oriented on ensuring efficient balance between employee work and family life, for example, opportunities for teleworking, flexible working hours or part-time employment. Other criteria include occupational health and safety, customer-centered services, support provided to events organized for children and families, involvement in charity activities.



The suitability of the premises and equipment for the needs of children is also taken into account. No less significant is the customer care as it promotes loyalty to the organization, as well as contributes to its reputation in international markets.

Social Innovation

Nowadays, we live in a rapidly changing world that faces unprecedented challenges and success stories, but along with all this positive burst that the new generation evokes problems inevitably occur. Mankind now is facing challenges in terms of inequality and diversity, economic viability and sustainability and the resilience of infrastructures and services. In order to solve them, in 2017 and 2018 RTU organized summer school «Social Innovation».

Students participated in lectures and practical

works on topics related to cultural changes, urban social ecosystems, sustainable entrepreneurship and social business, and the main aim was to focus student attention on the ideas and solutions that create social value as well as the processes through which they are generated.



Corporate Social Responsibility

All RTU FEEM study programs include subjects focused on Corporate Social Responsibility (CSR) – among them are Fundamentals of Ethics, Communication Basics,

Business Etiquette, Politics, Organizational Psychology, and others. All students have to acquire a minimum of two of these subjects. Subjects focused on CSR are included both in bachelor and master level programs.

Several study programs offer such subjects as International Protocol, which teaches business etiquette at an international level, Personal Financial Management, which is designed to teach students to act responsibly in their private lives assuming responsibility for their financial decisions; Environmental Compatibility and Risks and Environmental Economics, which explain the impact of business operations on the environment.

From October 9 to October 12, 2018 Associate Professor Karolina Daszyńska-Zygadlo from the Wrocław University of Economics visited FEEM within the framework of the Erasmus+ Teaching Staff Mobility program. During her visit, the guest lecturer held a lecture on the theme «Corporate Sustainability» for the students of the Doctoral study program «Management Science and Economics» within the framework of the study course Contemporary Social Science Theory.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Green City within a City

RTU has been developing in accordance with the RTU Strategy 2014–2020. RTU is the first university in Latvia which in 2007 started to implement an ambitious project to develop a university campus that would unite education and research facilities.

To become the most advanced engineering study center in the Baltic region, the development of the campus of Riga Technical University in Ķīpsala is based on sustainable, smart and environmentally-friendly initiatives. When developing the RTU Green Concept 2018–2023, the goal of the University is to raise awareness of students, employees and the general public about the need to reduce the ecological footprint and to encourage creation and use of environmentally-friendly technologies. These principles have already been taken into account in the creation of the RTU study and research infrastructure – by constructing and reconstructing buildings, furnishing and equipping them – and in promotion of behavior change based on the green concept. Carbon intensive technologies in various sectors of the economy and innovative solutions for more efficient and smart use of resources are also a significant research field of RTU scientists.

Solar panels and a wind turbine are installed on the roof of RTU Faculty of Power and Electrical Engineering. The devices both serve the building and are used in the study process and research. One more wind turbine is planned to be installed on the roof of the Faculty in the near future.

The public premises of the newly constructed and renovated buildings of the campus are equipped with motion sensors, providing lighting only when someone is inside the premises.

RTU Faculty of Power and Electrical Engineering is fully automated – ventilation, air conditioning, heating and lighting systems are controlled through a single control panel. The windows are covered with automatically controlled

blinds that provide optimal lighting in the premises – they open and close depending on the brightness of the light. Automatically controlled blinds that provide optimal lighting in the premises are also installed in RTU Faculty of Electronics and Telecommunications, Faculty of Architecture and the new extension of the RTU Scientific Library.

To reduce the amount of water consumed in the amenities, motion sensors are installed, which provide water only when necessary, when the utilities are used. RTU faculties use drinking water dispensers in order to reduce the use of plastic bottles and the total amount of waste. Thus, the environmental impact is lowered by reducing the resources needed to prepare bottled water.

Outdoor containers for sorted waste are also located on the campus. There are containers for paper, glass and household waste. In the everyday activities of the University, the most commonly used material is paper. According to the waste structure, paper waste sorting boxes are located indoors. To reduce the use of paper, electronic circulation of documents is promoted and digitization of studies takes place.

The **Scientific Library** of RTU is an academic library of state significance accredited within the State United Library Information System with the largest collection of traditional sources on engineering and architecture in Latvia – approximately 1.5 million items. The library provides access to a number of electronic resources – databases with 47 000 e-journals and 148 000 e-books – which are available in the library premises and remotely to the registered users.

The Scientific Library of RTU is the first library in Latvia using the RFID (Radio Frequencies Identification) technology application. The library's self-service system automates quick and convenient issuing and collection of books including the opportunity to return books outside working hours.

There is a spacious reading hall with library stock in open access, a reading and resource room for the academic staff, a reading room for students with kids, a silent reading room, individual booths and team rooms, a cozy kitchenette for visitors, as well as a transformable conference hall. It is planned that in the future the users will also have access to a rare book reading room displaying books dating back to the 17th century.



In 2017, an overnight reading room in the RTU Scientific Library was opened. It is a place where students can study during the night hours, outside working hours. The innovation of the RTU Scientific Library is unique because the 24/7 reading room operates in a building with no guards where all responsibility for order, cleanliness and security is borne by the students. The RTU Scientific Library with the introduction of the new system has won the recognition of the Library Association of Latvia – the annual prize in the nomination «The Annual Event in Latvian Libraries».

In September 2018, a **reading room** was established in FEEM, thus creating an open environment for students, a center where they can meet, communicate, use smart devices, read books, do homework assignments. One wall of the room is entirely covered by an enormous bookcase with books issued by the academic staff and industry literature in several languages. Lecturers of the Faculty regularly place a variety of publications in the bookcase, and even Rector of RTU has given the students previous issues of the magazine «The Economist» for reading.

Sitting puffs, sofas and small tables are placed in the room for student comfort, and there is

an attractive 3D photograph on the floor – a business shark. FEEM students and guests are welcome to take pictures with it. Besides, a wardrobe that occupies the other side of the room has also undergone a change and has become more compact and freely accessible. Students no longer have to stand in long lines to leave or receive their outdoor clothes – they can hang clothes on the racks themselves. For security reasons, surveillance cameras are in place in the wardrobe. The planned changes were initially discussed with the representatives of the RTU Institute of Design Technologies, and an initiative to involve students in the area's transformation arose. As a result, several students were involved in search for a solution for changing the wardrobe.



Setting up a reading room is a good example of making the environment more accessible and cohesive for students with relatively small investments, thereby also increasing their attraction to the University.

The **Student Creative Laboratory** of the FEEM Institute of Business Engineering and Management (UIVI) was opened on January 11, 2018. The purpose of the Laboratory is to provide support for the implementation of the study process and scientific activities, the development and prototyping of new products and services, thereby contributing to the development of innovation across the Faculty and RTU as a whole.

