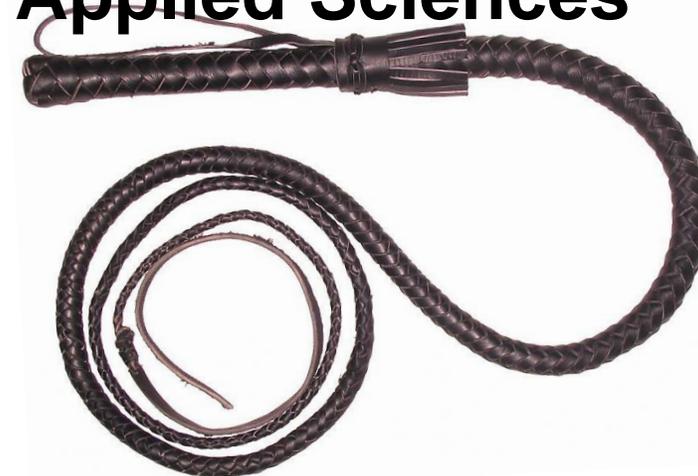


Balancing managerial and collegial governance models – the Vidzeme University of Applied Sciences (ViA) experience

Gatis Krūmiņš, Rector
Iveta Putniņa, Administrative Vice-rector

October 1 and 2, 2018





Background

Gatis Krūmiņš (ViA since 2013)

- Education:

Music and arts,
history

- Work experience:

University and
organisations
management, academic
and research work

- Research interests:

Economic history,
Strategic communications,
Strategic leadership

Iveta Putniņa (ViA since 2003)

- Education:

International economic
relations and school
management

- Work experience:

International office,
Study department,
Project management,
Administration

- Research interests:

Internationalisation,
Innovative
communications
platforms in science and
higher education



Anno 1996

Faculty of Society Science

Faculty of Engineering

Institute of Social, Economic and Humanities Research

Socio – technical Systems Engineering Institute

Knowledge and Technology Centre

In brief (2018)

**After structural
reforms (2013 –
2016)**

800 students / 61 academics

52 academic positions

31 research positions (2013 – 7)

15 with expert status (Latvian Council of Science) (2013 – 3)

7 postdocs (2016 - 0)



Main gains and losses of reforms

Positive effects:

- the structure of the university is in line with the strategy and its goals
- better coordination of academic and research work
- integration of different study fields and research groups, increased capacity for interdisciplinarity
- reduced staff costs for administration
- ViA got the status of the scientific institute which increased the participation in the research projects
- state financing for research activities
- the new structure corresponds to the funding model, ViA receives all types of available state financing and it can be transferred to the implementation of the strategy

Negative effects:

- 1 vice-rector, 1 dean and 1 professor left the university
- one research institute stopped its work for around one year
- ViA lost its scientific journal (indexed in Scopus)

It was important to communicate on the positive consequences of reforms, for example, better cooperation, new study programs, new research groups

