

**FACULTY OF ENGINEERING
ECONOMICS AND MANAGEMENT,
RIGA TECHNICAL UNIVERSITY**

Sharing Information on
Progress Report



RTU

**FACULTY OF ENGINEERING
ECONOMICS
AND MANAGEMENT**

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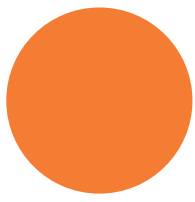
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What is PRME?



The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007. As a platform to raise the profile of sustainability in schools around the world, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

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Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.

As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organised relationship between the United Nations and management-related higher education institutions.

PRME Principles for Responsible Management Education

an initiative of the



STATEMENT OF RENEWED COMMITMENT MANAGEMENTS FOREWORD

The Faculty of Engineering Economics and Management (FEEM) of Riga Technical University (RTU) demonstrates its commitment to the Principles of Responsible Management Education with our 2022 Sharing Information on Progress Report.

FEEM joined the UN project Principles for Responsible Management Education (PRME) in 2008. By delivering the Principles for Responsible Management Education framework, developing learning communities, and raising awareness about the United Nations' Sustainable Development Goals FEEM serves PRME's mission to improve management education, research, and improve sustainable leadership.

Since THE last report we have significantly improved and strengthened our performance in all of six principles. With this report we wish to emphasize what has been accomplished and outline future goals.

THE STUDY PROCESS IN FEEM IS ORIENTED TOWARDS LEARNING BY DOING OR LEARNING BY DEVELOPING AND ESTABLISHMENT OF AN INTEGRATED THEORETICAL KNOWLEDGE BASE, STUDENTS DEVELOP COMPETENCIES IN NEW PRODUCT DESIGN AND TECHNOLOGY TRANSFER, DEVELOP THEIR BUSINESS IDEAS, RAISE START-UP FINANCING AND ESTABLISH SPIN-OFF ENTERPRISES. FOR FEEM IT IS IMPORTANT TO PROVIDE STUDENTS WITH THE KNOWLEDGE AND SKILLS THAT CAN PREPARE THEM FOR THEIR FUTURE CAREERS. DESPITE THE CHALLENGES THAT THE PANDEMIC GAVE US, WE STILL MANAGED TO IMPROVE THE FACULTY ENVIRONMENT AND QUALITY.

In all main classrooms there are opportunities to hold lectures online or in hybrid mode – with some students online and others in the classroom. Within this challenge we have improved our study process.

FEEM graduates can identify the organization's management, customers, owners, and society's multilateral interests, as well as analyse, evaluate, develop, distribute, and implement modern and ethical management and development methods to support the organization's operational efficiency improve over time. We are proud of our creative, active, knowledge-oriented students and graduates who are well-known in Latvia and outside its borders. They have worked as highly qualified specialists and competitive leaders in business, government and EU institutions during the last 55 years.

Our wholesome and purposeful **team** – students, academic and administrative staff – is bound with trust because we have open dialogue, similar goals and objectives. Only by acting together, performing our duties in good faith, responsibly and with due diligence, we can achieve and fulfil all the FEEM goals and PRME principles.



Dean
professor
Dr. oec. Elīna
Gaile-Sarkane



Vice Dean
for Academic
Affairs,
professor Dr. oec.
Inga Lapiņa



BRIEFLY ABOUT RIGA TECHNICAL UNIVERSITY

Riga Technical University is a modern internationally recognized university situated in Riga, capital of Latvia. It is the only polytechnic university in Latvia and the largest university by number of students in the country – it educates and trains more than 13 thousand students.

RTU positions itself as a cornerstone of the development of Latvia by ensuring education of specialists necessary for the national economy and development of new products and services, serving as a basis for sustainable growth of Latvia. The RTU trademark is high quality internationally competitive engineering education based on more than a century-and-a-half old academic traditions appropriate to meet new technological challenges.

RTU offers academic and professional study programs on full-time and part-time basis at three levels – undergraduate, postgraduate, doctoral studies. In the nine faculties of RTU, it is possible to obtain high quality education not only in engineering, but also in social sciences and humanities. Study programs at RTU have been persistently developed in cooperation with employers to provide tertiary education in cutting-edge technologies and engineering that meets the needs of the global labour market. It helps RTU graduates to easily integrate in the labour market and to develop a successful professional career.

THE TOTAL NUMBER OF STUDENTS AND EMPLOYEES AT RTU IN 2022 IS MORE THAN 13,000 STUDENTS, ACADEMIC STAFF – 553, RESEARCH STAFF – 801.

At the same time RTU provides opportunities to pursue a career in science to the alumni who are interested in research, offering them the chance to enrol for doctoral studies.

RTU is focused on becoming a third-generation university that not only provides high quality education, but also conducts advanced research and ensures innovation and technology transfer practically implementing scientific discoveries.

To become the most advanced engineering study centre in the Baltic region, the development of the campus of Riga Technical University on Ķīpsala is based on sustainable, smart, and environmentally-friendly initiatives. Developing RTU Green Concept 2018–2023, the goal of the University is to raise awareness of students, employees, and the general public about the need to reduce the ecological footprint and to encourage the creation and use of environmentally-friendly technologies.