In the Laboratory, students can use modern technologies to develop their products. They have access to a variety of tools, a 3D printer, materials to work with and convert their idea into a prototype, or at least create a prototype template, which could then be further developed at the RTU

Design Factory.

The first prototypes developed by student teams have already been presented, for example, a solution for storing a bicycle in a residential area, a wireless charger for mobile phones, a travel suitcase that could be adapted to the requirements of different airlines for the size of hand luggage, a device for reducing stress, etc.



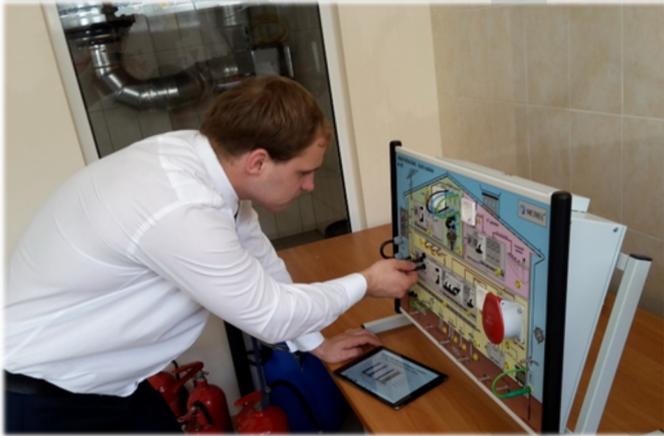
The **Scientific Laboratory of Technogenic Environment Safety** is part of the Institute of Occupational Safety and Civil Defence at FEEM. The laboratory was established with the aim to increase the level of ecological and industrial safety, conduct research in the field of environmental science as well as environmental management and environmental engineering and in

the main field of occupational, fire safety and civil protection.

The main tasks of the laboratory are:

- to develop and implement research work programs in the fields of occupational safety, civil protection and fire safety within the framework of the European Union, the Latvian Council of Science and other scientific projects;
- to provide a technical base for research activities of master and doctoral students;
- to ensure independent and objective inspections and technical expertise in conformity with the requirements of the European Union and Latvian regulatory enactments in the fields of labor protection, civil protection and fire safety;
- to cooperate with the certification and testing authorities in the regulated and unregulated field;
- to participate in the development of new standards, testing and risk assessment methods in the fields of labor protection, civil protection and fire safety;
- to cooperate with laboratory accreditation bodies and participate in inter-laboratory testing procedures.





In order to carry out these tasks, the laboratory is regularly reequipped with the necessary functioning equipment, the range of which is continuously improved and expanded.

The latest laboratory upgrade was presented on 21 February 2018. It contained a working demo board for automatic fire detection and alarm system. With the help of board components, students now can learn the operating principles of up-to-date fire detectors and the basics of programming them into the automatic fire detection and alarm systems as well as connecting to the automatic fire extinguishing system. Laboratory work on electrical safety was improved, using a demo booth Metrel MA 2067 and electro multi measuring device Megger MFT-1835.

In November 2018, Associate Professor Deniss Ščaulovs and the team of the FEEM

Institute of Business Engineering and Management students – Viktorija Babiča, Aleksandra Semendjajeva, Zarina Begulova, Farmonjon Akmalov, Shaykhzod-AliBek Rakhmonov – participated in the Global Entrepreneurship Week in Rotterdam. During the week, students had an opportunity to attend interesting lectures, meet professors and students from other countries (USA, France, Belgium, Germany, Great Britain, Israel, etc.) as well as meet the business icons from the Dutch ecosystem, who spoke on various topics. Numerous entrepreneurs, marketers and sales gurus shared their paths to success.



During the Global Entrepreneurship Week the focus was on entrepreneurship and marketing. Various successful entrepreneurs and marketers and the Rotterdam Business School, part of Rotterdam University of Applied Sciences, combined forces with the objective to give students an inspiring week, which would help them to develop an entrepreneurial mind-set they would benefit from for the rest of their life.

In July 2018, six students of FEEM participated in the 13th International Economic Summer School organized by the University of Niš, Serbia. The title of the 13th ISSE 2018 was

Digital Marketing. This topic was further explored by several subtopics, presented in the form of lectures, numerous workshops and simulations. From the first day on, the students were divided into several teams. Each team was assigned one case study. On the final day, the teams presented their solutions in front of the other participants, professors and business partners.

The first Valuation Summer School in Latvia was held from 21 to 24 August, 2018, organized by the real estate industry leader SIA LATIO and the Institute of Civil Engineering and Real Estate Economics of FEEM. The purpose of the Summer

School was to introduce the young people to the real estate appraiser profession in detail, paying attention to young people from the regions of Latvia. During the Summer School assessment, its members listened to professional lectures, visited some sites in real life. During the viewing of real estates, the listeners had to collect practical information about them. Based on theoretical knowledge, real estate assessments were made under the supervision of professionals. Prepared ratings were presented to other members of the Valuation Summer School.



Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Research at RTU is organized on six research platforms. The objective of research platforms is to ensure multi-faculty and interdisciplinary research in the areas of great significance for the national economy and society. Active and continuous analysis of market needs and commercial potential takes place within the research platforms.

FEEM scientific and research activities are linked to study programs. FEEM research is based on the following research areas:

- Business development and innovations,
- Organizational and national security,
- Building entrepreneurship, real estate, urban and regional development,
- Quality management of processes, products and systems,
- Development of economic-mathematical models.

There are five institutes at FEEM where researches are being conducted:

- Institute of Business Management and Engineering;
- International Business and Customs Institute;
- Institute of Civil Engineering and Real Estate Economics;
- Institute of Occupational Safety and Civil Defence;
- Institute for Quality Engineering.

All FEEM institutes are unique in their field. Each of them tries to use and implement the rules and principles of Corporate Social Responsibility in their work; it also appears in research papers and projects, as well as doctoral student promotion papers.

Every year FEEM, on the occasion of the RTU anniversary, organizes the international «Scientific Conference on Economics and

Entrepreneurship». The conference provides a discussion platform for researchers, in which everyone can present the latest developments, research findings, ideas and their applications in science, business and economics. The purpose of the conference is to share the results of scientific research in various business and economic disciplines, to exchange knowledge and experience, thus forming a basis for multidisciplinary research. The conference brings together leading scientists, researchers and doctoral students from all over the world.

From 10 to 12 May, 2017, FEEM hosted the 22nd International Scientific Conference «Economics and Management, ICEM-2017». ICEM is organized annually by one of the four partner universities: School of Economics and Business at Kaunas University of Technology (KUT SEB) in Lithuania, RTU FEEM in Latvia, Faculty of Business and Management at Brno University of Technology (BUT FBM) in the Czech Republic and Tallinn School of Economics and Business Administration at Tallinn University of Technology (TUT TSEBA) in Estonia. The aim of the conference is to provide a platform for discussion on diverse changes in economics and management fostered by technology development, innovation and global challenges that lead us towards next industrial revolution.