NOT

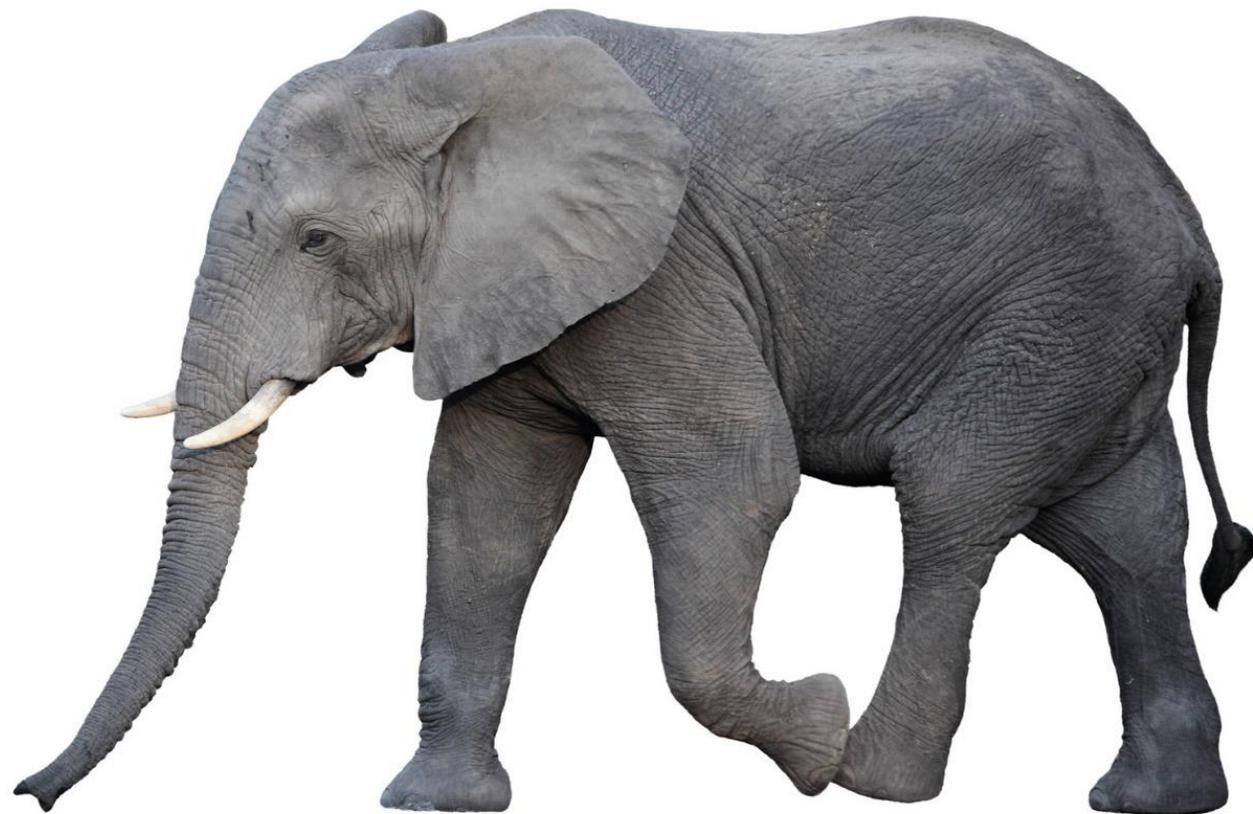
the necessity to reduce costs and merge units.

We did not communicate the cost reduction as the main reason for integration of units.



Internal governance

- Open discussions at the institutional level, minimum three levels – brainstorming, synchronizing and compromising:
 - Development, academic and research meetings once per month
 - Commissions of Senate once per month
 - Senate meetings once per month
- Similar approach is used in the institutes, faculties, study fields and research groups
- University units were responsible for the strategy development for next period 2016-2020
- Research institutes still have the autonomy in decision making and their own funding. 85% of attracted financing (II pillar and state financing for research) is transferred to the research institutes
- Current governance model provides background for fast decision making at the units level





Remuneration regulation I

- Based on the workload and scientific results
- Academic – Scientific – Administrative tasks
- At the beginning of each year the academic staff receives workload calculation (slodžu karte) with the number of courses and research activities
- The monthly payment is the average per month of the total yearly amount
- The planning of the workload is based on the combination of various tasks: academic work, research work, administrative work (faculty management, study field management) and work in the projects
- At the moment there is no regulation on the proportion of each work depending on the position but choosing not suitable work tasks effects the total salary



Remuneration regulation II

- The academic calculation include:
 - Contact hours – lectures, seminars, practical works ect.
 - Preparation of the courses
 - Consultations
 - Correction of home works
 - Plus 5% with C1 in foreign language
- Methodological work:
 - Coordination of study courses if invited professionals are more than 4
 - Development of new study courses
 - The licensing of new study program
- Research work:
 - Scientific publications – Web of Sciences, Scopus, rate «3» if an impact factor is above the average of a science field
 - Preparation and editorial work of scientific journals, editing the scientific papers
 - Research work – based on the available projects



ViA cooperation with stakeholders, role of personalities

- Involvement of stakeholders in the preparation and implementation of new study programs:
 - Strategic communication and governance
 - Media and information literacy
 - Virtual reality and smart technologies
 - Cybersecurity engineering
- Taking into account that leading research and academic staff are key personalities also for cooperation with industry, the governance and financing model allows to make decisions and start new initiatives at the unit level.
- Deep integration of stakeholders in the study process, research, infrastructure development, and communication activities are key factors for study and research quality, reputation of the organization:
 - Media laboratory – cooperation with regional TV, radio
 - Virtual and augmented reality – cooperation with industrial partners (Overly, Anatomy Next, Accenture)
- The interest from the industry increases significantly when university responds pro-actively to the current challenges in the society and technologies



Change of mindset

- Accepting diversity
- Transparency and amount of discussions
- Bringing all the key persons together
- Universities – context of complex environment
 - where at least one right answer exists
 - we can understand why things happen only in retrospect
 - we set the stage, step back a bit, allow patterns to emerge, and determine which ones are desirable
 - create the platform where to conduct experiments that are safe to fail



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Thank you.