



Change management in Ireland

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Developing an Academic Career Model for Latvia

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Nine success factors

1. Long-term, **national strategy** with clear objectives and targets, including a sustained **commitment** on education, and higher education.
2. **International mindset**: use international experts and international benchmarking done by both the Ministry, the HEA and the institutions.
3. Ministry sets up the conditions to allow institutions to work optimally. It is focused on the big picture and making sure that the **system** operates well. The Higher Education Authority (HEA) works with **individual institutions**.
4. **Focused on innovation**: Seed funding incentivize change.
5. **Inclusive and consensual**: Consultation of all major actors for policy development, including the students. This is true at the system and the institutional levels.

Nine success factors (cont'd)

- 6. Transparency and expertise:** Transparency is important, and the major actors have expert staff that can contribute to policy development, including the Teachers' Union.
- 7. Communities of practice** are promoted by the sector. Examples: National Forum, the two HE associations.
- 8. Enhancement-oriented evaluations** to examine how well the system delivers as well as each institution. These evaluations are done by government agencies, the associations and each institution.
- 9. Evidence base:** HEA and the institutions provide **good databases**. **Good practice publications** are available from the various actors.

Discussion questions

- Please elaborate on any point.
- Anything else to add?
- What can be adapted to Latvia?
- What should be ignored?