The main theme of the Conference ICEM-2017 was «Facing the 4th Industrial Revolution».

The presenters at the plenary session were Pavlo Sheremeta, a former Ukrainian Economic Development and Trade Minister (2014), leading Ukrainian economist, Professor Alan Barrell, Judge Business School, University of Cambridge, Nellija Ločmele, the chief editor and Member of the Board of the weekly magazine “IR” as well as Assistant Professor Modris Ozoliņš, Director of the International program department of RTU FEEM. All speakers noted the progress of science and technology development, global changes in the communication environment and culture, as well as in consumer behaviour.

During the work in conference sections, participants presented a number of articles on topical issues in today’s economy and management:

- Financial economics and corporate finance challenges and opportunities;
- Accounting;
- Human resources in the world without borders;
- Modern marketing: inspiration, innovation and their implementation;
- Strategic management in the global economy: entrepreneurship, innovation and internationalization;
- The global economy and national competitiveness;
- Finance, taxes and challenges in legislation;
- Process management after the fourth industrial revolution;
- Quantitative methods and their use in economic models;
- Corporate social responsibility: interaction between businesses, society and the state.

The Department of International Business, Transport Economics and Logistics at the International Business and Customs Institute (SESMI) of FEEM from 28 August to 1 September, 2017, held the «25th International INFORUM (Interindustry Forecasting at the University of Meryland) Conference». The conference brought together researchers from 13

countries: USA, Italy, Germany, China, Japan, Russia, Estonia, Poland, Chile, South Africa, Hungary, Turkey, and Latvia.

The conference participants discussed the issues of developing and applying econometric, input and output, as well as Inforum-type economically mathematical models used for the analysis and forecast of the dynamics of the structure of national and industrial sectors in different countries. RTU FEEM was represented by Associate Professor Velga Ozoliņa and Professor Remigijs Počs reporting on the analysis of competitiveness of Latvian industries using macroeconomic models.

In addition to the scientific paper sessions, conference program included a workshop on the specifics and application of the specialized modelling software «Portable Dyme». An important event at the conference was signing of a cooperation agreement between the national partners of the «Inforum» group.



A scientific monograph «Applied Macroeconomic multisectoral modelling» edited by Doug S. Meade (USA) and Velga Ozoliņa (Latvia, RTU FEEM) was published in 2018. It contains selected papers presented during the 23rd, 24th, 25th, and the 26th INFORUM conferences and covers a wide range of topics with a common focus on multi-sectoral modelling.

The Interindustry Forecasting Project is dedicated to improving business planning, government policy analysis, and the general understanding of the economic environment. The scientific project of the Inforum model development was launched 50 years ago and is now being successfully developed by the scientists of the University of Maryland.

From 5 to 7 August, 2017, doctoral students of FEEM Svetlana Mjakuškina and Maija Kavosa as well as Professor Inga Lapiņa participated in the 20th International Scientific Conference on topical issues in quality management «QMOD-ICQSS Challenges and Opportunities of Quality in the 4th Industrial Revolution», in Helsingør in Denmark.

The founders and organizers of the conference from Sweden Professor Dr. Jens J. Dahlgaard of Linköping University and Professor Dr. Su Mi Dahlgaard-Park of Lund University noted that “QMOD-ICQSS” has become one of the largest scientific conferences in the world devoted to quality, service, organizational development, and related issues. This year marks the twentieth anniversary of the conference. More information is available on the conference website.

The conference also presented the scientific publications of our Faculty representatives:

- Imants Meiers-Meiris, Jānis Mazais, Inga Lapiņa «Risk Management Framework for Integrated Management Systems»,
- Svetlana Mjakuškina, Inga Lapiņa «The Product Conformity Assessment Elements in the Inetegrated Managment System»,
- Maija Kavosa, Inga Lapiņa, «Certification Process in the Field of Energy Construction in Latvia: Risk Analysis».
- Professor Inga Lapiņa led the ISO 9000 Quality Management System Section of the

Conference. She received a certificate of gratitude for her contribution to the conference work. Professor has participated in the work of the conference scientific committee, article review and section management since 2014.

In March 2018, in cooperation with partners, the Financial and Capital Market Commission (FCMC) organized the sixth Financial Literacy Week in Latvia. Within the period of March 12-16, a plentiful of resident financial literacy building activities were offered, including visiting lectures across Latvia. Lectures on the themes «Fraud in Finance: How to Detect It and Protect Yourself» and «Personal Risks and Their Management» given by FEEM researcher Tālis Laizāns and Associate Professor Guna Ciemleja took place at FEEM within the framework of the Financial Literacy Week.



During the Global Money Week (GMW) 2018, which was held simultaneously with the Financial Literacy Week activities, financial literacy partners offered various activities to the public, such as open lectures, workshops, and visits to schools. There was a financial quiz «the ABC of Finance» for high school students, workshops for teachers and a «Ring the Bell!» event at the stock exchange. During the European Money Week, students had the opportunity to participate in the «European Money Quiz» and a high-level international seminar for experts on the «Future of Financial Technology in Baltics and EU». The slogan of GMW in Latvia was «Where does money live?»

In celebration of Global Money Week 2018, the Nasdaq Stock Exchange in Riga invited FEEM

students to ring the bell and open the day's trading. Around 30 students gathered in the Nasdaq Riga office and had the opportunity to visit the Stock Exchange and speak with its executives and specialists. The Stock Exchange believes that encouraging students to learn about the capital market and its importance for the advancement of the Baltic economies is essential for young people.

On 23 January 2017, the RTU Design Centre held an international conference «HOW TO: Engage in Innovations». The aim of the conference was to gain international experience in the commercialisation of scientific research results, understand the importance of cooperation with the industry and the role of support for start-ups and their impact on the country's economic growth, providing a favourable environment for a sustainable development of innovations. The conference was organised by the RTU Design Factory in cooperation with the Climate KIC and the Ministry of Education and Science, bringing together experts from Australia, Germany, Ireland, Estonia, the Netherlands, Belgium, Israel, Sweden, and Latvia. The conference provided an opportunity to get acquainted with the operating models of the participating organisations and to receive practical recommendations for the development of the Latvian science and innovation environment.

From 26 to 29 June in Naples (Italy), the annual conference «Society of Open Innovation Technology Market and Complexity» (SOItmC & DEMI of UNINA 2018) was held; there one of the sessions «Innovation Diversity for Emerging Economies» was organized by Professor Natalja Lāce. Several FEEM professors and doctoral students participated in the conference with their publications. In 2017, the conference was held in Latvia, and Professor Natalja Lāce was the Hosting Chair of the Conference. In 2018, Professor Natalja Lāce, the Head of the Department of Corporate Finance and Economics of FEEM became the Vice President of the Society of Open Innovation: Technology, Market, and Complexity (SOItmC) and Executive President of SOItmC Latvia.

