Art Academy of Latvia Quality Management Guide

v0

2023

Art Academy of Latvia Quality Management Guide:

- approved by an order of the Rector of the AAL;
- prepared within the framework of the ESF project No. 8.2.3.0/18/A/018 "Improving the management of the Art Academy of Latvia".

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Register of changes to the Guide:

- *Annex 1*

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INTRODUCTION

- **Purpose of the Quality Management Guide:** contribute to the development of quality culture at the Art Academy of Latvia by providing information on the implementation of quality management, involving stakeholders and promoting creation of corporate values, responsibility and reliability.
- **Scope of the Quality Management Guide:** The Quality Management Guide includes a description of the activities and governance of AAL, quality policies and actions, the hierarchy of quality management documents and responsibilities, defines the elements of internal control, and describes the practice of AAL in implementing binding quality standards.
- The Quality Management Guide is to be used by every employee of the AAL and for the reference of any party involved in or interested in the activities of the AAL.
- The Quality management system manager of AAL is responsible for the maintenance of the Guide.
- Quality management is a continuous process of organisational improvement in which everyone is invited to participate.
- Major changes made to the Quality Management Guide are recorded in the register of changes attached in Annex 1.
- To propose changes, please email: olga.antipenko@lma.lv

1. GENERAL INFORMATION ABOUT AAL

1.1. About Art Academy of Latvia

The Art Academy of Latvia (hereinafter referred to as – the Academy or AAL) was *de jure* founded on 20 August 1919 by the decision of the Cabinet of Ministers. The official opening took place on 12 October 1921. The first Constitution of the Art Academy of Latvia was adopted on 7 February 1924 by the Saeima of the Republic of Latvia and promulgated by the President Jānis Čakste. The establishment of the Art Academy of Latvia initiated the development of the art education and research system in Latvia.
From 1940 to 1942 the official name of the Academy was the State Academy of Art, from 1942 to 1944 the Art Academy of Latvia, from 1944 to 1973 the State Academy of Art of the Latvian SSR, and from 1973 to 1988 the State Academy of Art of Teodors Zaļkalns.
In 1988, by a decision of the Council of Ministers of the LSSR, the Academy regained its historical name - the Art Academy of Latvia. The (second) Constitution of the Academy was approved by the Supreme Council of the Republic of Latvia on 18 June 1992. On 20 January 1999, the Constitution of the Academy, after being approved by the Cabinet of Ministers of the Republic of Latvia (Order No. 21), was approved in accordance with the Law on Higher Education Institutions. On 19 June 2003 the Constitution of the Academy was approved by the Saeima of the Republic of Latvia. On 6 March 2008, the Constitutional Assembly of the Academy approved amendments to the Constitution of the Academy, aligning it with changes in laws and regulations, and strengthening the status of the Academy as a publicly derived person in the Constitution ("On Amendments to the Constitution of the Art Academy of Latvia", adopted by the Saeima of the Republic of Latvia on 23 April 2009 in Riga).
The draft of the current third Constitution of the AAL was developed and approved by the Senate of the Academy on 25 February 2022, the Council of the Academy on 16 May 2022 and the Constitutional Assembly of the Academy on 31 May 2022.
On 17 September 2021, with Cabinet Order No. 655 “On the types of state universities”, the Art Academy of Latvia has been designated as a university of arts and culture.
The strategic specialisation of the Academy is the provision of higher education in art, design, art, cultural theory and history.
The Academy is a state-founded derived public person. The Academy is an institution of higher education and scientific research in art, creativity and culture. The legal basis of the Academy's activity is the Constitution of the Republic of Latvia, the Education Law, the Law on Scientific Activity, the Law on Higher Education Institutions and other regulatory enactments of the Republic of Latvia.
Since its foundation, the Art Academy of Latvia has been the embodiment of the national art school, becoming one of the symbols of independence and cultural autonomy of the Latvian state.

1.2. Strategic specialisation of the Art Academy of Latvia

The strategic specialisation of the Art Academy of Latvia is to provide higher education in art, design, theory and history of art and culture, to base education in research and creative-

artistic activity and to transfer technological and non-technological innovations and creative-artistic practice, contributing to the activities of cultural and creative industries, socio-economic development of Latvian society and national economy. Within the framework of strategic specialisation, the Art Academy of Latvia implements bachelor and master level academic study programmes in the study field “Arts”: in visual plastic arts, audio visual media arts and design; a doctoral study programme in art science and professional doctoral study programme together with LAC and JVLMA.

1.3. About the Academy's strategies

The Strategy 2023-2030 of the Art Academy of Latvia is a part of the strategies and development plans of the Academy and all the strategic development goals, objectives and solutions discussed in it should be considered in direct connection and succession with the already approved and implemented development strategies and development plans.
On 20 December 2007, the Art Academy of Latvia adopted its main development goal and the first strategy of the Art Academy of Latvia. In 2009, the Art Academy of Latvia adopted the "Long-term Strategy for the Activities and Development of the Art Academy of Latvia 2009-2015". The new strategy partly incorporated the 2007 strategy and aimed to position the AAL in the creative industries space. In 2012, in collaboration with the Boris and Inara Teterev Foundation, the AAL developed the 2012-2020 Strategic Action Plan of the Art Academy of Latvia.
In 2015, the Art Academy of Latvia developed the Internationalisation Strategy of the Art Academy of Latvia 2015-2025. In 2016, in accordance with the tripartite Memorandum of Understanding between the Ministry of Education, the Ministry of Culture and the AAL "On preparing professionals and ensuring the development of scientific, creative and artistic activities at the Art Academy of Latvia with the state budget funds", paragraph 2.2, taking into account the Cultural Policy Guidelines 2014-2020 "Creative Latvia", the Strategic Specialisation of the Art Academy of Latvia was developed.
The Long-term Development Strategy of the Art Academy of Latvia for the period 2017-2021 was developed on the basis of the Fundamental Principles of Strategic Specialisation and Policies of the Art Academy of Latvia (2016), taking into account the Cultural Policy Guidelines 2014-2020 "Creative Latvia" (approved by the Cabinet of Ministers on 29 July 2014, Order No. 401), the Art Academy of Latvia Study and Research Development Strategy, the Internationalisation Strategy of the Art Academy of Latvia and the 2012-2020 Strategic Action Plan of the Art Academy of Latvia, as well as continuing the "Long-term Strategy for the Activities and Development of the Art Academy of Latvia 2009-2015".

1.4. Management structure of the Academy

In accordance with the Law on Higher Education Institutions and the Constitution of the Art Academy of Latvia, the management of the Art Academy of Latvia consists of the Constitutional Assembly, the Senate, the Convention of Councillors, the Rector, the Academic Arbitration Court, the Administrative Commission, and the Study Council.
Structure of the Academy can be found on the AAL website under "Documents" and is shown in Figure 1.1.
The Rector of the Academy has three Vice-Rectors who manage the activities of their respective departments. The Vice-Rector in Study Work manages the study process, working together with the Heads of Study Departments and Directors.