STUDIES AT RTU ARE IMPLEMENTED BY NINE FACULTIES, INCLUDING 33 INSTITUTES. RTU HAS STUDY AND SCIENCE CENTRES IN DAUGAVPILS, LIEPĀJA, VENTSPILS AND CĒSIS; IT COMPRISES RIGA BUSINESS SCHOOL.



RTU FACULTY OF ENGINEERING ECONOMICS AND MANAGEMENT

The Faculty of Engineering Economics and Management is one of the nine faculties of Riga Technical University and is constantly evolving and expanding. **Nowadays FEEM one of the biggest faculties at RTU with almost 3,500 students.**

The RTU Strategy defines the strategic goal of FEEM which is to ensure **excellence of the study process, excellence of research activity, excellence and visibility of the organization**, as well as infrastructure excellence and development of the academic environment in the fields of management, economics and security. The **FEEM mission** is to prepare internationally acknowledged, highly-qualified specialists in economics and business, to promote growth opportunities of scientists and teaching staff by ensuring competitive multi-staged education providing career and welfare using the latest technologies and innovations. The **FEEM vision** is to become a modern and prestigious, internationally acknowledged faculty, an excellent engineering economics and business training and research centre in Latvia and in the Baltic region, which promotes the development of the national economy and the entire region by preparing highly qualified specialists.

The **studies at FEEM** have a clear interdisciplinary character. Every FEEM student obtains integrated entrepreneurial competencies. The study process is oriented towards learning by doing or learning by developing, and establishment of an integrated theoretical knowledge base. Students develop competencies in new product design and technology transfer, develop their business ideas, raise start-up financing and establish spin-off enterprises. In comparison with other higher education institutions, where students can acquire programs related to economics and management, FEEM differs by specializing in specific areas, thus preparing competitive specialists for particular industries.

Economists, managers, specialists of real estate, administration of customs and taxes, occupational safety, marketing, logistics, international economic relations, quality management and other spheres, who are prepared by the Faculty, are engaged in the management of economic and business processes in different spheres and the analysis of the results attained. They occupy executive positions in state and municipal institutions, enterprises, non-governmental, international and multinational organizations.

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

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

IN 2020 THE BALTIC MANAGEMENT DEVELOPMENT ASSOCIATION (BMDA) AWARDED A PRIZE FOR INNOVATION TO FEEM EVALUATING THE IMPLEMENTED INTERDISCIPLINARY APPROACH IN ENTREPRENEURSHIP EDUCATION AND NAMED FEEM AS THE MOST INNOVATIVE FACULTY IN THE BALTIC SEA REGION. FEEM WAS AWARDED THE PRIZE AT THE ANNUAL CONFERENCE OF THE BALTIC MANAGEMENT DEVELOPMENT ASSOCIATION (BMDA), WHICH GATHERED MORE THAN 140 PARTICIPANTS FROM 20 COUNTRIES.

SINCE 2013 FEEM HAS BEEN RANKED AMONG THE WORLD'S 1,000 BEST BUSINESS SCHOOLS BY THE INTERNATIONAL RATING EDUNIVERSAL AND INCLUDED IN THE 4 PALMS LEAGUE, WHICH COMBINES TOP BUSINESS SCHOOLS WITH SIGNIFICANT INTERNATIONAL INFLUENCE IN BUSINESS AND MANAGEMENT EDUCATION AND RECOGNIZES THE HIGH QUALITY OF STUDIES.

At the beginning of 2021, excellent ranking was also received within the Eduniversal international master study program rating. Seven master study programs implemented by FEEM were included among the world's best. The study program «Entrepreneurship and Management» compared to the previous year had risen the fastest, by five places. It was rated as the 31st in its field among the 100 best study programs in the world. Whereas, «Total Quality Management» and «Civil Construction and Real Estate Management» improved the ranking by three places, rated as the ninth among the world's 100 best quality management programs and 15th among the world's 50 best real estate management study programs.

The ratings of «Urban and Regional Engineering Economics» (21st place in the field of sustainable development and environmental management) and «Administration of Customs and Taxes» (29th place in the field of taxation) were also higher than previously.

Among the 100 best study programs in environmental safety in the world, «Occupational Safety» was rated as the 15th, and «Leadership and Management» – 34th in the field of leadership. In turn, «Industrial Engineering and Management» was rated as the fourth best program in its field in Eastern Europe.

Among the study programs of Eastern Europe, the four other programs in the ranking – the MBA program «Innovation and Entrepreneurship» – were rated as the second best in its field, «Business Finance» and «Organization and Management of International Economic Relations» – the third, and «Economics» – the fourth best in their field.



IN 2021 PROFESSIONAL BACHELOR'S AND MASTER'S PROGRAMS «ADMINISTRATION OF CUSTOMS AND TAXES» RECEIVED CERTIFICATES OF RECOGNITION FROM THE EUROPEAN COMMISSION'S DIRECTORATE-GENERAL FOR TAXATION AND CUSTOMS UNION.

