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**EKA UNIVERSITY OF APPLIED SCIENCES
DEVELOPMENT STRATEGY FOR
SCIENCE AND CREATIVE ACTIVITY
2024-2028**

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INTRODUCTION

The development of science and research is a priority axis for the overall development of the country, governed by a number of strategic and normative documents at national level:

The Latvian National Development Plan 2021-2027 (NDP 2027). NDP2027 is hierarchically the highest national medium-term development planning document. It also sets medium-term priorities in the field of education and science, highlighting the direction of action: science for the development of society, the economy and security.

The Science, Technology Development and Innovation Guidelines 2021-2027 (STDIG2027). <http://polsis.mk.gov.lv/documents/7053>. STDIG2027 contributes to the achievement of the strategic objectives set out in NAP 2027 in line with the goals and objectives of the directions “Science for the Development of Society, the Economic and Security” and “Quality, accessible and inclusive education” of the priority “Knowledge and Skills for Personal and National Growth”.

The development of science and creative activity is one of the EKA's priorities as defined in the EKA Development Strategy – EKAAS2028.

EKA Research Mission:

EKA promotes and supports research that ensures a positive impact on the economy and society.

EKA Research Vision: EKA in 2028 is a research and innovation-oriented university recognized in Latvia and Europe:

- whose lecturers and students are actively involved in research and creative work,
- where scientific and creative events of an international scale are regularly held,
- which actively cooperates with other universities, institutions and employers in Latvia and abroad to ensure the strengthening of research capacity and promote multi-/interdisciplinary research,
- the results of whose research activities contribute to the sustainable development of the country's social, economic and cultural fields.

In order to achieve the objectives of scientific and research development, **the Development Strategy for Science and Creative Activity of the EKA University of Applied Sciences** (in Latvian - *Ekonomikas un kultūras augstskolas Zinātnes un radošās darbības attīstības stratēģija*, acronym – ZRDAS2028) has been developed. It is a university-level medium term planning document, the goals and performance indicators of which have been defined to facilitate effective research-based study process by applying the active 'students as researchers' approach.

ZRDAS2028 Action plan is drawn up and implemented annually by the EKA University of Applied Sciences on the basis of priority axes and defined goals of ZRDAS2028.

ZRDAS2028 performance indicators have been defined on the basis of identified weaknesses (see Table 2), as well as taking into account EKAAS strategic priorities and the recommendations from the accreditation committees of the study directions “Economics”, “Management” and “Law” in 2021 and study directions “Arts” and “IT” in 2023 (see Table 3).

BACKGROUND

On 30 June 2023, the academic staff of EKA consisted of more than 100 people, 44 of whom were elected to the academic positions of EKA, incl. 25 persons (56%) with a doctoral degree. Several academic staff elected to the academic positions EKA with a doctoral degree have been granted the rights of experts of the Latvian Council of Science (as of 30.06.2023. – 40%).

Since 2011, the EKA University of Applied Sciences organizes an international scientific conference. Since 2017, it has been organized under the title *Emerging Trends in Economics, Culture and Humanities* (etECH) (<https://www.augstskola.lv/?parent=619&lng=lva>). At present, the etECH Conference has four strategic partners: *Alberta College* (Latvia, <https://www.alberta-koledza.lv/?lng=eng>), *Ferris University* (USA, <https://www.ferris.edu/>), *Sumy State University* (Ukraine, <https://int.sumdu.edu.ua/en/>), *AMBIS University* (Czech Republic, <https://www.ambisuniversity.com/>) and the Latvian Economists Association (LEA <http://leaekonomisti.lv/par-lea/>).

The etECH2023 was organized in eight hybrid sections with participants with 74 reports on the results of their research.

Each year, a collection of conference abstract proceedings is published as part of the etECH conference. The best articles are published in the EKA scientific journal "*Economics and Culture*". Since 2023, the journal has been indexed in SCOPUS database <https://sciendo.com/journal/IEC>.