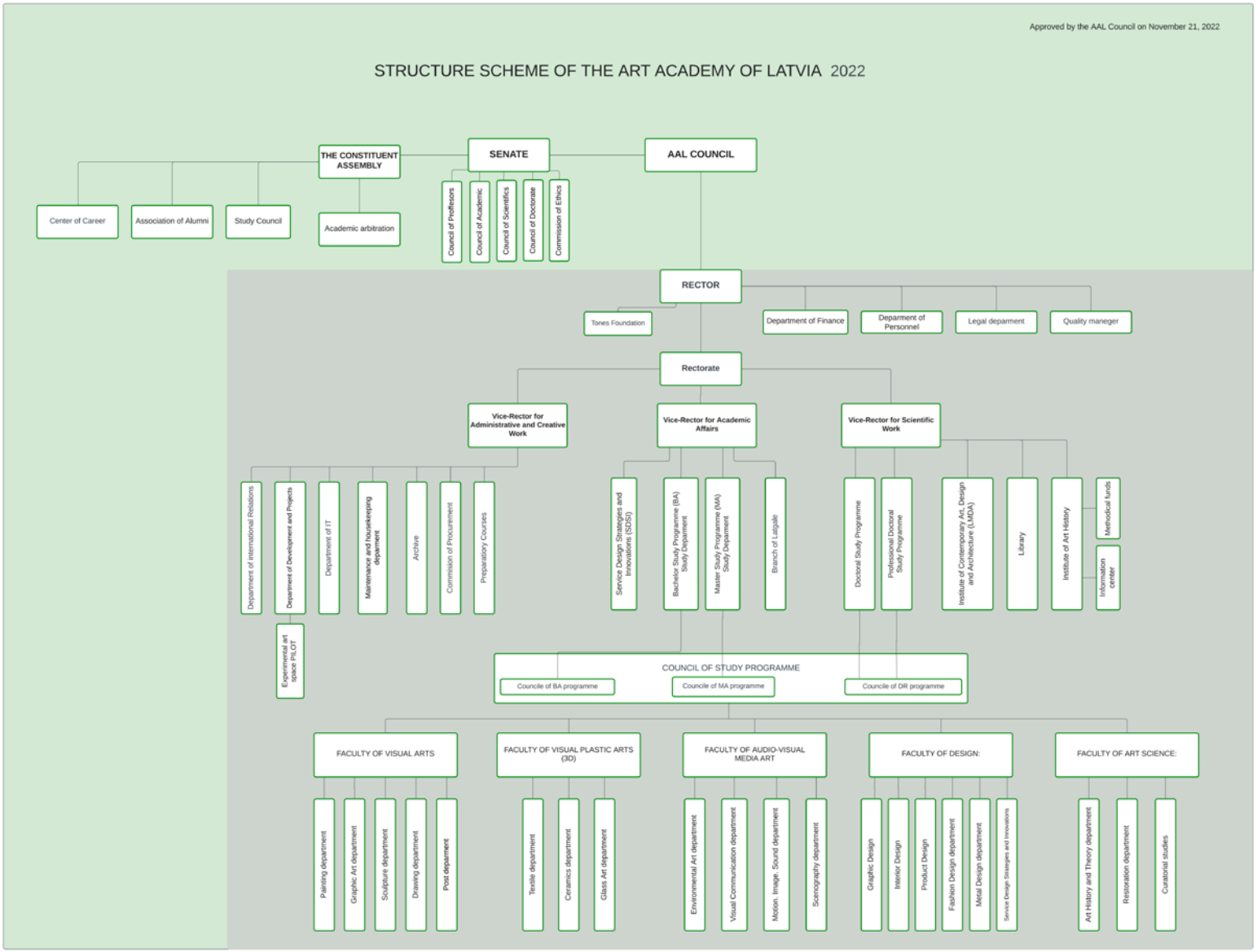


Figure 1.1. Structure of the Academy

2. AAL QUALITY MANAGEMENT SYSTEM

AAL quality management system is implemented in accordance with the principles of the Total Quality Management (TQM), integrating an approach of excellence into the culture of the AAL. For the implementation of the general quality management AAL uses the CAF (Common Assessment Framework) standard (an internationally recognised model used in public administration), based on the EFQM (European Foundation of Quality Management) excellence model - an internationally recognised and practically applicable quality management methodology.

2.1. Mission, objectives and strategy of the Academy

The AAL Constitution sets out the mission, objectives (in quality terms "tasks") and tasks (in quality terms "vision") of the AAL. The AAL Development Strategy sets out the vision and goals for the next six years.

The mission of the AAL Constitutional Academy

The mission of the Art Academy of Latvia is the provision of higher education in art, design, the theory, history and science of art and culture, basing education on research, creative artistic activity, and to transfer technological and non-technological innovations and creative artistic practice, promoting the activity of cultural and creative industries, socio-economic development of Latvian society and economy.

The objectives of the AAL Constitutional Academy

The objectives of the Academy's activity, in accordance with the strategic specialisation determined by its founder, are:
1. to implement and develop academic and professional **studies**, lifelong learning programmes, artistic creativity, scientific and research activities in humanities, art and design, as well as creative industries;
2. to promote the growth of persons involved in the educational process and their participation in national and international **artistic creativity** competitions, as well as in other artistic creation projects;
3. to carry out fundamental and applied **research**, ensuring the creation of new knowledge in the fields of study implemented by the Academy, technological and non-technological innovations and design solutions;
4. to cooperate with cultural and creative industries, promoting growth in these and other sectors of the economy and creating interdisciplinary **cooperation**;
5. focusing on excellence in its field of activity, both in the research and study process, to ensure the successful **integration** of the Academy into the **international** ecosystem of arts and culture universities and scientific institutions.

AAL Strategic Vision

AAL is a national academy of arts with a deep tradition of art and design skills, research and training of professionals in the industry.
AAL is an internationally renowned platform for higher education, artistic research, knowledge transfer and creative ideas in art, design, architecture and the history of art.

AAL is the main contributor to the Latvian and significant contributor to the European art, design, architecture and art science ecosystem and thought.
AAL is a dynamic place to study and acquire knowledge, to freely develop your creative spirit, and to acquire and develop academic and professional skills.
AAL is an open and trusted partner for businesses, art consumers and society as a whole.
AAL is a meeting place for professionals in art, design, architecture, history of art and other fields.

AAL Strategic values

Freedom
We are based on a sense of radical freedom and accept the responsibility that comes with it.
Openness
We cultivate openness to the new, the different, the strange, the ancient, the unknown and the incomprehensible.
Tradition
We maintain the need to learn traditional art and design creation practices applied to contemporary trends, and to develop research in art history and theory.

Excellence
We strive for excellence in all areas.
Joy
By teaching, learning and creating, we increase joy.

Key actions of the strategy

- Art and creativity / Māksla un radošums
- Education / Izglītība
- Science / Zinātne
- Enterpreneurship and society / Nozares uzņēmēji un sabiedrība

2.2. About CAF (and EFQM)

The Common Assessment Framework (CAF) is a quality management system developed for the EU public sector. The first version was developed in 2000. Subsequent versions in 2002, 2006, 2013 and 2020. The CAF is hosted by the European Institute of Public Administration (EIPA). CAF is an easy-to-use, open-access tool designed to help implement quality management in public sector institutions. It is based on total quality management (TQM) tools, including Total Quality Models and the Excellence Model of the European Foundation for Quality Management (EFQM)
The CAF is freely available on the internet.

The EFQM self-assessment method enabled all stakeholders involved in the implementation of the AAL strategy to assess, structure and describe impact and performance in the following nine aspects:
4.1 Management
4.2 Staff

4.3 Strategy
4.4 Partners and resources
4.5 Processes, procedures, studies and services
4.6 Benefits for students (referred to as *Customers* in the chart)
4.7 Benefits for academic and general staff
4.8 Benefits for society
4.9 The main results

The AAL strategy sets the vision and tasks, quality management ensures that external and internal management tasks are reviewed at different levels of the AAL organisation, facilitating self-assessment of the stakeholders and identifying areas for improvement.