In 2017, in the first half of July, the international scientific conference «The 21st World Multi-Conference on Systemics, Cybernetics and Informatics: WMSCI 2017» was held in Orlando in

the United States, where the academic staff of FEEM organized a conference section and participated with their readings of the research results. At the conference section «Transformation of Education and Research: Applicability and Sustainability» they presented the results of the project «EU policies impact to the transformations of the higher education and research system in Norway and Latvia» (VIAA identification number NFI/R/2014/006) of the EEA and Norwegian Financial Instrument Program «Research and Scholarship». This project was implemented by FEEM from 2015 to 2017 under the supervision of RTU docent M. Ozoliņš, the leading expert of the project Professor E. Gaile-Sarkane and Professor I. Lapiņa.



From 8 to 11 July, in Orlando (USA), the 22nd annual conference «World Multi-Conference on Systemics, Cybernetics and Informatics: WMSCI 2018» was held; there one of the sections «Innovation and Technology Transfer in Emerging Economies» was organized by Professor Elīna Gaile-Sarkane and co-managed by Professor Inga Lapiņa. Another section «Towards Business Sophistication and Sustainability» was organized by Professor Natalja Lāce and co-managed by Professor Elīna Gaile-Sarkane. Several FEEM professors and doctoral students participated in the Conference with their presentations and publications, which are included in the SCOPUS data-base.

From 4 to 6 May 2018 in Jūrmala, Latvia, an annual meeting DBU Baltikum-Alumnitreffen was held in cooperation with the Institute of Construction Business and Real Estate Economics of FEEM, during which the former DBU scholarship holders (alumni) from Latvia,

Lithuania, Estonia and Kaliningrad met. During the meeting, a scientific practical seminar was organized and led by DBU scholarship holder and researcher Linda Kauškale. During the seminar, various real estate renovation projects in Rīga and Jūrmala were visited, and the participants of the seminar presented their research projects and practical experience in the field of environmental economics and management. The main purpose of the annual meeting was to discuss potential future projects, to coordinate the activities of DBU Alumni-network between Latvia, Lithuania and Estonia and other DBU project countries.



Deutsche
Bundesstiftung Umwelt

On 23 and 24 April 2018, the first joint Student Scientific Conference of the Faculty of Engineering Economics and Management of Riga Technical University was held in cooperation with the Faculty of Business, Management and Economics of the University of Latvia. The conference was attended by the students of bachelor and master's study programs, who, before defending their graduation papers, were able to present their bachelor and master's theses, sharing their findings with a broader audience.



In total, during the two days of the student scientific conference, more than 30 student research works were presented covering various areas. The conference was organized in two sections – «Current challenges in the economy» and «Business, Management and Marketing». In each section, the authors of the best studies received entrance cards for the conference «TEDxRiga 2018», as well as an invitation to submit scientific articles for publication in the Journals of the University of Latvia and Riga Technical University. There was a productive discussion between the presenters, the section chairs and the audience, generating different ideas and offers for new research in the future. Participation in the conference was free.

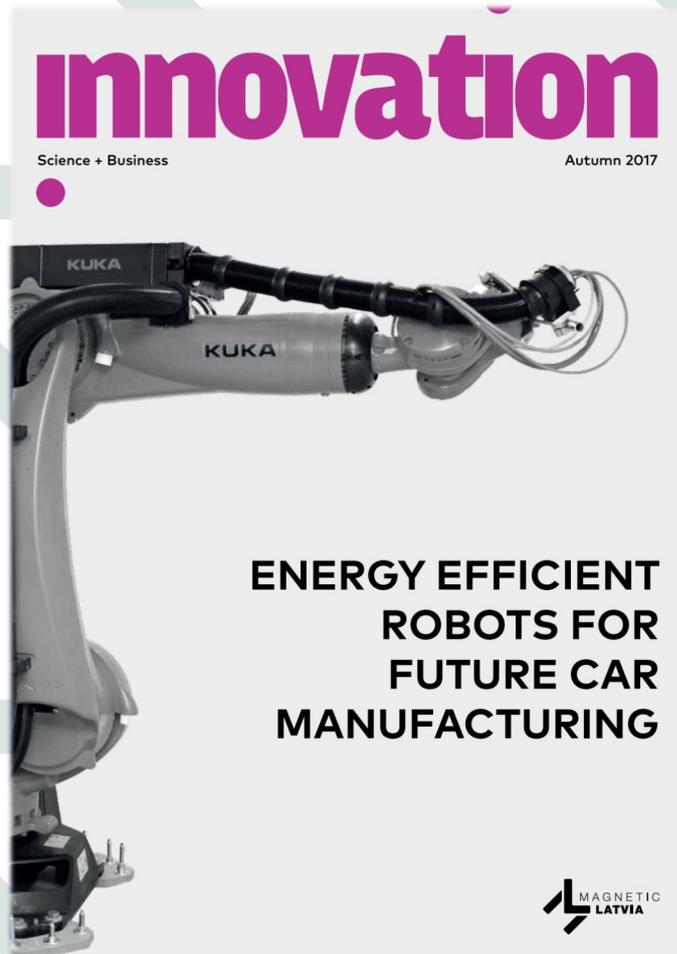
At the moment, University of Latvia and Riga Technical University are inviting students to participate in the Student Scientific Conference again. The Conference will take place in Riga between 23 and 26 April, 2019, and the conference work will be organized in five sections – four in Latvian and one in English.

To show the success stories of commercialisation of scientific discoveries, to dispel myths about the reluctance and inability of researchers and companies to communicate, to inspire those who have been afraid of cooperation – for this purpose, Riga Technical University and the Investment and Development Agency of Latvia launched the Journal «Innovation» in 2017. Riga Technical University has defined commercialisation of the ideas and products created by scientists as one of the cornerstones of its development.

The Journal carries popular science content, providing its readers with analytical material on commercialisation issues, policies that affect the development of commercialisation and the national economy, the role of innovation in the development of various sectors, support mechanisms for the transfer of scientific technology, as well as creation and strengthening of the start-up environment. Attention is also devoted to various forms of co-operation initiated by the interested parties, as well as, through the personality prism, to people who are actively involved in promoting innovation and cooperation.

With the help of the Journal, RTU is willing to create a unified information platform in Latvia, promote cooperation between higher education institutions and industry, enhance understanding of technology transfer, as well as increase the contribution of science and higher education institutions to the national economy. That is why the Journal shares not only the ideas and scientific discoveries of the RTU researchers, but also present success stories of other higher education institutions and research organisations in Latvia, discusses the achievements of companies, as well as introduces readers to bright ideas of start-ups.

The Innovation Journal is published quarterly in Latvian and English in both print and electronic format. The print issues of the Journal are available at RTU, LIAA customer service departments, agencies abroad, incubators, while the online issues of the Journal are available on the RTU homepage. The extended content is also available on Facebook.



Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

FEEM cooperates with the companies and organizations in Latvia whose activities are closely related to FEEM programs and need appropriately trained specialists that are prepared at FEEM. The cooperation is developed as provision of internship locations, as well as guest lectures in some of the study subjects. Many lecturers are specialists in their fields and occupy responsible and leading positions, so they can introduce students not only to theoretical but also practical aspects of the relevant subject. In several FEEM study programs guest lectures outside the University, as well as visits to companies are organized for students to become familiar with business operations and understand all the issues of concern in the industry.

In addition, FEEM also supports student exchange in studies and internship. Both the students and the academic staff use the possibility of going on Erasmus exchanges, thus gaining international experience and new knowledge, which may be necessary and useful for future studies and careers. Furthermore, every year more and more foreign students and guest lecturers are attracted, which facilitates improvement and development of international cooperation between universities and RTU recognizability.

The academic staff of FEEM regularly acquires new knowledge and experience in the field of social responsibility by participating in various international and local seminars.

In 2017, the FEEM Advisory Board was established to promote RTU and FEEM development in accordance with the RTU strategy and the needs of the national economy. The Advisory Board of FEEM is a consultative body of the Faculty approved by the Rector according to the RTU Strategy. The Advisory Board consults the Faculty administration, gives opinions to the Faculty council and the Dean on matters of the Faculty development strategy; offers advice on budget planning; at least once a year evaluates the activities of the Faculty, provides opinions and

proposals on the development of the Faculty and RTU as a whole, improvement of the study process, planned financial investments, changes in the management model and other relevant issues of the Faculty's activities.



In 2017, a group of professors of FEEM initiated joining the international University Industry Innovation Network (UIIN) – a dynamic network committed to driving innovation and entrepreneurship through university-industry interaction. UIIN is a leading international network of academics, practitioners and business professionals focused on establishing and improving relationships between education and industry. Dedicated to sharing knowledge, discovering solutions and building relationships, UIIN hosts the largest conference in the field, educates the leaders of tomorrow through its workshops, and is involved in generating new knowledge in various European research projects. RTU became the UIIN member in 2017. The RTU academic staff had participated in several conferences and workshops related to the industry – academia cooperation, as well as to developing entrepreneurial ecosystem. Participation in the UIIN provides opportunities to understand business challenges deeper. RTU has already become a strong partner in developing an open innovation ecosystem in Latvia.

In the study process, the FEEM International Business and Customs Institute (SESMI) works closely with state institutions and organizations. Much attention is paid to practical skills obtained by new customs and tax specialists.

Students' internship usually is organized in the customs and tax institutions of the State Revenue Service (SRS) of the Republic of Latvia, with whom RTU SESMI has a cooperation agreement. The leading SRS specialists are also involved in the study process. Many students have their internship in Latvian companies.

SESMI also offers professional development of customs brokers, declarants, etc. The FEEM Department of International Business, Transport Economics and Logistics (SESTEL) regularly organizes courses for specialists in the transport and logistics industry, both to raise their qualification and refresh their knowledge.



RTU SESMI also closely cooperates with the State Border Guard, as well as other institutions and organizations in international projects such as BOMCA-9 – the border security project in Central Asia.



In 2017, study visits to the companies in the

industry and organizations were organized for the first year students of SESTEL. Logistics direction students visited Beweship Latvia/BEWE RIX, while international business management direction students visited the European Union House.

In October 2017, students of the Master's study program «Administration of Customs and Taxes» participated in a lecture at the Ministry of Finance of the Republic of Latvia, where Deputy State Secretary on Tax Policy Issues Mr. Ilmārs Šņucins presented the new Strategy of Tax Policy 2018-2021. In 2018, students visited the Ministry of Finance again. The lecture included a discussion on the recent tax reform, the national role of tax breaks, and the future challenges of taxation in the digital economy.



In October 2017, the fourth year students of the bachelor study program «Administration of Customs and Taxes» visited the Grebņeva Border Control Point, the State Border Guard College and the Customs Control Point «Rēzekne 2». The purpose of the visit was to introduce students with the work of the National Customs Board of the State Revenue Service, the State Border Guard and the Border Control Department of the Food and Veterinary Service on the external state borders at both road and railway border crossing points. Students were given the opportunity to see how the border services cooperate.



In November 2017, the former Latvian Ambassador to Canada Juris Audariņš visited FEEM and held a lecture on developing diplomatic relations for the third year students of the study program «Organization and Management of International Economic Relations» within the framework of the study course «International Protocol». Topical issues, such as diplomatic missions and their role in shaping the country's external relations, the daily specifics of embassy work, and criteria for countries to choose, promote and maintain cooperation in the international context, were discussed during the lecture.



In 2018, the fourth year students of the bachelor study program «Administration of Customs and Taxes» received several distance-learning guest lectures about risks of international supply chains and other topics. They were led by experts from Cross-border Research Association (CBRA) Dr. Juha Hintsa, Susana Wong Chan and Dr. Toni Männistö.



In December 2018, the students of the study programs «Business Logistics» and «Organization and Management of International Economic Relations» went on a study trip to Alber Berner Ltd., where they got acquainted with the company's activities both in Latvia and abroad. The Head of the Logistics Department Nadīna Moroza introduced students to the company, its history, and the main product range, but the warehouse manager Martins Ritums presented the

work in the company's 1700 m² large warehouse. During the visit, students had the opportunity to practice labeling and packaging of goods.



In November 2018, a study trip to Tallinn University of Technology (TTU) was organized in order to introduce SESTEL students with university activities and meet Estonian entrepreneurs. During the two-day visit, students were actively involved in the study process and study tours, and introduced with business opportunities in Estonia. Students visited internationally renowned Estonian companies such as «AS Tallink Grupp» and Estonian banking and financial services company «LHV Pank». The Sales and Marketing Director of AS Tallink Grupp Mr. Margus Hunt introduced students to the development of the company, as well as presented a vision for its future plans and service quality improvements. The member of the Management Board of «LHV Group» Madis Toomsalu and the Fund Manager Kristo Oidermaa gave an insight into the banking and investment business.



From 15 to 19 October 2018, SESMI Associate Professor Māris Jurušs and Associate Professor Aldis Čevērs participated in the CEPOL (European Union Agency for Law Enforcement Training) exchange program and attended the Estonian Academy of Security Sciences. During the visit, the professors were told about the training program for customs and taxation in Estonia and met the customs and tax authorities. FEEM Associate Professor Māris Jurušs delivered two lectures on taxes in Latvia and tax planning, as well as gave an interview to the Estonian National Television on excise duty.



In January 2018, Māris Jurušs also visited Münster University of Applied Sciences within the framework of Erasmus+ program. He gave lectures to German students on Corporate Tax Planning, including practical assignments for tax calculations. FEEM has developed successful cooperation with Münster University of Applied Sciences. FEEM academic staff regularly shares their experience and gives lectures in Germany, while a student group from Münster University of Applied Sciences visited Riga in December 2017.