Student International Scientific Practical Conferences have been organized by the EKA University of Applied Sciences since 2012. Since 2015, it has been organized in cooperation with the strategic partner of EKA – Alberta College. In 2023, 134 abstracts and 89 full text papers of the EKA and other university students were submitted to the conference. In addition, 18 descriptions of student creative work were submitted to the section of EKA Arts study direction (descriptions of the pieces of work of the study programme "Interior design" and descriptions of the games developed by the study programme "Computer game design and graphics").

Since 2015, EKA in cooperation with Alberta College has been issuing a collection of scientific articles "Collection of Student Scientific Research Papers". A collection of conference abstracts is published within the framework of a joint conference organized by EKA and Alberta College. In addition, in the field of Arts, a collection "Descriptions of Students' Creative Projects and Work of Art" is published, which brings together descriptions of the pieces of artwork created by the students of the study programme "Interior design" and computer game descriptions made by the students of the study programme "Computer game design and graphics".

Every year, EKA defines its priority research directions. EKA priority in science is interdisciplinary research. This means that several research projects can be carried out within one research direction involving the academic staff and students from different study directions. A coordinator is appointed for each research direction, who leads the work of the research group and is responsible for research results in the direction. The 2022/2023 priority research directions are summarized in Table 1.

Table 1. EKA priority research directions 2022 /2023

NAME OF THE RESEARCH DIRECTION		STUDY DIRECTION
LV	ENG	
Aprites ekonomika	Circular economy	Economics
Digitālā ekonomika: tendences, iespējas un izaicinājumi	Digital economy: trends, opportunities and challenges	Economics Management science
Sociālās inovācijas un sociālā uzņēmējdarbība	Social innovations and social entrepreneurship	Management science

IKT pētījumi	ICT studies	IT
Kultūras pētījumi	Cultural studies	Management science
Radošās industrijas un dizains	Creative Industries and Design	Arts
Aktuālās tendences jurisprudencē	Emerging Trends in Law	Law

In order to describe the current situation at the EKA University of Applied Sciences in the field of scientific and creative activity, in the meeting of the EKA academic staff, students and administration as of 27.02.2024., strengths and weaknesses were discussed and summarized (Table 2), which were taken into account when defining the goals of ZRDAS2028.

Table 2. Strengths and weaknesses of the EKA University of Applied Sciences in the field of science and creative activity

Strengths	Weaknesses
<ul style="list-style-type: none"> • Research is integrated into the study process as a mandatory requirement • Students have the opportunity to publish the results of their research in the scientific publications of EKA • EKA researchers have the opportunity to join the self-funded projects of the EKA Scientific Institution • There is a support system for research and the academic staff is aware of it • There is a versatile international scientific conference with a high brand value • There is a separate publication for students - collection "Descriptions of Students' Creative Projects and Work of Art" • Students and academic staff are aware of the possibility of participating in the EKA conferences • EKA academic staff have their papers published in the publications indexed in SCOPUS/WoS databases • Science Club operates at EKA, where its participants have an additional opportunity to share ideas and receive current information • EKA scientists regularly receive summarised information on international conferences and publication opportunities • Training is regularly held at EKA, which enhances the competences of its researchers • The EKA scientific journal is indexed in the SCOPUS database 	<ul style="list-style-type: none"> • Students are not sufficiently motivated regarding the importance of research/creative activity • There are few international students who are able to participate fully in research • Low citation index of publications by EKA academic staff, therefore EKA researchers mainly have a low Hirsch index • There is a weak cooperation with representatives of other universities in the development of joint publications • There is a weak cooperation with business sector representatives in research • EKA academic staff and students lack knowledge of the practical application of research methods • There is a low number of academic staff actively involved in research work in IT, Arts and Law study directions • Minimum external funding for research activities • There are no international research projects • Few foreign researchers involved in the implementation of EKA study programmes • No full-time researchers • Lack of EKA researcher initiative in the development of research projects

In defining the goals of ZRDAS2028, the recommendations of the study programme Accreditation Committees of 2021 and 2023 have also been taken into account (Table 3).