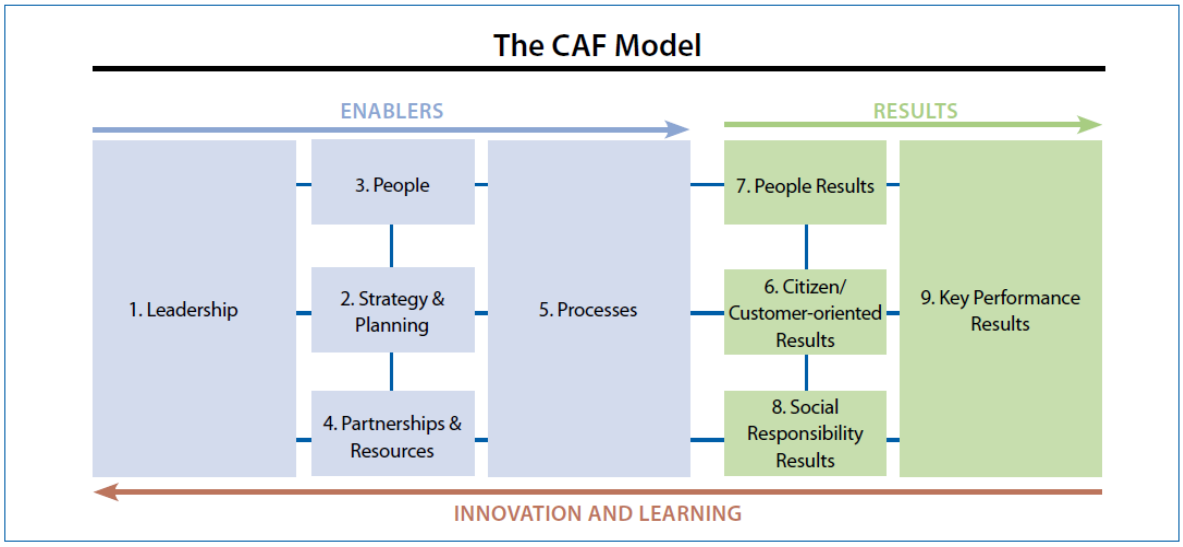


Figure 2.1. CAF model from the standard

CAF 2020 maintains the basic structure of the self-assessment - 9 criteria and 28 sub-criteria. CAF2020 focuses on digitisation, resilience, sustainability, innovation, collaboration and promoting diversity in public administration. Communication between public authorities and citizens and ensuring their participation is an essential part of CAF 2020.

For the application of the CAF self-assessment standard, please refer to the 2 Annex of this Guide.

2.3. About the Quality assurance system (ESG)

The establishment, maintenance and development of the Quality management system at the AAL is carried out by the management, Heads of Programmes, Heads of Departments and relevant staff.

The Vice-Rector in Study Work is responsible for the establishment, implementation and development of the quality assurance system, in close cooperation with the Heads of Study Programmes and/or Directors and Heads of Sub-programmes (Departments).

The AAL use the approach “PDCA” (Plan - Do - Check – Act) in the quality assurance system - in line with the Standards and guidelines for quality assurance in the European Higher Education Area (ESG).

The relevant stages of the Plan - Do - Check - Act (PDCA) cycle are:
1) define the objectives and the processes needed to achieve them;
2) put these processes into practice;
3) review results comparing them to the targets;
4) seek necessary improvements through changes to the plan, implementation and review processes.

The requirements of the ESG standard are embedded in Section 5 (2^1) of Latvian law for Higher Education Institutions. Figure 2.2 provides a chart of a quality management system with an integrated study quality assurance system.

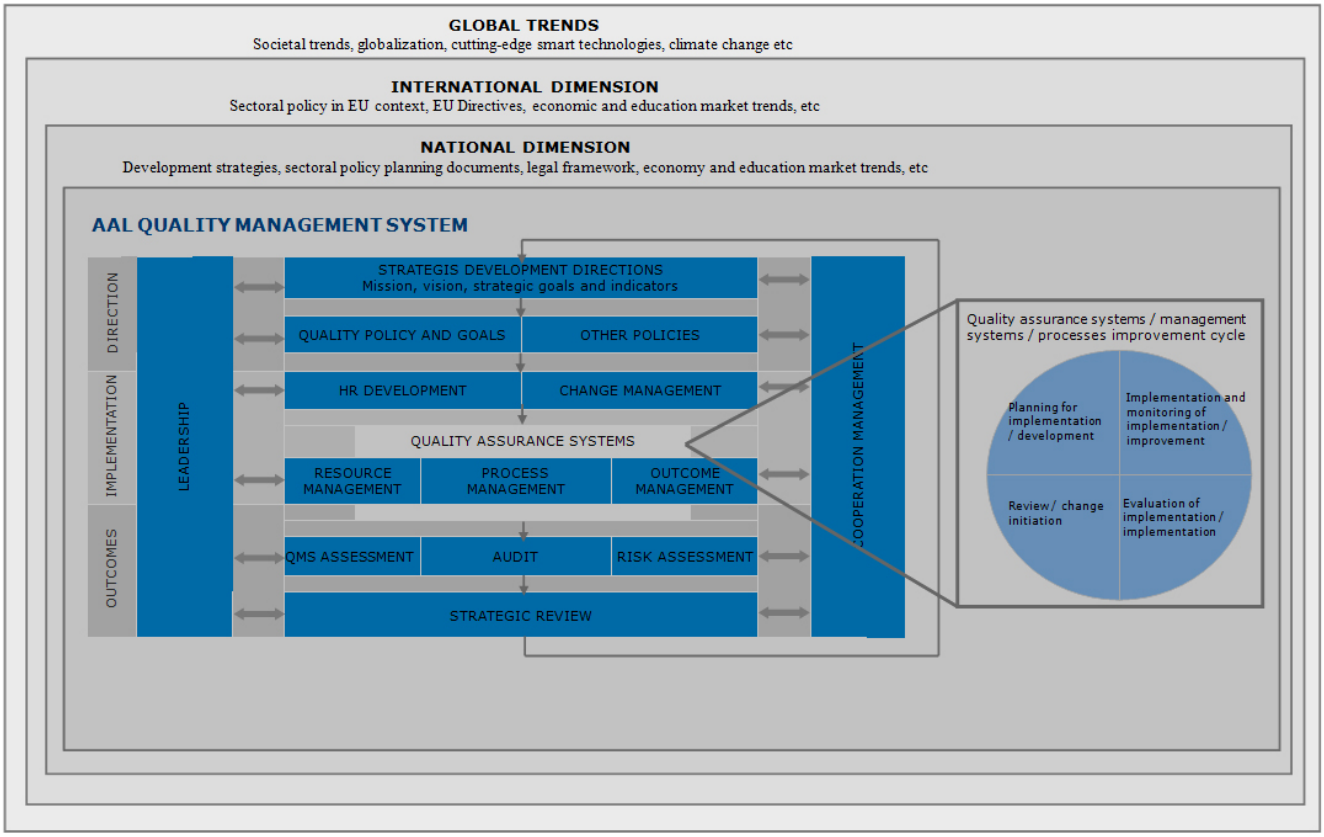


Figure 2.2. AAL Study Quality Management System and Principles for establishment of the AAL Quality Assurance System

The AAL quality assurance system is based on the participation of the AAL key stakeholders in quality assessment and improvement. The main stakeholders in the work of the AAL are staff, students, alumni and the public administration.