The European Commission recognizes the programs delivered by the RTU International Business and Customs Institute of FEEM as high-quality Customs related programs in line with the EU Competency Framework for the Customs profession. The Certificate of Recognition is an EU label of excellence for high-quality, modern customs study programs that equip students with the competencies needed for a successful Customs career, both in Customs Administrations and private organisations.

These achievements show the high level and the development potential of the Faculty at the Latvian, regional and international level and its readiness to extend the availability of its programs for export, as provided for by the National Development Plan of Latvia. The Latvia 2030 development plan marks the increase in labour productivity as one of the targets for Latvia and its employers. Graduates of programs of the direction occupy executive positions in Latvian companies and state institutions, and therefore implement this setting directly.

RANKINGS

Riga Technical University takes part in many national and international ratings and comparison tools. International ratings promote healthy competition among universities; they may be of use for future students choosing a university to study. Ratings allow RTU to assess its achievements according to the international criteria and weigh itself against other higher education institutions in Latvia and abroad. Based on the ranks received within various ratings it is possible to make conclusions on the current performance and set new goals concerning the organization of the study process, research activities and overall sustainable development and progress of the University.

GreenMetric. RTU has significantly improved its position in the green policy and sustainability rating UI Green Metric World University Ranking, ranking among the 60 greenest universities in the world. In 2021 RTU ranked 50th. It is a significant achievement compared to 2019, when RTU was ranked 93–95. Moreover, RTU remains the only higher education institution in Latvia that has been ranked so high, as no other Latvian university has been able to rank even among 500 greenest universities.

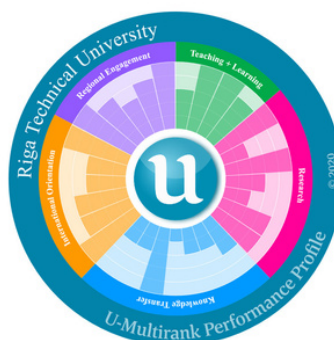
U-Multirank. In 2021 for the second year in a row, Riga Technical University remained recognized in the international rating of higher education institutions U-Multirank as one of the 25 leading universities in the world in terms of the proportion of Open Access Publications. This means that a significant number of RTU researchers' publications can be found in open access scientific journals, making the research results available to all interested parties.

QS Graduate Employability Ranking. RTU was included in the «QS Graduate Employability Ranking 2021», taking the 201–250th place in the university group. RTU received the highest score in Employer Reputation that ranked RTU in the 175th place. The QS Graduate Employability Ranking reflects the position of the graduates of higher education institutions in the labour market and their career after graduation.

QS Stars. RTU has received an excellent evaluation – five stars – in the international university rating QS Stars. Overall, the University's performance was evaluated considering eight categories, and RTU received the highest evaluation – five stars – in six of them.

QS World University Rankings 2022. Riga Technical University (RTU) was ranked in the 751-800 range of QS World University Rankings 2022, which was the highest score among three Latvian universities included in the ranking. RTU received the highest appraisal for its high proportion of foreign students, and in this indicator RTU improved its position by 82 places, ranking 289th in the global assessment.

QS University Rankings: EECA. In 2022 RTU has retained the 57th position compared to last year in the international ranking QS Emerging Europe and Central Asia (EECA) 2022, in a number of criteria, for example, employer reputation, experiencing growth compared to the previous year. EECA is a regional European and Central Asian ranking and this year it includes 450 regional universities.



RANKINGS II

Times Higher Education (THE) World University Rankings 2021. In the prestigious «The Times Higher Education (THE) World University Rankings 2021», Riga Technical University was recognised as the 284th best university in the world in terms of university cooperation with industry. In this aspect, RTU has been on the world's TOP 300 university list for several years and this ranking has grown every year. The ranking includes the best universities in the world, evaluating their performance in five indicators – collaboration with industry, studies, internationalisation, and science and citation.

Times Higher Education (THE) Rankings: BRICS & Emerging Economies. RTU was highly evaluated in one of the leading university rankings – «Times Higher Education (THE) BRICS & Emerging Economies University Rankings 2019», taking the 196th place.

Times Higher Education (THE) Rankings: University Impact 2020. Evaluating the performance of Riga Technical University in the implementation of the United Nations (UN) Sustainable Development Goal (SDG) 17, RTU was ranked in the 101-200 range in the highest-ranked group of universities thus becoming also the most highly rated of the four Latvian universities in the ranking «The Times Higher Education Impact Rankings 2020».

Times Higher Education (THE) World University Rankings 2022 by Subject Engineering. In comparison with other Latvian higher education institutions, RTU ranks within the 601–800 positions among the world's best engineering universities. Ranking includes a total of 1188 world-leading universities in the fields of engineering, energy and electronics, mechanics and aeronautics, construction, and chemical engineering. This year the competition is higher compared to last year, when 1,098 universities were included in this category.

Times Higher Education (THE) Rankings: Fighting climate change in impact 2021. RTU in implementing the cooperation program of the United Nations (UN) Sustainable Development Goals (SDGs) 17, RTU is ranked among the 201-300 world universities that are most successful in achieving sustainability goals. RTU's work in promoting sustainable innovation and combating climate change has been highly evaluated and RTU achieved the highest results compared to other Latvian universities, according to the latest data of The Times Higher Education Impact Rankings 2021.