Table 3. Recommendations of the Accreditation Commissions of EKA study directions

Study direction	Recommendations for the development of research and creative activities
Economics	<ul style="list-style-type: none"> - To promote academic thinking and writing by including students in research projects. To improve the scientific activities of EKA, at least to seek opportunities to provide scientific services to enterprises. - To explore how to motivate students to participate in scientific activities.
Management	<ul style="list-style-type: none"> - To involve students in international scientific and creative projects and work experience placements in Latvia and abroad (at least 2 new project applications each academic year). - To provide teachers and students with access to a number of bibliographic databases. - To develop a system for coordinating staff participation in research projects. The idea of creating groups of researchers is very valuable and could be further developed in the future. - To develop a motivation system for academic staff in order to promote higher achievements in science (a new mechanism has been activated, therefore it is necessary to strengthen and develop it). - To promote participation in conferences and support international publications. - Participation in international research projects has to be encouraged. - Developing a long-term research strategy, e.g. 2030.
Law	<ul style="list-style-type: none"> - To develop and formalize a transparent framework for research support, including a tendering procedure, clear criteria and forms of support.
IT	<ul style="list-style-type: none"> - To define and focus on specific areas of ICT research and introduce a new focus in the strategy document and relevant research group action plan for the next period. - To take measures to increase student attendance at the etECH and student conference, to check strictly whether all students of the course "Research methodology" participate in one of these conferences and make it mandatory for students to submit their research to one of the conferences before defending it. - To introduce and integrate research-related issues into the bachelor level study programme (in at least one subject). - To find a strong ICT-oriented practical research partner from Latvia or EU to cooperate in the development of new projects and introduction of new trends for further development of students and the study programme. - To promote and monitor the development of publications in the field of ICT, taking into account the quartile indicators of scientific journals and selecting the most prestigious and high-quality journals in the industry (giving preference to Q1 and Q2). - To ensure that at least one publication or article is published every 2-3 years in internationally reviewed publications.
Arts	<ul style="list-style-type: none"> - To implement a viable research structure (thematic clusters) and bring it closer to the study programmes. - To develop a strategic plan to promote creative research that encourages and reflects different types of results and enriches the links between staff and student work. - To develop research strategies beyond financial support to encourage and improve the results of creative research.

STRATEGIC GOALS AND KEY PERFORMANCE INDICATORS

The main **strategic goals** in research and artistic activity of EKA University of Applied Sciences:

SGoal_1. Increasing research impact, by conducting research in close collaboration with non-academic partners to address societal and business needs.

SGoal_2. Strengthening research capacity by developing academic staff, engaging students in research processes, and modernizing infrastructure to build a sustainable, competitive, and innovative research ecosystem.

SGoal_3. Enhancing EKA international recognition

Table 4. Key Performance Indicators (KPIs) for 2024 - 2028

Goal	Indicator	2026	2028
SGoal_3. Increasing research impact, by conducting research in close collaboration with non-academic partners to address societal and business needs	KPI_3.1: Share of publications in co-authorship with non-academic and industry representatives	5%	10%
	KPI_3.2: Received external funds through commercialization of research and knowledge transfer (% of income)		5%
	KPI_3.3: Number of citations in industry reports, government policy documents, or mentions in mainstream media outlets.		1 per research direction
SGoal_2. Strengthening research capacity by developing academic staff, engaging students in research processes to build a sustainable, competitive, and innovative research ecosystem	KPI_2.1: Share of the publications published in Q1/Q2 journals	15%	20%
	KPI_2.2: H-index (CA WOS) of the institution	7	10
	KPI_2.3: Percentage of student involvement in research activities	10%	15%
S_Goal_1. Enhancing EKA international recognition	KPI_1.1: Share of publications with at least one international co-author	15%	25%
	KPI_1.2: Active membership in international research organisations and consortiums	2	4