3. APPLYING QUALITY STANDARDS IN AAL

3.1. AAL quality assurance policy

AAL quality assurance policy is based on the Development Strategy of the AAL, and the Quality Operational Policy of the AAL is applied to implement the quality policy, determining what actions are necessary to ensure higher education. Figure 2.3 shows the hierarchy of the AAL Quality Policy and.

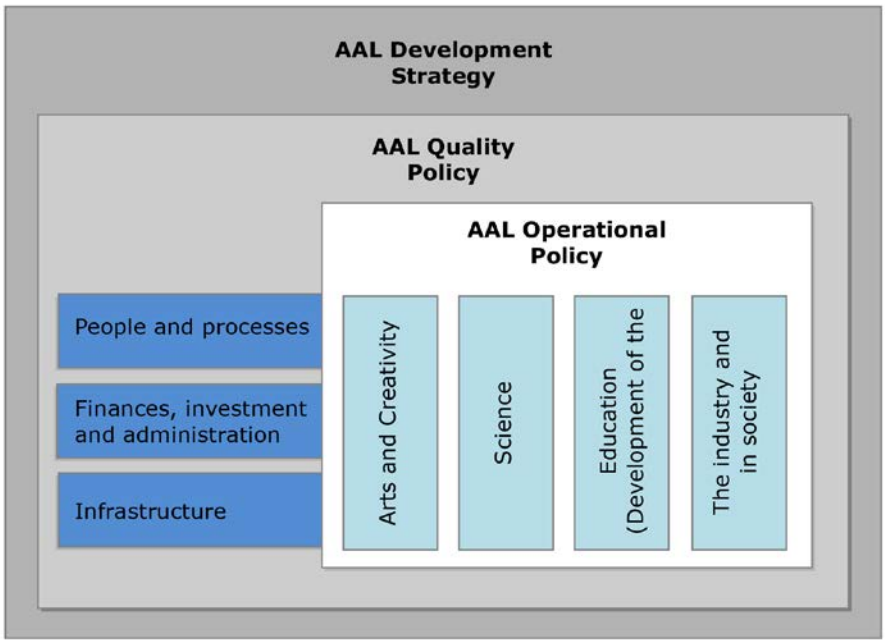


Figure 2.3. Hierarchy of the AAL Quality Policy and Operational Policy

The AAL Quality Policy is available on the AAL website under "Documents".

3.2. Development and approval of the AAL programmes

The processes for the development and revision of study programmes is governed by the "Bylaws on the Procedure for Implementation of Study Programmes at the Art Academy of Latvia" (Confirmed in the Senate meeting of the Art Academy of Latvia on 29 January 2019; changes to the Regulations approved at the Senate meeting of the Art Academy of Latvia on 10 March 2023; Minutes No. 21).

Studies at the Art Academy of Latvia are organised in line with the AAL Constitution, the Law on Higher Education Institutions, Law on Scientific Activities and the applicable laws and regulations — laws of the Republic of Latvia, regulations of the Cabinet of Ministers, orders of the Ministry of Education and Science of the Republic of Latvia and other legislative documents in force in the Republic of Latvia and affecting the area of competence of the AAL, its “Bylaws on Study Arrangements at the Art Academy of Latvia” as well as the standards of international activities of higher education institutions, including the Bologna Guidelines.

The Bylaws on the Procedure for Implementation of Study Programmes at the Art Academy of Latvia govern the establishment, internal approval, supervision and periodic review of bachelor's, master's, doctoral and further education study programmes, including the main principles and main aspects of programme structure, content and management, as well as reorganisation and dissolution. If the development trends in the field of art, design and art science or the historical traditions of the Art Academy of Latvia require so, bachelor's, master's or doctoral programmes may be implemented in one thematic area of education in several groups of programmes of the respective thematic field of education.

Bachelor's, master's study programmes are reviewed regularly, Heads of Departments update the teaching programme in the specialisation subjects section, proposing changes in the CRP tables, Heads/Directors of the Study Programmes and the Vice-Rector in Study Work approve them.

3.3. AAL student-centered learning, teaching and assessment

The implementation of study programmes is carried out in accordance with the quality assurance procedures of the AAL. They are identified, formalised and implemented in accordance with the requirements of Latvian legislation, ESG and internal needs.
The AAL internal regulations (bylaws and procedures) regulate: admission conditions, rules for the development and submission of the theoretical part of the final thesis, rules of study procedures, procedures of departments, chairs and other units.

By signing the study agreement, the student confirms that he/she has familiarised himself/herself with the "Bylaws on Study Arrangements at the Art Academy of Latvia". A study agreement is generated from the LAIS system for all students who have started their studies at the AAL.
The following information is described in the "Bylaws on Study Arrangements at the Art Academy of Latvia":

- Basic principles of studies
- Rights to study, admission and matriculation
- Study types
- Study arrangements (including also assessment)
- Organisation of student's work
- Student obligations
- Student rights
- Tuition fee
- Interruption and resumption of studies
- Discharge from the list of students and exmatriculation
- Awards
- Starting studies at later stages
- Procedure for submitting proposals and complaints

Study Departments inform each student at the beginning of the academic year that he/she may express his/her questions, complaints and suggestions in person or by e-mail to the Study Department. In the Study Departments, they deal with complaints and help students to resolve problematic situations, if necessary by inviting the Vice-Rector and/or an AAL lawyer.

Complaints and suggestions regarding the study procedure, study work or the content of study courses may be submitted by students to the Study Department in person or by e-mail at any time.
If the student wants an official response to the complaint, he/she is informed that he/she should submit an application to the Rector's Office or to info@lma.lv. Students receive responses according to the first come, first serve basis, but within the time limit set for the response. From the start, a reply is provided when the email is received. Information is then given that the problem is being solved, has been solved or will be solved.
The outcome of the examination of complaints or proposals is communicated in a reply letter to the author of the complaint or proposal, addressed individually to the person after the examination of the complaint or proposal.

3.4. Matriculation, the course of studies, recognition of qualifications and certification of AAL students

The criteria, conditions and procedures for the assessment of students are established and published in an internal document: "Bylaws on Study Arrangements at the Art Academy of Latvia".
Information related to learning outcomes, including assessment, is described in course descriptions, the preparation and updating of which, as well as the rules for publication, are set out in an internal document: “AAL course development and updating procedure”. Course descriptions are available on LAIS.
The conduct and assessment of entrance and final examinations, as well as the assessment and recognition of study results achieved in previous education or professional experience, are regulated in the relevant AAL bylaws.

THE ADMISSIONS PROCESS

The BA and MA admissions processes are very similar, with differences in the Application Registration and the ADMISSION EXAM part.

> Planning of the admissions process takes place at the beginning of the academic year (before 31 October) - Heads of the Bachelor’s and Master’s study programmes and the Senate are responsible for the process. With the order of the Rector also the Admissions Committee and the Assessment Committee is approved.

> The preparation process - gathering and providing information on the application process and admission exams - runs from January to June.

The following are responsible: the staff members of the Admissions Committee (mostly Student Academic Advisor (further Assistant) from each department) and the Assessment Committee (the Vice-Rector, Heads of the Programmes and teaching staff, different staff members for each department).