RTU IS RANKED IN THE FOLLOWING INTERNATIONAL RATINGS: QS STARS UNIVERSITY RATINGS, QS UNIVERSITY RANKINGS: EECA, U-MULTIRANK, UI GREENMETRIC RANKING, 4INTERNATIONAL COLLEGES & UNIVERSITIES, WORLDWIDE PROFESSIONAL UNIVERSITY RANKINGS, WEBOMETRICS RANKING OF WORLD UNIVERSITIES AND OTHER.



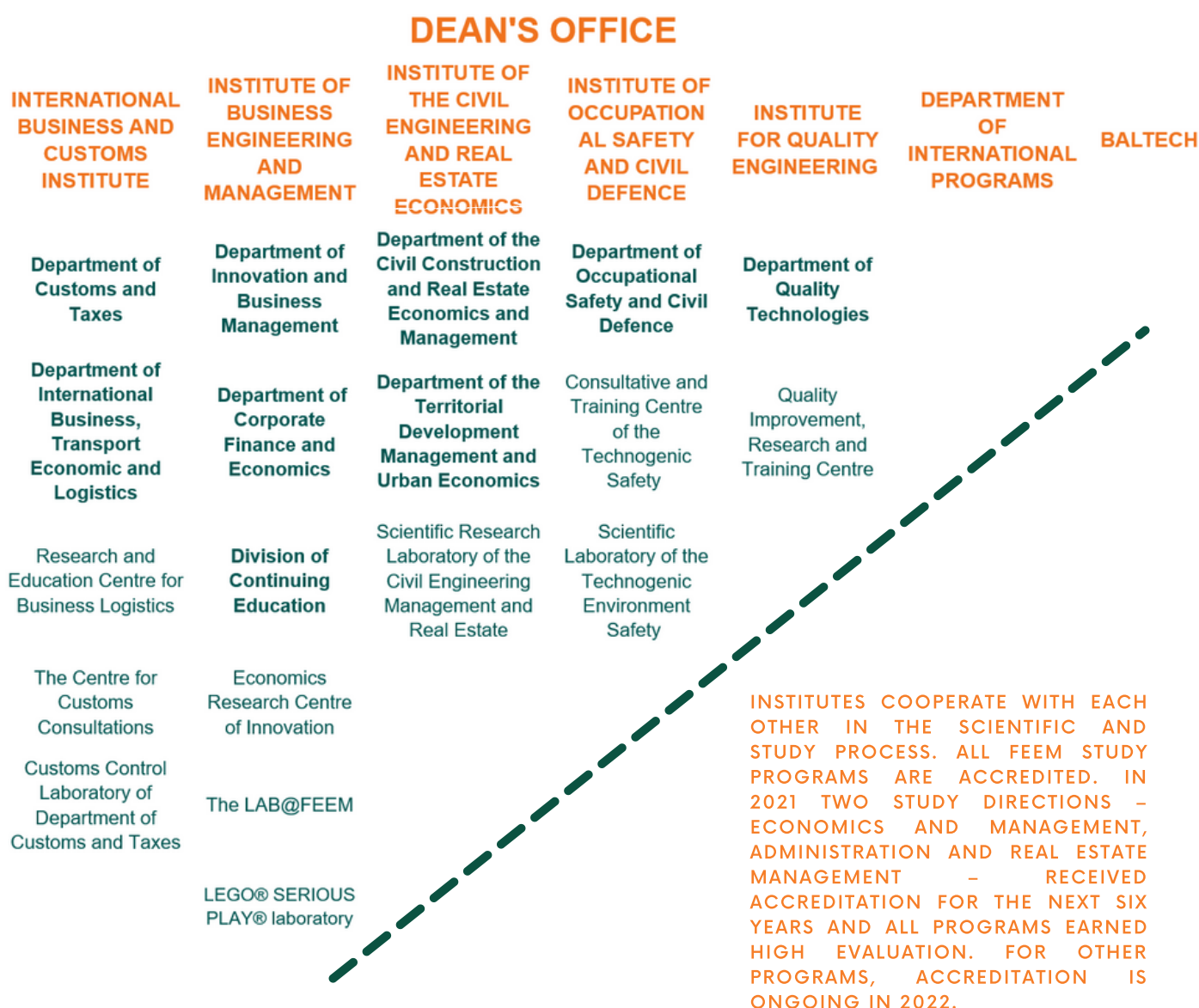
PRINCIPLE 1 | PURPOSE: WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY

The study programs of FEEM develop competencies that make up business processes in any modern organization, contributing to an increase in customer satisfaction which in the long term ensures successful, effective, and efficient operation of the organization.