PRIORITIES OF THE EKA UNIVERSITY OF APPLIED SCIENCES FOR THE DEVELOPMENT OF RESEARCH AND CREATIVE ACTIVITIES

Priority “STRENGTHENING AND INVOLVEMENT OF STAFF’S RESEARCH CAPACITY IN RESEARCH AND CREATIVITY IN EACH STUDY DIRECTION” (Pr1)

Higher education institutions have the duty to perform scientific activity (Article 19(1) of the Law on Scientific Activity). For the purpose of carrying out the scientific activity, a higher education institution requires academic staff with scientific qualifications, which is evidenced both by a doctoral degree and an expert status of the Latvian Council of Science, as well as by high quality scientific publications.

One of the criteria for assessing a study direction is "The involvement of academic staff in scientific research and/or artistic creation". In order to achieve results in this area, EKA aims to establish international research teams in each priority research direction.

Priority “STRENGTHENING AND INVOLVEMENT OF STUDENTS’ RESEARCH CAPACITY IN RESEARCH AND CREATIVE ACTIVITY IN EACH STUDY DIRECTION” (Pr2)

The EKA University of Applied Sciences implements study programmes in five study directions:

1. Economics
2. Business management, administration and real estate management (hereinafter referred to as "Management ")
3. Information technology, computer engineering, electronics, telecommunications, computer management and computer science (hereinafter referred to as "IT")
4. Law (hereinafter referred to as the "Law")
5. Arts

EKA’s priority in the study process is research-based studies, which provide for the integration of ‘students as researchers’ into study programmes at all levels. “ ‘Students as researchers’ in the context of higher education means a pedagogical approach aimed at supporting students to engage in order to complement their knowledge and enhance their skills.” (Walkington, The Higher Education Academy, 2015)

Priority “EKA RESEARCH INFRASTRUCTURE” (Pr3)

EKA aims to improve research infrastructure, including research equipment, computer resources, access to data banks and scientific databases.

Priority “COOPERATION IN RESEARCH AND CREATIVE ACTIVITY” (Pr4)

By defining the goals of promoting cooperation in research and creative activity, the cooperation is addressed from various viewpoints:

- Institutional cooperation – cooperation between EKA academic staff
- National cooperation – cooperation of EKA academic staff with academic staff of other Latvian higher education institutions
- International cooperation – cooperation of EKA academic staff with academic staff of foreign universities
- EKA cooperation with the business sector (academic – corporate collaboration). The directions and objectives of this cooperation are described in detail in the Commercialization Strategy of EKA.

Priority “RECOGNITION OF EKA, DISSEMINATION OF RESEARCH RESULTS AND PROMOTION OF SCIENCE” (Pr5)

Scientific reputation is a prerequisite for improving the overall reputation of a higher education institution in the academic environment, which in turn promotes increasing the recognition of a higher education institution among students, promotes cooperation with other universities and institutions, ensures the loyalty of academic staff.

Our aim is to ensure the dissemination of research results to stakeholders and the general public. One of the priorities is to involve the public in research, as well as to promote science through the media.

On July 5, 2022 "EKONOMIKAS UN KULTŪRAS AUGSTSKOLA" Ltd. (the EKA University of Applied Sciences) was registered as a *scientific institution – a commercial company* in the Register of Scientific institutions (State Education Quality Service IKVD decision No. 2-14e/6).

EKA is a university of applied sciences, which provides a study process in the fields of social sciences, humanities and arts, sciences (information technology). In its academic and scientific activity EKA specializes in social sciences, in the field of science “Economics and Entrepreneurship” (in accordance with Cabinet of Ministers Regulations No. 595, 27.09.2022. “Regulations on the sectors of branches of science in Latvia, branches and sub-branches of science”).