> Applications for the BA programme are accepted 1 week before the week of the admission exams. The MA application's registration process is slightly different from the BA registration process and takes place in June-July.

> Process of the ADMISSION EXAMS is in July.
>> The BA ADMISSION EXAMS process consists of three parts:
1. Admission process for previously prepared works;
2. Exam process;
3. Evaluation of the ADMISSION EXAMS.
> Process of the ADMISSION EXAMS of MA is faster than for BA.

> Results management and AGREEMENT SIGNING processes are carried out after the exams in July. The main responsibility lies with the Heads of the BA and MA study departments.

> MATRICULATION is at the end of August. The main responsibility lies with the Heads of the BA and MA study departments.

Designations:
BA - Bachelor's Study Programme level
MA - Master's Study Programme level
D - PhD level
prof. D - professional PhD level

	THE ADMISSIONS PROCESS		
No.	**Timetable**	**Activities**	**Person responsible**
	PREPARATION PROCESS		
1	4th week of September - October	Reviewing, updating of admission rules	Head of the Study Programme
2	**Until 31 October**	**Approval of admission rules**	**The Senate**
3	January - February April - June	**BA:** Prepares information on the admission exams. **MA. D. prof.D:** Preparation of information in the electronic application system (apply.lma.lv)	Heads of the Study programmes together with Heads of Departments and assistants. IT Department
4		**BA:** Creates descriptions of tasks	**BA:** Head of each sub-section (department)
5		Summarizes information on admission exam tasks (time, place) and gives this information to the departments to verify	Heads of the Study Programmes
6		**BA:** Verifies information on the tasks of admission exams **MA, D, prof.D:** Verification of entered information	**BA:** Head of each sub-section (department) **MA, D, prof.D:** Heads of the Study Programmes

	THE ADMISSIONS PROCESS		
No.	**Timetable**	**Activities**	**Person responsible**
7	January - February / April - June	Prepares and submits information on the admission process for publishing on the AAL website and other media	Heads of the Study Programmes
8	January - February	**Publishes information on the AAL website and other media**	**Public Relations Manager (and departmental assistants)**
9	**April–May** **(during final assessment exhibition)**	**Open days / informative consultations via Zoom or in person**	Public Relations Manager in collaboration with the BA Study Department and Heads of Departments
10	March - May	Establish the order about the **Admissions Committee and the Assessment Committee** for all study programmes	Heads of the Study Programmes
11		Coordinate composition of the Commissions with the members of the Admissions and Assessment Committees	**BA, MA:** Prorector **D:** Head and assistant of the PhD programme **prof D:** Prof. Director and Head of the PhD programme
12	**May – June**	**Approves the Orders about the development of the Admissions Committee and the Assessment Committee**	**The Rector**
13	**BA** - Dates according to Cabinet Regulations (after Centralised School Examinations) **MA and D** - May-June **prof D** - beginning of July	Announces admission exam dates and Activate the online application link (apply.lma.lv)	Head of EACH Study Programme
14	One week before the consultation	**Prof D.** Prepares information about the consultation	**Prof D.** Announced by the Head of the Prof. PhD programme
15	One week before the consultation	**Prof D.** Publishes information about the consultation	**Prof D.** Public Relations Manager
16	Early July (after activation of the application link)	**Prof D.** Prof. PhD study programme consultation (on evaluation criteria, preparation of applications and uncertain questions)	**Prof D.** Director of the Prof. PhD study programme
	APPLICATION REGISTRATION PROCESS		
17	**BA:** 1 week before the week of the admission exams **MA, D, prof.D:** Beginning of July	**BA:** Receives applications from applicants, records them in a spreadsheet (by monitoring the common *uznemsana2022@lma.lv* email) and sends them to the relevant departmental assistant **MA, D, prof.D:** Receives applications electronically *(apply.lma.lv*)	**BA:** Deputy Head of the Admission Committee **MA, D, prof.D.:** Head/ assistant of the study programme
18		Verifies that applications meet the requirements of the admission rules (technical assessment)	**BA:** The assistant of each department *(as a member of the Admissions Committee)* **MA, D, prof.D.:** Head / assistant of the study programme
19		Contacts applicants to update /clarify information	**BA:** The assistant of each department *(as a member of the Admissions Committee)*

	THE ADMISSIONS PROCESS		
No.	**Timetable**	**Activities**	**Person responsible**
			MA, D, prof.D.: Head / assistant of the study programme
20	After the closing date for applications	**BA:** Registers Candidate and enters the application data in LAIS system	**BA:** The assistant of each department
21		Reviews uncertain cases and decides whether **to admit candidate to** the admission exams. (Chairperson of the Admissions Committee assesses it from a legislative point of view.)	Admissions Committee
22	After admission of candidates	**MA, D, prof.D:** Transfer of admitted candidates' data from apply.lma.lv to the LAIS system.	**MA, D, prof.D:** IT employee (LAIS Specialist)
23	After approval of candidates	**BA:** Informs the candidate about the registration and the admission exams process on the basis of the common information prepared by the Study Department. **MA, D, prof.D:** Registers and informs applicants about registration and further actions	**BA:** The assistant of each department **MA, D, prof.D.:** Head / assistant of the study programme
	ADMISSION EXAMS		
24	1-2 working days before the admission exam July, Week 2-3	**BA:** Preparation of rooms / Preparation of electronic environment (Moodle system) **MA, D:** Establishes access for departmental assistants (and Heads) to the MA applications of a given department in the system apply.lma.lv **prof. D:** Plans and organises a colloquium. Informs candidates about the colloquium.	**BA:** Designated person of each sub-section (usually assistant, Head of the Sub-section) and IT Specialist **MA, D, prof.D.:** Head / assistant of the study programme
25	Pre-announced dates (usually in July) / Within one week after the application deadline	**RECEIPT OF APPLICATIONS** **BA: Acceptance and registration of the admission exam works prepared in advance** **MA: sends MA thesis applications to the Heads of the Departments** **D: Sends applications of the thesis topic to the Assessment Committee** **prof. D: Sends applications of the candidates to the Assessment Committee**	**BA: Designated person of each sub-section (usually a assistant)** **MA: Designated person of each sub-section (usually a assistant)** **D: Assistant of the PhD study programme** **prof. D: Prof. Head of the PhD programme (as Secretary of the Assessment Committee)**
26	Pre-announced dates (usually in July) / Within one week after the application deadline	**ASSESSMENT OF APPLICATIONS** **BA: Assessment of the admission exam works prepared by the candidate in advance and transfer of the results to the study department** **MA: Thematic assessment of the Master's thesis application** **D: Assessment of the doctoral thesis application** **prof. D: Examination of the application of each candidate**	**BA: Assessment Committee** **MA: Assessment Committee** **D: Assessment Committee (composition specified in the bylaws)** **prof. D: Assessment Committee (composition specified in the bylaws)**