From 29 September to 26 October 2018, Director of Institute of Business Engineering and Management Associate Professor Deniss Ščeulovs visited Zhangir Khan West Kazakhstan agrarian-technology University. During the visit, he shared his experience of the European approach to learning and gave lectures to bachelor students within the study course «New Product Design and Development Methodology». A series of seminars for the academic staff on the contemporary behavioral culture in the organization were conducted. Under the guidance of Associate Professor Deniss Ščeulovs, proposals and recommendations for the improvement of two bachelor study programs were developed.



On 26 September 2017, the first year students of the professional bachelor study program «Real Estate Management» had a field professionals' day – two guest lectures were held within the course «Introduction to Real Estate Industry». Students were visited by our graduate student and entrepreneur Rihards Ģederts, who told about his experiences both during and after studies. Then a guest from the Association of Management and Administration of Latvian Housing, also FEEM graduate and entrepreneur Ģirts Beikmanis held a guest lecture.

On 22 May 2018, the students of the professional bachelor study program «Real Estate Management» had the opportunity to attend a guest lecture on the latest digital technologies in the field of construction. The lecture was led by an architect and the founder of Vividly Ltd. Gunita Kuļikovska who shared her experience with the students.

Students also had the opportunity to visit the companies of the industry. During the autumn and spring semesters of the academic year of 2017/2018, students got acquainted with the work of different real estate management and construction companies, for example real estate management students had the opportunity to visit the largest real estate management and maintenance company in Latvia – «Rīgas Namu pārvaldnieks» Ltd.

With the aim to improve theoretical knowledge and gain practical skills, the students of the Institute of Occupational Safety and Civil Defence are offered study visits and thematic practical training in companies, for example, the State Fire and Rescue Service, the State Police Forensic Service Department, State Ltd. «Sertifikācijas un testēšanas centrs» (Center for Certification and Testing), Riga's Water Supply Museum, as well as got acquainted with the state-

of-the-art technologies at the exhibition «Tech Industry 2018».

The Institute of Occupational Safety and Civil Defence has developed a broad array of international partners in cooperation in the field of training in occupational and fire safety such as Tallinn Technical University.

In the spring semester of 2018, the FEEM students of the joint Norwegian-Latvian International Master Program «Innovation and Entrepreneurship» responded to the request of the Children's Clinical University Hospital to create innovative solutions to facilitate the day-to-day operation of the hospital. Four student groups were set up to work on identifying real life needs of the patients, parents, and medical professionals and developing appropriate products. After two months' intensive work, at the end of March, students presented prototypes resulting from the cooperation with the Children's Hospital. The presentation was evaluated by Professor Elīna Gaile-Sarkane, Modris Ozoliņš, the Director of the Study Program, and representatives of the hospital. The following innovative products were presented:

- labels with topics of interest to children to mark the equipment in order to create a more visitor-friendly environment;
- a panda bandaged with the medical skin and heat-generating foil «Hug me and I hug you», which could lessen the anxiety of the youngest patients;
- an interactive game that can be placed on walls. The game is suitable for different patient ages and heights, including patients in wheelchairs;
- a mobile application «Dr Buddy», which provides useful information for the parents and the medical staff. The application also offers games and entertainment opportunities for children while waiting in line.



The joint Norwegian-Latvian International Master Program in Innovation and Entrepreneurship was launched in 2003 as a

continuation of a 6-year successful cooperation between Riga Technical University (Latvia) and Buskerud University College (Norway). The program was developed taking into consideration similar study program development in the USA and the experience of Norwegian partners, and it was adapted in compliance with the legislative requirements of the EU. Each year the students of the study program develop innovative product prototypes to serve customer needs. Two of the solutions have been patented; some have been commercialized (Crazy Roller, Coconut Opener, PlayGineering).

In 2018, the FEEM Department of Innovation and Entrepreneurship Management in collaboration with «Māmiņu Klubs» (Mothers Club) launched a Business School course for young mothers. The course was created so that women interested in developing their own company could step-by-step learn the entrepreneurship basics and get some practical information. «Māmiņu Klubs» is the Baltic media for parents with their original TV show, Internet pages, Parents' School, publishing house and charity foundation. «Māmiņu Klubs» has been operating in Latvia since 2004 and has gathered socially active parents who want the neighborhood, peer attitude and public policy to become more family-friendly and child-friendly.

Every year the RTU Career Centre organizes RTU Career Days, during which all RTU students, including FEEM students have the opportunity to get information about the industry organizations, as well as to meet face to face with company representatives, to find out about work and placement opportunities. The aim of Career Days is to inform the engineering, natural and social science students about the industry's best and most powerful companies, to bring them closer to potential internship locations and employers. Student goals and interests are to obtain information about available internships and job opportunities, as well as find out about the industry and the current situation in the labor market. The goals and interests of companies are to attract new employees, establish contacts with students and promote the company. It is the day when there is an opportunity for potential employers to meet with potential employees.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

FEEM emphasizes the implementation of the strategy of internationalization with the aim to differentiate the study programs, to attract guest lecturers and students by involving the students and academic staff into different international cooperation projects (such as Leonardo da Vinci program, ERASMUS, ERASMUS Mundus, INTERREG, ESF and others) and their implementation.

Through participation in the activities of international organizations and expansion of the circle of its partners, FEEM implements and strengthens its internationality. FEEM is a member of different international organizations and participates in implementing international projects. The most significant cooperation organizations are:

- The Baltic Management Development Association (BMDA);
- The International Association for Management Development in Dynamic Societies (CEEMAN);
- The World Customs Organization (WCO) and the International Network of Customs Universities (INCU);
- The New Initiatives and Challenges in Europe (The NICE Network);
- The International Real Estate Federation (FIABCI).

Besides the above-mentioned international cooperation activities, the FEEM International Business and Customs Institute also participates in the World Customs Organization (WCO) PICARD (Partnership in Customs Academic Research and Development) international program that is designed for enhancing education, training, scientific research of all customs organizations and universities as well as building customs capacity worldwide.

On 13 September 2018, representatives of the RTU International Business and Customs

Institute participated in the second meeting on PICARD Professional Standards (PS) Review that was held at the World Customs Organization in Brussels. The meeting was attended by academia and WCO representatives.

The Customs Professional Standards (PS) have served over the last decade as benchmarks for academic development, support of in-house training of customs administrations, and a reference for recognition of customs university courses; all of which have contributed to raise the profile of the customs profession in the world. Based on the successful results achieved over the last ten years, the WCO Secretariat has launched a revision and update of the PS to include the new challenges that customs face in today's globalized world and security environment. It is expected that the new PS will be finalized by April 2019.