Priority research directions have been identified in accordance with the current trends in the world and Latvia, taking into account the priorities of the Smart Specialisation Strategy (RIS3), as well as the objectives and tasks defined in the *Guidelines for science, technology development and innovation 2021-2027*, and the *Guidelines for Education Development 2021-2027. 2007*. When identifying its research directions, EKA focused on the priorities of the Horizon Europe programme, which are challenges related to climate change and achievement of the Sustainable Development Goals (https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programs-and-open-calls/horizon-europe_en). In addition, the research directions were defined taking into account the specifics of the EKA study programmes according to the recommendations of the Accreditation Commission.

Priority research directions in 2024-2028

- Sustainable Development
- Social Entrepreneurship Eco-system Development
- Education Technologies and Management
- Future of Education and Skills
- Corporate Social Responsibility and ESG practice
- Intellectual Capital Management
- Well-being in Life and Well-being at Work
- Inclusivity and Diversity in Higher Education
- Sports Law
- Brand Identity and Brand Value Creation
- Research in Digital Games

GOALS AND PERFORMANCE INDICATORS WITHIN THE RESEARCH AND CREATIVE ACTIVITY PRIORITIES

PRIORITY “STRENGTHENING AND INVOLVEMENT OF STAFF’S RESEARCH CAPACITY IN RESEARCH AND CREATIVITY IN EACH STUDY DIRECTION” (Pr1)

Pr1 GOAL 1. To attract academic staff and researchers with achievements in research to work at EKA, as well as doctoral students and young scientists with high motivation to participate in research and research projects

Pr1 GOAL 1 performance indicators

Pr1 GOAL 1_R1. Number of academic staff elected to the academic positions of EKA with a doctoral degree (% of the total number of academic staff elected to the academic positions of EKA)

Pr1 GOAL 1_R2. Number of experts approved by the Latvian Council of Science (% of the total number of elected academic staff with a doctoral degree)

Pr1 GOAL 1_R3. Number of doctoral students involved in the study process, research and creative activity of EKA (% of the total number of academic staff elected to the academic positions of EKA; per each study direction)

Pr1 GOAL 1_R4. Full-time equivalent of the EKA scientific staff (FTE)

Pr1 GOAL 2. To develop research competences of the EKA academic staff

Pr1 GOAL 2 performance indicators

Pr1 GOAL 2_R1. Number of training or informative seminars / workshops for the EKA academic staff to develop research competences

Pr1 GOAL 3. To provide opportunities for academic staff to engage in research and creative activity

Pr1 GOAL 3 performance indicators

Pr1 GOAL 3_R1. Number of scientific conferences and seminars for academic staff organized by EKA per year

Pr1 GOAL 3_R2. Number of creative events for academic staff organized by EKA per year

Pr1 GOAL 3_R3. International research groups established in each study direction

Pr1 GOAL 3_R4. Number of research-oriented projects (projects with a research component) where EKA acts as a coordinator or partner (total)

Pr1 GOAL 3_R5. The number of EKA academic staff who received a financial bonus for the results of their research/creative activity

Pr1 GOAL 3_R6. Number of EKA academic staff who received funding for participation in scientific conferences (to cover the costs of business trips)

Pr1 GOAL 4. To ensure achievements in the research and creative activities of EKA staff in each field of study

Pr1 GOAL 4 performance indicators

Pr1 GOAL 4_R1. Number of scientific publications of the EKA staff in sources indexed in SCOPUS/ Web of Science/ ERIH+ databases per year (total / % of the total number of academic staff elected to the academic positions of EKA/on themes relevant to each study direction)

Pr1 GOAL 4_R2. Number of other publications per year

Pr1 GOAL 4_R3. Number of books/monographs published by the EKA academic staff or on behalf of EKA (total / on themes relevant to each study direction)