	THE ADMISSIONS PROCESS		
No.	**Timetable**	**Activities**	**Person responsible**
27	Pre-announced dates (usually in July) / Within one week after the application deadline	**BA: Provide the admission exam assignment** **MA: Organise interviews with each candidate (if necessary)** **D. prof.D: Organise interviews with each candidate**	**BA: Assessment Committee (persons designated by each department - usually the Head and teaching staff of the department)** **MA: Assistant of each department, Head of each department** **D: Assistant of the PhD study programme** **prof. D: Prof. Prof. PhD programme**
28	Pre-announced dates (usually in July) / Within one week after the application deadline	**BA: Organise the admission exam process** **MA and D: Discussions in the interview** **prof. D: Discussions in the interview with each candidate (Colloquium)**	**BA: "Designated person of each department (usually the Assistant or Head of the department)"** **MA: Head of each department.** **D. prof.D: Assessment Committee**
29	Pre-announced dates (usually in July) / Before the Assessment Committee meeting	**BA: Evaluates the work prepared during the admission exam and passes the evaluation to the study department** **MA: Evaluation of applications and forwarding their recommendations to the Assessment Committee**	**BA: Assessment Committee** **MA: Head of each department.**
30	1 week after the week of the admission exams / Specific date in July / Immediately after the Colloquium	**BA: Entering results into LAIS system and producing printouts.** **MA: Evaluation of MA project applications and decision on admission of candidates - meeting** **D. prof.D: Posting of assessments - by creating a protocol decision.** **Gives protocol to the Admissions Committee**	**BA: BA Study Department Education Assistant (together with LAIS Specialist)** **MA, D, prof.D: Assessment Committees**
31		**BA:** Verification of the accuracy of the entered information	**BA:** The assistant of each department
32	**Specific date in July**	**BA:** Solution on the admission of candidates. Approval of the results **MA, D, prof.D:** Solution on the admission of candidates. Approval of assessments (Order)	**BA:** Admissions Committee and Heads of Department **MA, D, prof.D:** Admissions Committee
33	Specific date in July	Prepares the Order on the admission of candidates	Head of EACH Study Programme / Assistant
34		Confirms the admission of candidates with the order	The Rector
35	**Specific date (usually in July) - after confirmation of results**	**Approval of all allocated budget places for the academic year (BA, MA, D, Prof. D)**	**The Senate**
	MANAGEMENT OF RESULTS		

	THE ADMISSIONS PROCESS		
No.	**Timetable**	**Activities**	**Person responsible**
36	Specific date (usually in July) - after approval of the allocated budget places /	**Communication of results to candidates: Publishing of results in LAIS system and preparing information on the agreement conclusion process**	Head of EACH Study Programme / Assistant
37	July (after Senate meeting)	Information sent to candidates about the agreement conclusion process	**BA:** The assistants of department / **MA:** Masters study programme / **D:** PhD study programme assistant / **prof. D:** Head of Prof. Doctoral Study Programme
38	Within 24 hours after the results being announced	**Acceptance of appeals**	AAL Secretary (Rectorate) / Master's / PhD study programme assistant
39	immediately after receipt of the appeal	**Revision of appeals** (in accordance with the Admission rules - the Admissions Committee and an external expert)	Appeals Committee set up by order of the Rector
	SIGNING OF THE AGREEMENT		
40	After reviewing of appeals, if any (2 last days - week after the week of the admission exams) July	Preparation of agreements	Head of EACH Study Programme / assistant
41		Organizes signing of the candidates (checks original application documents, informs about further process)	**BA:** Designated person of each **department** (usually assistants of the department) **MA:** Masters study programme / **D:** PhD study programme assistant / **prof. D:** Head of Prof. Doctoral Study Programme
42		**Academy signs the Agreement**	**The Rector**
43	After signing the agreement	Registers in LAIS the info of the candidate on the mutual signing of the Agreement	BA Study Department + LAIS Specialist
	MATRICULATION		
44	End of August	Preparing the Order of matriculation	Head of EACH Study Programme
45		Signing the Order of matriculation	**The Rector**
46		Preparing the student cards	Head of EACH Study Programme / assistant
47		Festive ceremony	**AAL administration and Heads of Programmes**

Process: applying for lectures

Applying for lectures take place in weeks 1-2 of the semester.

Process: applying for lectures		
No.	**Process part**	**Person responsible**
1	Reviews the CRP table - 4-year curriculum	Head of each Department
2	Approves the CRP table	Vice-Rector in Study Work

Process: applying for lectures		
No.	**Process part**	**Person responsible**
3	Prepare the list of lectures on the basis of the old list - according to the CRP table	Head of each Department (together with the assistant and teaching staff)
4	The list of lectures (times and rooms) is coordinated with the Study Department	Head of each Department and assistant
4.1	Coordination of art science lectures	
4.2	Coordination of painting + drawing lectures	
4.3	Coordination of specialisation lectures of the Department	
5	Approval of Lecture lists	Study Department
6	Creates Work amount sheets	Each professor (together with the Head and the assistant of Department)
7	Inspects Work amount sheets	Assistant of each department - together with the Head of the BA Study Department
8	Approves Work amount sheets and forwards them to Human Resources Department	Vice-Rector in Study Work
9	HR draws up agreements	HR
10	All finished lecture lists shall be submitted to the assistants of each department and to the Public Relations Manager	head of Study Department
11	Publishes Lecture list at the AAL website	Public Relations Manager
12	Sends approved Lecture lists to students (and CRP table)	The assistant of each department
13	Prepares a study plan in LAIS - for each course - for applying to lectures	Assistant of Study Department
14	Prepares information on "how to register in LAIS"	LAIS Specialist
15	Notifies students about application for lectures at the LAIS system	Study Department and LAIS Specialist
16	Applies for Lectures in LAIS system	student
17	Answers students' questions about uncertainties and notifies the Study Department of errors in the system, if any.	The assistant of each department
18	corrects errors in the LAIS system, if any	Assistant of Study Department
19	Follows the application process for lectures at LAIS	The Assistant of each department (compulsory, optional part) and the assistant of the Study Department, if necessary.
20	Contacts the student if there is any misunderstanding	The assistant of each department
21	Sends information on study debts in LAIS system to assistant of each department	Assistant of Study Department
22	Sends information on student debt to each student individually	The assistant of each department
23	The student contacts the study department	Assistant of Study Department

FINAL EXAM PROCESS

FINAL EXAM PROCESS (Thesis)			
No.	**Timetable**	**Activities**	**Person responsible**
1	End of August	Plans the ANNUAL PLAN of the next study year, including presentation times	Study Department / Vice-Rector
2	Beginning of September	Identification of supervisors for each student's Thesis	Head of each Department
3	Beginning of September	Scheduling of interim presentations (mid-term assessment exhibitions) of Thesis	Head of each Department
4	*September - December*	*Writes the theoretical part of the* Thesis *and develops the content of Thesis physically*	*STUDENT*
5	September - December	Consultations of Thesis Supervisors (theoretical part and practical part)	Supervisor of -Thesis
6	September - December	In interim presentations (mid-term assessment exhibitions) - according to the scheduled times - evaluation of the student's performance. Making recommendations	Supervisors of Thesis, teaching staff
7	December	During winter PRESENTATIONS (assessment exhibitions) - assessing student performance. Giving recommendations	Supervisors of Thesis, teaching staff
8	*January - March*	*Writes the theoretical part of the DD and develops the content of Thesis*	*STUDENT*
9	January - March	Consultations of Thesis Supervisors (theoretical part and practical part)	Supervisor of Thesis
10	January - March	During interim presentations (mid-term assessment exhibitions) - assessing student performance. Giving recommendations	Supervisors of Thesis, teaching staff
11	March–April	Coordination of the Academic Attestation Commission.	Vice Rector
12	March–April	Announces the dates and conditions for submission of the Theoretical Part	Study Department (and each department's assistants - repeatedly)
13	Beginning of May	Development of the Academic Attestation Commission.	Vice Rector
14	Beginning of May	**Creates a draft Defence Schedule** (department, who, when and where, number of graduates)	Study Department
15	May	Receiving of the Title of the theoretical part of Thesis, used materials, Thesis supervisor and annotation from the student	The assistant of each department
16	Final date - specific date in May	Receiving of the Title of the theoretical part of Thesis, used materials, Thesis supervisor, Thesis reviewer (only MA), introducing of the annotation in LAIS	The assistant of each department
17	May	Receiving of the theoretical part of the Thesis	Study Department
18	May	Introduction to the theoretical parts of Thesis.	Attestation Commission