Representatives of the International Business and Customs Institute also participated in the 13th annual World Customs Organization PICARD Conference, which ran from 9 to 11 October 2018 in Malatya, Turkey. With more than 200 participants from around 65 countries, the WCO research conference provided a platform for dialogue between customs administrations, universities, research institutes and the private sector on topics relevant to customs and international trade. During the conference Professor Aivars Vilnis Krastiņš, Director of International Business and Customs Institute took part in a roundtable discussion on the future of the Customs Professional Standards.



The International Business and Customs Institute, FEEM is one of the key organizations in implementing the European Union funded project «Border Management in Central Asia – Phase 9» (BOMCA 9). The project that will continue until the end of 2019 aims to improve border security and management, and develop customs education and training system in five Central Asian countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. The International Business and Customs Institute is the leader of one of the project components and is responsible for organizing training, expert consultations, workshops for the staff of the Central Asian customs and border management institutions.

Academic experts of the International Business and Customs Institute also consult universities and training institutions in Central Asia on developing a customs education and training system that meets the World Customs Organization requirements and international standards for customs profession.



In 2017, FEEM was admitted to the European Foundation for Management Development (EFMD), an international, not-for-profit, membership organization of business schools and corporations. EFMD implements an international approach to management education

and provides a forum for information, research, collaboration and debate on best practice and innovation issues in the sphere of management development. The joining of FEEM to EFMD was supported by the existing members of the organization – Aalto University and the Baltic Management Development Association (BMDA).

Participation in the EFMD for the FEEM academic staff and students provides a wide range of various, even unique opportunities for international cooperation – participation in conferences and events around the world where topics are related to management development, the latest research and exchange of experience, improvement of education quality and accreditation through EQUIS, EPAS, EOCCS and CLIP, as well as the EFMD GNP Deans Crossing Frontiers mentoring program (EDAF) and the Business School Impact System (BSIS).

We hope that participation in EFMD will provide significant opportunities for cooperation, creative approach, mutual enrichment and new, innovative ideas and concepts, and we will be able to use the access to a wide range of information and services in the field of management education development. Our goal is to improve the quality of the existing study programs and projects and increase the overall efficiency of work,

emphasizes Professor Inga Lapiņa, Vice-Dean for Academic Affairs of the FEEM.

EFMD improves the performance and development of management education across the globe, builds collaboration between business schools and businesses, creates and disseminates knowledge of best practices and trends in management education and its development, provides benchmarking and impact assessment systems and accreditations, organizes conferences and seminars with the aim to share the latest and most relevant information and build a network of collaboration partners, implements international projects around the world, influences international state and non-governmental organizations through advocacy and lobbying.

On 27 August 2018, participation in the COST project «Public Value Capture of Increasing Property Values» was launched with the participation of leading researcher Armands Auziņš from FEEM. The main objective of the COST campaign is to create a common framework for value capture and to provide innovative tools for maintaining public value in order to optimize the development cost-benefit split, as well as ease public budgets, on the basis of benchmarking. The main objectives of the campaign are focused on capacity building and multiplication by collaborating in interdisciplinary fields and by researchers from different countries, on networking opportunities involving young researchers, and on increasing the impact of research results on decision making in local governments, public authorities and the private sector. A. Auziņš has been nominated for participation in the project management group (MC), which intends to prepare and adopt decisions for the implementation of the project, and he is leading a project team (WG2) whose main task is to study terminology and tools for maintaining public values.

From 4 to 11 July 2018, the Baltic Sea Region Teachers' Training in Sustainable Education «The SAIL (Sustainability Applied in International Teaching and Learning) Teachers' Course 2018» was held with the participation of Professor Tatjana Tambovceva of FEEM. Professor, together with 38 other instructors from universities in the Member States of the «Baltic Training Programme» (BTP), had the opportunity to spend time in the Baltic Sea on a sailboat Fryderyk Chopin going from Gothenburg (Sweden) to Sunderland (England). Participants from different countries, from different universities, with different cultures, representing different study disciplines, different branches of science, had the opportunity to share their knowledge, experience, learn and teach, develop their skills and work together. The main objective of the event was to improve education in the field of sustainable development by providing concrete recommendations, suggestions and solutions. The information we received was surprisingly rich in examples of how to improve the education of sustainable development, based on unique experiences from different countries, developed disciplines, and research areas.



From 6 to 8 September 2018, the 8th International and Interdisciplinary Symposium of the European Academy of Land Use and Development (EALD) «Changes in Land Use Management Practices» was held in Riga, organized by Associate Professor Armands Auziņš and co-managed by Professor Ineta Geipele, Iveta Stāmure and Edgars Pudzis from FEEM. The symposium aimed to focus on land management tools, considering the changing needs in order to promote sustainable development. The key topics that formed the basis for cross-country discussions and comparisons were strategies for land use planning in urban and rural contexts; land use management in peri-urban areas; institutional arrangements for urban-rural linkage and techniques of evaluating strategies and proposals.



On 12 July, 2018 in Riga, Round Table discussion on the developments in the housing management market took place with representatives of Latvian and German real estate management companies, organized by IWO e.V. (Initiative Wohnungswirtschaft Osteuropa) – an

association registered in Germany, which combines initiatives from private and public partners to support the development of the housing management and construction industry in Eastern Europe. Associate Professor Sanda Geipele and scientific assistant Iveta Stāmure participated in the discussion on the management of real estate, the requirements for professional qualifications and the acquisition of higher professional education in Latvia. Associate Professor Sanda Geipele presented the scientific achievements, implemented projects and outlines of plans for the future, while Iveta Stāmure presented the activities in the area of education related to the management of real estate. The German partner was represented by 22 representatives of real estate management companies.



From March 12 to 14, 2018, Associate Professor Sanda Geipele, researcher Edgars Pudzis, visiting researcher Māris Kaļinka, researcher Linda Kauškale and Professor Ineta Geipele were on a working visit to Sweden in the framework of the international program Interreg Central Baltic project «Coast4us». A joint meeting was held for all participants of the project, representatives from the municipalities of Latvia – Carnikava, Salacgrīva and Saulkrasti, Riga Technical University, the Municipal Council of the Republic of Latvia, the municipalities of Sweden – Norrköping and Valdemarsvik; Linköping University; Coompanion Östergötland; Aspöja



Fastigheter AB; municipalities of Finland – Åland and Kökar, as well as the municipalities of Estonia – Laane-Saare, Pihlta and Pöide and the Tallinn University of Technology.

The main objective of the project is to create sustainable marine and coastal development plans along the Baltic Sea in Finland, Latvia, Sweden and Estonia. The main outputs from the project will be sustainable marine and coastal spatial plans for pilot areas in Finland, Latvia, Sweden and Estonia, and new tools and management strategies, guidelines and better cooperation between stakeholders regarding spatial planning. Important outputs are also innovative technical tools, such as GIS tools, web-based platforms, web and mobile applications, developed to support a transparent and inclusive planning process.