Share of raised external research funding in the total annual research budget

Pr1 GOAL 4_R4. Participation of the EKA academic staff with a report / abstract at the etECH conference (total / per each study direction)

Pr1 GOAL 4_R5. Number of the EKA academic staff participating in scientific conferences, share in the total number of academic staff

Pr1 GOAL 4_R6. Number of the EKA academic staff participating in creative events or organizing them (Arts direction)

PRIORITY “STRENGTHENING AND INVOLVEMENT OF STUDENTS’ RESEARCH CAPACITY IN RESEARCH AND CREATIVE ACTIVITY IN EACH STUDY DIRECTION” (Pr2)

Pr2 GOAL 1. To develop research competences of EKA students

Pr2 GOAL 1 performance indicators

Pr2 GOAL 1_R1. Number of training or informative seminars / workshops for EKA students to develop their research competences and to increase their interest in research

Pr2 GOAL 1_R2. Number of study courses, the learning outcomes of which provide for the ability of students to carry out research or creative work

Pr2 GOAL 2. To provide opportunities for students to engage in research and creative activity

Pr2 GOAL 2 performance indicators

Pr2 GOAL 2_R2. Number of scientific conferences and seminars for students organized by EKA per year

Pr2 GOAL 3. To support and motivate students to engage in research and creative activity

Pr2 GOAL 3 performance indicators

Pr2 GOAL 3_R1. Number of EKA students who have received a financial support for the results of their research/creative activity

Pr2 GOAL 4. To ensure the achievements of EKA students’ research and creative activity

Pr2 GOAL 4 performance indicators

Pr2 GOAL 4_R1. Number of abstracts published by EKA students / number of descriptions of creative work (total / per each study direction)

Pr2 GOAL 4_R2. Number of scientific papers published by EKA students / number of descriptions of creative work (total / per each study direction)

Pr2_4 GOAL R3. Number of EKA students participating in international scientific conferences, incl. the EKA Student Conference (share of all students in each study field).

Pr2_4 GOAL R4. Number of EKA students participating in scientific projects / projects with a research component or in research – per each study direction

PRIORITY "EKA RESEARCH INFRASTRUCTURE" (Pr3)

Pr3 GOAL 1. To establish Scientific Laboratory for research

Pr3 GOAL 1 performance indicators

Pr3 GOAL 1_R1. Amount of funding allocated to the procurement of research equipment, software and licenses

Pr3 GOAL 2. To organize Scientific Incubator

Pr3 GOAL 2 performance indicators

Pr3 GOAL 2_R1. Number of participants of the Scientific Incubator

PRIORITY "COOPERATION IN RESEARCH AND CREATIVE ACTIVITY" (Pr4)

Pr4 GOAL 1. To strengthen existing and establish new cooperation with other higher education institutions and institutions in Europe, Asia, Africa, North and South America in the field of research and creative activity

Pr4 GOAL 1 performance indicators

Pr4 GOAL 1_R1. Number of new agreements with other higher education institutions and institutions in the field of research and creative activity (per each priority region)

Pr4 GOAL 1_R2. Number of applications for research projects developed in cooperation with other higher education institutions and institutions

Pr4 GOAL 1_R3. Number of joint publications with researchers from other higher education institutions of Latvia

Pr4 GOAL 1_R4. Number of joint scientific publications with foreign researchers

Pr4 GOAL 1_R5. Number of students from other universities participating in the EKA Student Conference

Pr4 GOAL 1_R6. Number of foreign participants at the EKA International Scientific Conference "*Emerging Trends in Economics, Culture and Humanities (etECH)*"

Pr4 GOAL 1_R7. Share of the EKA academic staff involved in international research teams (% of the total number of academic staff elected to the academic positions of EKA)

Pr4 GOAL 1_R8. The number of research-oriented projects (projects with a research component) in which EKA acts as a coordinator or partner (total/ by study direction)