FINAL EXAM PROCESS (Thesis)			
No.	**Timetable**	**Activities**	**Person responsible**
19	May	MA: receives the Thesis from the student in an electronic environment (LAIS)	The assistant of each department
20	May	MA: sends Thesis to reviewer	The assistant of each department
21	May	MA: receives Thesis reviews and sends them to students	The assistant of each department
22	April - May	Planning of an exhibition of Thesis	Thesis exhibition organiser, coordinating with Thesis supervisors and students
23	May	Organising a Thesis exhibition	Thesis exhibition organiser
24	End of May - beginning of June - before DD defence	Installing of Thesis	Student, Thesis *exhibition* organiser assists (if necessary)
25	End of May - beginning of June - before DD defence	Organising of the pre-defence of Thesis	The assistant of each department
26	End of May - beginning of June - before DD defence	Thesis pre-defence (can be without a finished thesis)	Supervisor of Thesis, STUDENT
27	End of May - beginning of June	Defence in accordance with the draft Defence Schedule	Attestation Commission
28	On the same day when the students defended	Thesis evaluation	Attestation Commission
29	On the same day when the students defended	Summaries of evaluation data	Head of Study Department
30	On the same day (or the next) when the students defended	Transfer of assessment data (grades) to students	The assistant of each department
31	Within 24 hours after the results being announced	Acceptance of appeals	AAL Secretary (Rectorate)
32	immediately after receipt of the appeal	Revision of appeals	Appeals Committee set up by order of the Rector
33	June	Supervising of the Thesis exhibition	Thesis exhibition organiser
34	June	Taking down the Thesis exhibition	Student, Thesis exhibition organiser assists (if necessary)
35	May – June	Graduation Ceremony planning	Head of Study Department
36	June	Announcing info on the Graduation Ceremony	Head of the Study Department, assistant of each department
37	June	Preparation of the Graduation Ceremony	Head of Study Department
38	June	Hosting of the Graduation Ceremony	Head of Study Department, AAL administration

3.5. AAL teaching staff / academic staff

HR manages the AAL's teaching and other staff.

The principles of the AAL's personnel management in the selection of staff and employment relations are described in the "AAL Rules of Labour Procedure"; the principles of the motivation system and staff development are defined in the "AAL Staff Remuneration and Motivation Policy".

The internal procedures and mechanisms for ensuring the qualification and quality of work of academic staff of AAL are laid down in the document "Regulations on Academic Positions at the AAL":
- description and number of academic staff,
- the requirements, conduct and conditions for organising elections,
- different evaluation criteria and processes,
- establishment and termination of employment relations and performance evaluation,
- Involvement of different Councils in the evaluation of academic staff,
- procedure for appealing any decision.

Staff qualification requirements are set out in the AAL's internal regulatory enactments in accordance with external regulatory enactments, and performance requirements are set out in the regular staff evaluations, including analyses of student satisfaction with lecturers' performance in study courses, as well as the results of research activities.

3.6. AAL resources

The development of the study field is planned in accordance with the AAL development strategy for 6 years. Monitoring and evaluation of the effectiveness of the plan is carried out within the framework of the annual self-evaluation of the study field. These processes take place at the level of the Council, study programme management, administration and the Senate.

The AAL attracts external funding to promote the quality and competitiveness of its study programmes.

The AAL provides and continuously develops a learning and teaching environment and a range of supportive and accessible learning resources. The AAL develops and builds the face-to-face and online infrastructure and its supporting elements.

The provision of teaching and research resources for study programmes is planned during the development of the study programme; development needs are planned in the context of the development of the study field, with AAL resources allocated for this purpose. At the beginning of each semester, requests for teaching resources are received for the departments and reviewed by the Rector's Office.

3.7. AAL Information Management and Communication

Information Management

Information Management of the study programme is provided:

- creating, analysing and using quantitative data reports and qualitative data summaries according to the data stored in the AAL Information System (LAIS);
- measuring and analysing the perceptions of students, academic staff and alumni.

The results of the measurements are used for operational improvements, ensuring the necessary competences of academic staff, planning the study process, promoting a student-centred approach and other activities, as well as for planning the development of the study field and the study programme.

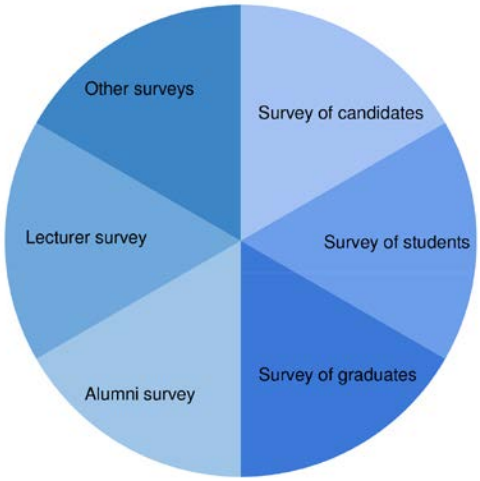
SURVEYS

Surveys are carried out regularly in accordance with the Annual Quality Plan - Surveys and Audits (Annex 3 of the Guide), the results are analysed to identify areas for improvement, and audits are planned and assigned where necessary.

Student surveys for each course have been carried out in the AAL LAIS.

Alumni surveys are created in a bespoke tool called Survey Monkey.
Some of the employers of AAL graduates are AAL graduates who started working as self-employed or founders of their own company. Respectively, employers are also surveyed in the Alumni Survey. Alumni, as experts in their field, were invited to presentations as external evaluators.

Description of the surveys



- **Survey of candidates (prospective students):** takes place every year in the summer. It asks prospective students about their opinions/impressions of the Academy, how they decided to study at the Academy, the model, how they chose their specialisation and university. The survey helps the Academy to communicate with potential students in the coming years.
- **Survey of students (evaluation of the performance of the subjects and lecturers):** takes place at the end of each session or immediately after the end of the session. It asks students' opinions on the courses they have been taught - their evaluation, content, quality of teaching, free commentary. This helps to organise the study process, filling gaps and improving the quality of studies.

- **Survey of graduates (prospective graduates):** takes place every year after the defence of Thesis, before graduation. It asks for the opinions of future graduates regarding the content and process of studies, and asks for their comments in free form. This provides the most up-to-date evaluation of the study process by students who will soon enter the labour market.
- **Alumni survey**: held once a year in autumn. It establishes the work/study pathways of the Academy's alumni after graduation by obtaining information on alumni employability, job/work opportunities in their field, identifying the sectors in which alumni work, and obtains an evaluation of the education gained at the AAL.
- **Lecturer survey:** takes place before each session. It identifies the lecturers' shared vision of the processes taking place at the Academy, their needs and possible development points for management.
- **Other surveys.** In addition, any other surveys that are necessary for the ongoing improvement of the study process or for the successful implementation of the work of the Academy are carried out.