FEEM provides all levels of higher education: doctoral (PhD), master's (MSc, MBA) and bachelor's (BSc) as well as the first-level professional higher education study programs, in total 29 different study programs. **FEEM implements study programs in 4 out of 12 RTU study directions:**

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

Within the framework of the Faculty, the implementation of study programs at all study levels is ensured by institutes, which include departments, study, research and scientific laboratories and centres:



During the 55 years of the Faculty's existence, more than 23,600 qualified specialists have graduated. FEEM has both state-funded and self-paid places available. Since many unique programs are implemented at the Faculty, the competition for study places is intense. Every year, more than 700 new students are admitted to study programs at all study levels, more than half of whom pay tuition fees. In 2020/2021 the total number of students in the study year reached almost 3,500, of which 21% were international students. **SINCE OUR PREVIOUS REPORT, 7 DOCTORAL STUDENTS HAVE GRADUATED.** The study environment and infrastructure of the Faculty is adapted to the needs of the staff and students – six laboratories, a museum, open access reading, information and service centre, study/recreation areas, cafe, vending machines for various drinks and snacks, drinking water. Maintaining the constant quality of the study process, one of the entrances to the Faculty has been adapted for people with special needs – the nuances in the choice of door width have been observed, an exit has been built and an elevator is available. By creating a sustainable and environmentally friendly environment, a water drinking point has been created in the building.

FEEM is constantly improving. To strengthen and increase the offer of study programs, just right after submitting our last PRME report, at the end of 2019 BALTECH joined the Faculty. **BALTECH** is a part of RTU since 2000. It is as a consortium of seven engineering universities from the Baltic Sea Region, as well as Engineering High School. BALTECH was set up with the aim to be the solid base for wider partnership and closer cooperation between universities in the Baltic Sea Region within the area of natural sciences, technology and industrial management and as a strategic resource for long-term development of education and research in accordance with the needs of the region.

The aim of BALTECH coincides with policies at the highest political level on profound and intense cooperation in the region, the importance of this, is not the least underlined by the EU Commission.

IN THE PROCESS OF IMPROVING THE STUDY PROCESS, WE IMPROVE THE EXISTING PROGRAMS AND OFFER NEW ONES.

In 2020, a new master study program "Creative industries and grows management" in collaboration with the Latvian Academy of Culture was established and licensed. The studies commenced in 2020 and take place both at the Latvian Academy of Culture and Riga Technical University. The program brings together arts and business skills to enhance the program's graduates' ability to create innovative products and services, creative content, and expertise, which would contribute to their ability of operating in the environment that is rapidly changing and full of challenges.

At the end of 2021 there was an ongoing process of licensing two study programs – the first level professional higher education program "Logistics" and the professional master's program "Logistics and supply security". After obtaining a license, FEEM will be able to provide a full range of logistics education in college, bachelor's and master's study programs.



STUDENT COUNCIL CAN ADD VALUE TO STUDENTS' STUDY YEARS.

Study council has five directions – studies, culture and sport, public relations, internal communication and external affairs. FEEM Student Council is an organization which focuses on active cooperation with FEEM and RTU management, RTU faculties, RTU Student parliament, Student Union of Latvia, other universities and organizations.

Students are involved in the decision-making process. The Student Council President is invited to participate in meetings of the Faculty and Councils of the FEEM institutes. Students can exercise their rights to vote when important decisions are taken. Also, FEEM students are involved in the decision-making processes and evaluation of the higher education at the national level via active participation in the work of Student Union of Latvia and Quality Agency for Higher Education in Latvia.



Despite the challenges of the pandemic situation, students managed to organize virtual and face-to-face events during the last two years:

- “EKU GIGA WEEK” was one of the most well-known occasions when students managed to invite several popular people in Latvia to inspire and share their experience.
- “21st century student – environment creator” emphasized how much our students care for environment and sustainability. In this discussion Minister of Environmental Protection and Regional Development Artūrs Toms Plešs and [L1] Member of Parliament Juris Pūce participated.
- Students established cooperation with the Latvian Academy of Culture and BA School of Business and Finance and organized various competitions.
- For new students “EKU Fests” was organized as an event to strengthen the relationships between FEEM students.
- (IE)SPĒJA: MEDIJPRATĪBA (Opportunity: media literacy) offered lectures about safe communication on the internet, about fake news and how to use good media practice in professional work.

OVERALL, ALMOST 70 EVENTS, MEETINGS, PRESENTATIONS WERE ORGANIZED SINCE OUR PREVIOUS PRME REPORT, AND WE ARE PROUD OF OUR CREATIVE AND ACTIVE STUDENTS. IN 2022, RTU STUDENT COUNCIL PRESIDENT IS FEEM STUDENT ANETA TARASOVA.



PRINCIPLE 2 | VALUES: WE WILL INCORPORATE INTO OUR ACADEMIC ACTIVITIES, CURRICULA, AND ORGANISATIONAL PRACTICES THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS PORTRAYED IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT

One of the most important qualities we value at FEEM is excellence. That is why we are part of the RTU Talent Program. RTU supports new talents so that after their studies they can work in science, become excellent engineering specialists, innovators, or company managers. The study process is adapted to the interests, special talents, and goals of each student. In FEEM four students are also participants in the following study programs – Real Estate Management, Entrepreneurship and Management, Business Logistics, Engineering of Regional Development and Urban Economics. The RTU Constitution, Strategy, and Quality Assurance Policy are integrated with the RTU Excellence Approach. It is based on the ESG (Standards and Guidelines for Quality Assurance in the European Higher Education Area) developed by the European Association for Quality Assurance in Higher Education and fundamental principles of EFQM (The European Foundation for Quality Management) Excellence Model.