Pr4 GOAL 2. To strengthen existing and establish new cooperation with the business and public sector in the field of research and creative activity

Pr4 GOAL 2 performance indicators

Pr4 GOAL 2_R1. Number of joint publications with at least one co-author from the business or public sector

Pr4 GOAL 2_R2. Number of commissioned research/ innovation projects per year (total)

Pr4 GOAL 2_R3. Amount of private funding raised for research and creative activity

PRIORITY "RECOGNITION OF EKA, DISSEMINATION OF RESEARCH RESULTS AND PROMOTION OF SCIENCE" (Pr5)

Pr5 GOAL 1. To promote the enhancement of EKA scientific reputation and the creation of a positive image in the local and international academic and scientific community

Pr5 GOAL 1 performance indicators

Pr5 GOAL 1_R1. Share of the EKA staff having Hirsch index = 1>> in SCOPUS / Web of Science databases (% of the total number of academic staff elected to the academic positions of EKA)

Pr5 GOAL 1_R2. Number of scientific publications of the EKA academic staff in Q1/ Q2 journals (total / per each study direction)

Pr5 GOAL 1_R3. Participation of the EKA academic staff in the editorial/ scientific committees of scientific journals indexed in SCOPUS/ Web of Science / ERIH+ databases

Pr5 GOAL 1_R4. Participation of the EKA academic staff in reviewing of scientific articles in sources indexed in SCOPUS/ Web of Science / ERIH+ databases

Pr5 GOAL 1_R5. Participation of the EKA staff in the Scientific/ Organization Committees of International Scientific Conferences (except etECH)

Pr5 GOAL 1_R6. Participation of the EKA academic staff in international scientific conference plenary session

Pr5 GOAL 2. To ensure that research results are available to public within and outside the scientific community

Pr5 GOAL 2 performance indicators

Pr5 GOAL 2_R1. Published practical opinion piece, recorded interviews, press releases, popular scientific publications, media reports, podcasts (number per year)

Pr5 GOAL 2_R2. Number of mentions/citations in reports and documents of public sector organizations

Pr5 GOAL 2_R3. Providing an expert opinion in governmental institutions, organisations, associations, NGOs, etc.

Pr5 GOAL 2_R4. Publications in professionally oriented journals

Pr5 GOAL 2_R5. Publications in the newsletters of cooperation partners

Pr5 GOAL 2_R6. Number of publications in "*Open Research Europe*"

Pr5 GOAL 2_R7. Number of organized public lectures per year

IMPLEMENTATION, MONITORING AND EVALUATION PROCESS OF THE DEVELOPMENT STRATEGY FOR SCIENCE AND CREATIVE ACTIVITY

At the end of each academic year, the Vice-Rector for Science shall evaluate the progress achieved by ZRDAS2028 on the basis of the achievement of the key performance indicators described in the ZRDAS2028 Action Plan and the set target values. The Action Plan is designed in accordance with the structure set out in Table 4:

Table 5. ZRDAS2028 Action Plan Report (example)

Goal	Key performance indicators		Person in charge
<p>PR1 GOAL 1</p> <p>To ensure the quality of the study process by involving academic staff with excellent research competences</p>	<p>PR1 GOAL 1_R1:</p> <p>Number of academic staff elected to the academic positions of EKA with a doctoral degree (% of the total number of academic staff elected to the academic positions of EKA)</p>	<p>65% (2028)</p>	<p>Heads of directions Programme directors</p>

EKA staff responsible for data collection to prepare the report of the ZRDAS2028 Action Plan:

- Head for Development of the Scientific institution
- Coordinators of research directions
- Directors of study programmes and heads of study directions

EKA staff responsible for achieving the goals of ZRDAS2028:

- Coordinators of research directions
- Project manager
- Directors of study programmes and heads of study directions
- Head for Development of the Scientific institution
- Vice-Rector for Science and International Relations