Conducting the survey

There are four main activities involved in conducting the survey:

1. Survey preparation - reviewing and editing an existing survey and/or creating a new survey; checking the launch of the survey; resolving any discrepancies found; checking the final version of the survey.

2. Survey launch - planning the launch of a developed survey (setting specific dates for completion of the survey); formulating email/other messages asking for completion of the survey; setting and announcing reminder dates.

3. Survey analysis - extracting the data received from the survey tool, data processing; creating a presentation of the survey results; identifying possible improvements and ways forward.

4. Communicating the results of the survey - sending the presentation and/or data processing file to management and/or stakeholders; presenting the findings; deciding together with management on necessary actions to make possible improvements, and scheduling those actions; communicating the survey results and decisions to stakeholders.

3.8. Informing the public about AAL

AAL regularly publishes clear, accurate, objective, up-to date and readily accessible information about its activities, including the programmes offered.

AAL website www.lma.lv contains information on study programmes, current admission rules, study regulations, the academic year plan, the current lecture list and the presentation (final exam) plan.

Information about current events in the course of studies at the AAL is distributed via social media.

Before the defence of Thesis, information about the Thesis defence days is uploaded.

Annexes to the Quality Management Guide

Annex 1.

Registration form of the changes in the AAL Quality Management System Guide

Version (V) of the Quality Management System Guide No.	*Date of introducing changes*	*Brief annotation of the changes made*
V0		Previous document "Principles and Policy of the Quality Management System of the Art Academy of Latvia"

Annex 2.

Application of the Art Academy of Latvia internal quality management system and CAF model

1. Implementing AAL QMS, the CAF Education model is adapted to the objectives of the AAL QMS.
2. The AAL QMS should provide possibility to assess, structure and describe the impact and performance of the AAL in the following nine criteria and 28 sub-criteria:

Opportunities

1. Leadership
Evaluate how the management of the institution:
1.1 Determines the direction of the institution's development by developing its mission, vision and values
1.2 Governs the educational institution, its performance and continuous improvement
1.3 Motivates and supports people in the institution and serves as a role model
1.4 Builds effective relationships with political authorities and other stakeholders

2. Strategy / planning
Evaluate how the institution:
2.1 Gathers information on current and future needs of stakeholders and their respective governance
2.2 Develops strategy and planning using the information gathered
2.3 Communicates and implements strategy and planning across the institution and reviews it regularly
2.4 Plans, implements and reviews innovation and change

3. People / staff
Evaluate how the institution:
3.1 Transparently plans, manages and improves its human resources, taking into account its strategy and planning
3.2 Identifies, develops and uses staff competencies to achieve individual and institutional objectives
3.3 Involves staff by developing open dialogue and delegation, supporting their well-being.

4. Partners and resources
Evaluate how the institution:
4.1 Develops and manages cooperation with relevant institutions
4.2 Develops and manages citizen/client cooperation
4.3 Manages finances
4.4 Manages information and knowledge
4.5 Manages technologies
4.6 Manages infrastructure

5. Processes
Evaluate how the institution:
5.1 Identifies, develops, manages and updates processes involving stakeholders on an

ongoing basis
5.2 Develops and delivers learner-centred (resident/client) services
5.3 Coordinates with other institutions processes in the educational institution

Results

6. Results of students and/or their legal representatives
Evaluate how the institution meets the needs and expectations of students and other stakeholders:
6.1 Perception measurement
6.2 Performance measurement

7. Human results
Evaluate how the institution reaches people's needs and expectations:
7.1 Perception measurement
7.2 Performance measurement

8. Social responsibility results
Evaluate how the institution implements its social responsibility:
8.1 Perception measurement
8.2 Performance measurement

9. Main performance results
Evaluate the most important results achieved by the institution:
9.1 External results: output results
9.2 Internal results: level of effectiveness

3. The criteria are scored using the following rating scale:

Opportunities	points
Outcomes not measured/ or information not available	0-10
We are planning to do it	11-30
We are implementing the plans	31-50
We critically assess whether we have achieved what we planned	51-70
Based on the evaluation, we make the necessary adjustments	71-90
In everything we do, we plan, implement, test and adjust regularly, at the same time learning from others. We constantly make improvements and perform cyclical actions.	91-100

Results	points
Outcomes not measured/ or information not available	0-10
Results are measured and demonstrate a negative trend/ or results do not meet the relevant targets	11-30
Results demonstrate stagnating trends / some relevant targets are met	31-50
Results demonstrate positive trends / most of the relevant targets are met	51-70
Results demonstrate significant positive trends (improvements) / all relevant targets are met	71-90
Outstanding and sustainable results are achieved. All relevant targets are met. Positive comparisons with all relevant organisations are achieved on all relevant outcomes.	91-100

Annex 3.

Quality YEAR plan. Surveys and Audits

	Month	Process of the studies	Surveys	Self-assessment and audits	Quality
01	**January**	Students vacation	Lecturer – **announcement of survey results**	Updating the Quality Policy and the Handbook.	Strategy and quality goals planning
		Session / creating a list of lectures	*Students* – the preparation of surveys		
		STUDIES SPRING SEMESTER	*Students* – survey **launching**	**Planning a self-assessment.**	
02	**February**		*Students* – survey **analysis**	**Conducting a self-assessment.**	
			Students – announcement of survey results	**Conducting a self-assessment.** Planning the internal audits.	
03	**March**			Managing the internal audits: • Conducting and analyzing internal audits. • Notification the results of internal audits. • Determining the necessary actions according to the audit results. *Implementation of the required actions..*	Strategy and quality goals fulfillment analysis and compilation
04	**April**		Lecturer – the preparation of surveys		
		Session - assessment exhibition	*Students* – the preparation of surveys		
05	**May**	**Session**	Lecturer – survey **launching.** ***Graduates*** the preparation of surveys		
		Diploma Thesis	*Students* – survey **Launching** Lecturer – survey **analysis.**	Managing the internal audits. *Implementation of the required actions..*	
06	**June**	Diploma Thesis	*Students* – survey **analysis.** ***Graduates*** survey launching.		
		Students vacation	Lecturer – announcement of survey results. *Students* – announcement of survey results**.**		
07	**July**	**Candidates** (prospective students) **enrolment**	***Graduates*** survey analysis	Managing the internal audits.	
		Candidates (prospective students) **enrolment**	***Graduates*** – announcement of survey results	*Implementation of the required actions.*	
08	**August**	Students and Academic staff vacations			
		creating a list of lectures / Act of matriculation / **0th study week**	**Candidates** (prospective students) the preparation of surveys. **Candidates** (prospective students) survey **launching**.		Strategy and quality goals fulfillment analysis and compilation
09	**September**	**STUDIES** AUTUMN SEMESTER	**Candidates** (prospective students) survey **analysis**. **Candidates** (prospective students) – announcement of survey results**.**		
			Alumni the preparation of surveys.		
10	**October**		*Alumni* survey **launching**.	**Conducting a self-assessment.**	
			Alumni survey **analysis**. *Alumni* - announcement of survey results**.**	Planning the internal audits.	
11	**November**			Managing the internal audits.	
				Implementation of the required actions.	
12	**December**	**Session – assessment exhibition**	Lecturer – The preparation of surveys		
		Session	Lecturer – Survey **launching**	Quality actions analysis.	
		Students vacation	Lecturer – Survey **analysis**	Quality actions planning.	