The keynote of the strategy of Riga Technical University is a proactive link between the activity of the University and the needs of the national economy, focus on high quality and effectiveness. The basis for the activity of RTU is the study process built on science, innovation and in cooperation with the industry, which ensures preparation of specialists required by the Latvian national economy, thus serving as a foundation for sustainable growth of Latvia.

The RTU Strategy for 2021-2025 has been created as the supreme RTU development planning document. Other university planning and development documents should be prepared based on the objectives and tasks included in the Strategy supporting their implementation or supplementing them conceptually. RTU faculties form their development strategies based on the objectives and tasks included in the RTU Strategy for 2021-2025, as well as the result indicators to be jointly reached by the University. **At the end of 2021, the FEEM strategy was updated for the next five years.** The main activities will be focused on strengthening international cooperation, valorisation and obtaining international accreditation at both the study program and the institutional (Faculty) level.

THE UNIVERSITY HAS SET VALUES THAT NOT ONLY CONTRIBUTE TO A SUCCESSFUL IMPLEMENTATION OF THE UNIVERSITY'S GOALS AND OBJECTIVES, BUT ARE ALSO OBSERVED IN THE PLANNING OF THE UNIVERSITY'S DEVELOPMENT AND DAILY ACTIVITIES, AND ARE IMPORTANT FOR EVERY RTU EMPLOYEE AND STUDENT



THE FACULTY FOLLOWS, OBSERVES AND IMPROVES IN VARIOUS QUALITY STANDARDS DEVELOPED BY RTU, AND DIFFERENT ACTIVITIES THAT EMPHASIZES AND CHERISHES SUSTAINABLE DEVELOPMENT GOALS.

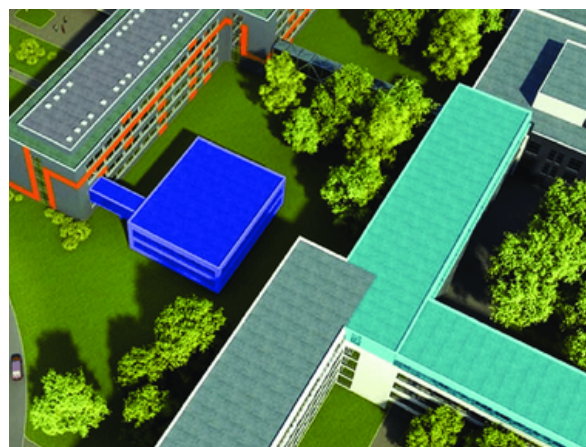
The Quality Policy of Riga Technical University is aimed at the implementation of the RTU mission, sustainable development and achievement of its strategic goals – scientific research, tertiary education, infrastructure and organizational excellence, and recognizability. The RTU Quality System is based on the EFQM (European Foundation for Quality Management) excellence model, which consists of the following main components: leadership and management, personnel development strategy, partnership and resources, processes, products and services, as well as the main outcomes of the personnel (including the students) and the society.

RTU signed the **Latvian Diversity Charter** at the end of 2020. The Diversity Charter is a voluntary declaration striving for respect and inclusion of diversity groups with consideration for the diversity of Latvian society and aware of the importance to the success of companies and organisations celebrating diversity and inclusion, including in the promotion of innovation and creativity, in finding new and a more diverse range of clients and partners and in reacting rapidly to changes; and bearing in mind that in accordance with the constitution and other laws all forms of discrimination are prohibited.

At the end of 2021, the University's senate confirmed **RTU Equality and Inclusion Policy**. Within the framework of RTU's diversity, equality, and inclusion policy, it encourages students, academic staff, employees, and partners to be aware of and take advantage of the benefits and advantages of the inclusion of various groups in society, as well as to address any form of discrimination. RTU aims to create an inclusive environment in which people who know how to recognize discrimination and prevent it.

It is extremely important to have clear procedures and support in the event of a difference in treatment or harassment study, work and collaborate.

In 2018, RTU joined **Magna Charta Universitatum**, and in 2021 the University's rector signed its updated version. The Grand University Charter is an international agreement on the basic principles and values of universities – academic freedom, institutional autonomy and is one of the basic documents of the Bologna Process.



RTU purposefully works on **improving the infrastructure** and other processes in accordance with the principles of sustainability, changing the habits of students and employees, as well as using innovative green products and technologies created by RTU researchers in the infrastructure of Kipsala campus. The goal is to deliver the concept **"Green Kipsala"** by 2023. It involves following ecologically friendly concepts on a daily basis and focusing research on green technology development. For example, in order to reduce the consumption of plastic bottles and the total amount of waste, water drinking points are located in RTU faculties, waste is sorted. The green principles are observed in the construction, reconstruction and equipping of buildings. The innovations of RTU scientists, which are tested in Kipsala, play an important role. For example, energy-efficient LED lighting is installed in the outdoor area of the student campus, while heat energy from wastewater is used to prepare hot water in the RTU hostels and Kipsala swimming pool.