EUROPEAN UNION
European Regional
Development Fund



FEEM (Institute for Quality Engineering; Institute of Business Engineering and Management, Institute of Occupational Safety and Civil Defence) is a partner of IMPRESS (Improving management competences on Excellence based Stress avoidance and working towards Sustainable organizational development in Europe) project. This project aims at developing insight on work-related stress issues in health and social care organizations, with the goal to develop approaches for early recognition of stress potentials and training modules that allow reacting to them and preventing the outbreak of stress.

The objective of IMPRESS is to enable business professionals to gain a perspective on work related stress issues. This includes how they impact in all aspects of the business including management style, cost of absenteeism, work organization and organizational structure, work-life balance, demographic changes, the upgrading of unskilled and skilled workers, information overflow, stress caused by poor fit with physical and mental health issues. Besides work-based

learning for people already employed in the organizations, the project also focuses on how young people have to be prepared in order to sustain their health and their employment until retirement in an economic situation where changing employers and sectors are becoming part of a regular employment history.

According to the activities of the project, the Stress Assessment Tool Prototype has been already launched. This tool is a web application allowing to assess potential stress factors in an organization with the possibility to define and consolidate anti-stress measures.



Partners of the project are the following: Euskal Herriko Elektronika eta informazio-Teknologien Industrien Elkarte (GAIA) (Leading partner); University of Barcelona; Ludwig Maximilian University of Munich; IBK Management Solutions, Wisbaden; International Industrial Consult AG, Frankfurt am Main; Biedrība Eurofortis (BEFO), Latvia; MUTUALIA Mutua Colaboradora con la Seguridad Social Nº 2, Bilbao; Waterford Chamber of Commerce, Ireland; Riga East University Hospital. Project managers at RTU are Prof. Jānis Mazais and Prof. Inga Lapiņa. Project period is 2017-2020. IMPRESS project is funded by the Erasmus+ program of the European Union.

The Institute of Occupational Safety and Civil Defence of FEEM is an active member of European Network Education and Training in Occupational Safety and Health (ENETOSH). The fundamental aim of ENETOSH is to mainstream occupational safety and health (OSH) into education and training. Their assumption is that mainstreaming OSH into education and training will help boost the overall quality of education and prepare the ground for the development of a culture of prevention.

In 2017 and 2018, Associate Professor K. Oganisjana carried out research and pedagogical work within the framework of the Erasmus+ project «European Methodological Framework for Facilitating Teachers' Collaborative Learning» (EFFeCT 2015-2018). This project aimed to improve the policy and practice of teacher

learning in innovative ways and to enhance opportunities for teachers' collaborative learning by promoting networking and professional collaboration between teachers, teacher educators, researchers and other educational stakeholders. The project recognized the role of leadership in teacher learning and the value of developing distributed leadership with the aim of enhancing equity in learning. The EFFeCT project was carried out with the participation of six countries: Finland, Latvia, the Czech Republic, the UK, Ireland and Hungary.



In 2018, FEEM Assistant Professor Iveta Ozoliņa-Ozola in the framework of the project «Professional Development of Auditors in Public Sector for Improving the Environment of Commerce, Preventing Corruption and Reducing Shadow Economy» (Project No. 3.4.2.0/16/I/001) prepared and conducted a training program «Research and Statistical Methods, their Application in the Audit Process» for employees of the State Audit Office and internal auditors of public administration institutions.



In April 2018, Assistant Professor Iveta Ozoliņa-Ozola collaborated with the National Centre for Education of the Republic of Latvia within the framework of the project «Implementation of National and International Events for Students' Talents

Development» (Project No. 8.3.2.1/16/I/002) and assessed pupils' scientific research work at the 42nd Scientific Research Conference of Latvian Pupils.

Why people should not be indifferent to the public debt, how it affects our daily lives, and why the borrowed money should be taken with the sense of responsibility – these and other issues related to the public debt were opened for discussion at this year's «Lampa» conversation festival at the panel organized by the Fiscal Discipline Council.

The researcher Nadežda Semjonova from the Department of Corporate Finance and Economics at the Institute of Business Engineering and Management of FEEM also took part in the process of preparation and provision of the discussion. During the discussion, materials from the monograph of N. Semjonova «Government Debt: Evaluation of Financial Security and Optimal Policy Selection» were also presented.

Conversation festival LAMPA was established in 2015 and has become a meeting place to exchange ideas and to seek understanding between people of diverse opinions, political

viewpoints and expectations. The purpose of the festival is to strengthen democratic conversation culture in Latvia, to foster civic engagement and active involvement in social and political processes and to encourage a lust for lifelong learning in an ever-changing world. The program of the festival is co-created with many organizations and individuals from the private and public sector, including state institutions and media. In 2018, LAMPA featured more than 250 events – conversations, debates, talks, lectures, workshops, performances, stand-ups, and many more – in the Latvian, English and Russian languages.



Objectives for the next 24 months

Implementation of PRME principles are closely related to the mission and strategic goals of RTU and FEEM.

The strategic goals of RTU and FEEM, as a part of the University, are the following:

- **Internationalization:** Competitive activities of the University in the field of science, innovation and studies at international level;
- **Interdisciplinary:** Cooperation between different sectors and specialities, as a basis for development of new and innovative products and modern education content;
- **Organisational efficiency:** Efficient and high quality management of the University to ensure development and modern implementation of study and research processes;
- **Financial efficiency:** Established financial independence and motivating internal financial system of the University to boost its growth;
- **Infrastructure efficiency:** Up-to-date study, scientific and innovation environment with modern buildings and technical equipment that comply with the activities of the University.

On the basis of the overall strategy laid down by the University in the field of corporate responsibility and sustainability, we plan to continue the work started, as well as set new targets:

- Update the content of study subjects which integrate corporate governance, business ethics and corporate social responsibility issues;
- Continue to ensure sustainable development of RTU and FEEM, increasingly based on the principles of responsible management education in the study process and in study

programs and subjects, consequently, stimulating sustainable business environment and economic development of the country through development of our academic staff and alumni.

- Promote the methodology on return of social investment adapted within the framework of the project Social ROI, and promote the book developed within the project.
- Continue development of innovations and exchange of knowledge with the help of qualitative research incorporated in the study process by involving international and domestic partners from research institutions and the industry.
- Increase student and academic staff involvement in sector-specific studies to further engage the bachelor, master and doctoral students in research, especially the research related to ethical problems in business and society.
- Increase the number of research projects developed in cooperation with business associations and companies that support research and corporate activities, thereby creating a sustainable economic growth.
- Continue to enhance knowledge about social responsibility and develop the idea that social responsibility is an integral part of management, and it can improve a company's competitiveness and increase the welfare of society.

Being socially responsible and realizing the principles for responsible management education working with students – it is an integral part of the daily life of FEEM. We strive to act in accordance with these principles, to nurture and develop the understanding of these principles in all of our students in order to build a responsible society and a sustainable country!



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