THE STUDY APPROACH AT FEEM HAS HISTORICALLY EMPHASIZED SUSTAINABILITY OF SOCIAL RESPONSIBILITY

Since 2010, in all study programs and levels, the Faculty has included courses or topics related to the SDG goals. For example, the study course "Social Responsibility and Business Ethics" is built to demonstrate the development and role of social responsibility (SR) in Latvia and worldwide. The goal is to explore public opinions on social responsibility in business environment through analysis of situations of moral dilemmas. The course is aimed at establishing the theoretical basis of business ethics, value-orientation, SR classification and assessment. It develops practical skills in solving ethical problems and implementing SR strategy in an organization.

As **sustainability is one of the key values**, FEEM Unit of International Programs developed a study course "Sustainability, Business and Organizations". The study course was created and funded by the Climate-KIC program. The purpose of this course is to provide students with a conceptual framework for understanding how organizations and managers can face economic, social and environmental sustainability challenges, and offer insight into tools to manage required changes. Through the course students address key concepts of sustainability and their development within a business environment, gaps and challenges in applying the sustainability approach. The key terms addressed include sustainable development and its different aspects in relation to business; concepts of life cycle, true cost, link to the core strategic management aspects, value creation and leadership.



OUR TEAM – THE ADMINISTRATION, LECTURERS, OTHER STAFF MEMBERS – IS OF GREAT VALUE AND OUR COLLEAGUES ARE HONOURED WITH VARIOUS AWARDS:

- Professor Inga Lapina received the RTU Academic Excellence Award at the end of 2019;
- At the end of 2019, FEEM lecturer Aleksandra Mihņenoka received a development grant in the annual RTU event where the best scientific, administrative and study staff members were honoured;
- In 2020, RTU SESMI Director Professor Aivars Vilnis Krastiņš, Practical Assistant Professor Normunds Rudzītis and Head of Public Relations Elīna Ludāne received awards from the State Border Guard for significant contribution to the implementation of the European Commission project BOMCA-9;
- Every year the Faculty organizes an event "Pride of FEEM" when the administration and students reward the academic and administrative staff for their outstanding achievements during the year.



The process of **growth for our academic staff** is constantly taking place both in the various courses organized by the Faculty and elsewhere. Two of our staff members accepted the challenge to increase their competence at the University of Buffalo, USA. This was the third study season and this time a total of 22 lecturers from different Latvian universities returned from studies organized within the European Union (EU) funds program. The development of this interdisciplinary computer science program began in 2018, when discussions between the Ministry of Economics of the Republic of Latvia, the Ministry of Education and Science of the Republic of Latvia, universities and industry partners sought solutions and identified opportunities to increase the training capacity of specialists.

During the semester, the teachers acquired knowledge on how to improve the quality of teaching information and communication technologies. The aim of these studies is to ensure the transfer of the acquired knowledge to Latvian universities. Within the framework of the in-service training program, the teaching staff learned the latest methods for preparing and teaching the content of IT courses. Studies at the University of Buffalo promoted skills in student project management and supervision, as well as expanding research and interdisciplinary academic experience. Special emphasis was placed on the integration of digital content in other areas, so within the program, teachers had the opportunity to choose digital subjects from the offer of several faculties / departments. At the beginning of 2022, another professor joined this program. Such cooperation with various universities around the world helps to adopt the best experience, improve the study process and offer opportunities to students.

Starting from 2018, the RTU FEEM Council annually approves a plan of FEEM didactic and professional improvement activities. Each year around 20 different events are planned and implemented, including academic conferences, international conferences, as well as professional improvement seminars for the academic and administrative staff of FEEM. Almost 80% of the academic and administrative staff participate in the events, depending on the topic and the planned target audience of the activity. In 2022, several seminars on the preparation of project applications, writing of scientific publications, as well as seminars related to the organization of the study process are planned.

OUR ACADEMIC STAFF ALSO ACTIVELY PARTICIPATES IN THE COMPETENCE RAISING ACTIVITIES IN THE ESF PROJECT, 8.2.2. "STRENGTHEN THE ACADEMIC STAFF OF HIGHER EDUCATION INSTITUTIONS IN THE AREAS OF STRATEGIC SPECIALIZATION". LAST YEAR, ALMOST 30 ACADEMIC STAFF MEMBERS TOOK PART IN THE ACTIVITIES, AND INCREASED THEIR EXPERTISE IN SUCH TOPICS: SPECIALIZED TRAINING – TIME PLANNING TOOLS, DATA SECURITY, LEARNING METHODS, ACADEMIC ETHICS OF THE LECTURER, COMMUNICATION SKILLS, AND OTHER VARIOUS THEMES INCLUDING RAISING THE LEVEL OF THE ENGLISH LANGUAGE SKILLS.



PRINCIPLE 3 | METHOD: WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP

In FEEM we have a strong **study support system**, starting from the environment – the open access library, as well as six laboratories, a study room for improving skills in the study process. Students have access to a highly developed infrastructure, modern, fully equipped auditoriums and scientific laboratories, excellent digital infrastructure (ORTUS, Bloomberg Services, The Lab, Lego Lab, Use Science, publications databases, etc.) and use of the ORTUS portal environment in the research process.

In 2020, A **Lego® Serious Play® laboratory** was established at FEEM offering the students and academic staff creative ways of finding effective solutions to various challenges. The globally recognized method will also be used to diversify the study process at the Institute of Business Engineering and Management. The Lego® Serious Play® method is a thinking, communication and problem-solving technique designed to facilitate and promote activities of organizations, teams and individuals.

At the University level the **student entrepreneurial ecosystem** is strong and filled with numerous approaches for students to explore. The main institution that holds all of it together is the **Science and Innovation centre**. It includes four departments that work in various ways to support students in the innovation process. Various activities are performed.

RTU Design Factory. It is a lively place that brings together research, education, and the industry, creating a new hands-on learning culture and opportunities for radical innovation. They provide access for researchers and students to facilities, tools and services for prototyping that allow creating new and complex solutions – from laser cutting and engraving, 3D printing and scanning to highspeed CNC machining and post-processing.

IdeaLab is a pre-incubator program for business ideas implemented for 5 months, including practical training, coach sessions, lectures on business models, financial and legal consultations, branding, presentation skills, networking activities, technical support from RTU Design Factory.

Since 2019 RTU has been inviting students to apply for participation in various activities offered by the program **Innovation Grants** for Students to increase entrepreneurial capacity, develop business ideas and cooperate with companies, solving challenges essential for their development. Students are offered scholarships and financial support for research and ideas implementation.

Demola Latvia is a cooperation platform for students, companies and universities. It provides students the opportunity to work in interdisciplinary teams in a business environment, researching and finding solution concepts for problem situations defined by companies and sole proprietors within three months.



RTU HAS BUILT A STRONG INNOVATION ECOSYSTEM, AND OUR EMPLOYEES PARTICIPATE IN ORGANIZATIONS AND PROCESSES THAT MAKE AN IMPACT ON A BIGGER SCALE

RTU and University of Latvia (LU) are implementing a joint **University Incubator**, which was established in the spring of 2020 to promote the development of science-intensive business in Latvia. Around 13-15 teams are expected to be accepted in the Second Season. Each team must have at least one RTU or LU student, one representative must have competencies in STEM and one in either business, economics or management matters.

The **Product Development Project (PAP)** is a training module in which student teams create prototypes by systematizing and deepening their knowledge in the development of new products, technology transfer, innovation and commercialization of their results. The task of the activity is to develop students' competence in the development of new products and technology transfer, to increase entrepreneurial skills and apply them in practice, while promoting the development of general creative and planning skills, as well as to develop an understanding of modern business models.

Four activities of the Innovation Community of the **European Institute of Innovation and Technology (EIT)** are being implemented:

- EIT Climate-KIC;
- EIT Food;
- EIT RawMaterials;
- EIT Urban Mobility.

The aim is to support innovation and help to find solutions to specific global challenges – climate, food, materials and mobility.



The **Vertically integrated project (VIP)** program creates an opportunity for students from different study programs and levels to cooperate on a long-term research project, as well as enhances and expands the scientific activity of the teaching staff. Teams are interdisciplinary and vertically integrated – students represent different levels of studies, ranging from bachelor studies to doctoral studies.

The **New Product and Design Development study course (PDD)** is also focused on the development of innovative products and services. This study course is compulsory in all RTU study programs to promote entrepreneurial and creative skills. Within the framework of the program, students design and develop innovative products, ensuring technology transfer and promoting the commercialisation of products, as well as promoting the development of entrepreneurial capacity at individual and team level. In order to successfully apply, the student or the team should have a finished Alpha prototype, which can be presented. For example, in the FEEM master's study program "Innovation and entrepreneurship" a student created clothes that would allow people with hearing impairments to enjoy music with the help of vibrations.

RTU HAS BUILT A STRONG INNOVATION ECOSYSTEM, AND OUR EMPLOYEES PARTICIPATE IN ORGANIZATIONS AND PROCESSES THAT MAKE AN IMPACT ON A BIGGER SCALE. FOR EXAMPLE, AT THE END OF 2021, LIENE BRIEDE, DIRECTOR OF THE SCIENCE AND INNOVATION CENTRE OF RTU, DOCTORAL STUDENT OF FEEM, WAS APPROVED AS THE FIRST REPRESENTATIVE OF LATVIA ON THE BOARD OF THE EUROPEAN INNOVATION COUNCIL. THE COUNCIL, ESTABLISHED THIS YEAR, IS THE MOST AMBITIOUS INNOVATION INITIATIVE IN EUROPE. ITS GOAL IS TO BOOST RESEARCH, INNOVATION AND DEVELOPMENT OF START-UPS IN ORDER TO BRING A TECHNOLOGICAL BREAKTHROUGH TO EUROPE. L.BRIEDE IS ALSO A BOARD MEMBER OF LATVIAN STARTUP ASSOCIATION.

FEEM CREATES MATERIALS AND METHODS THAT HELP STUDENTS IN THE STUDY PROCESS.

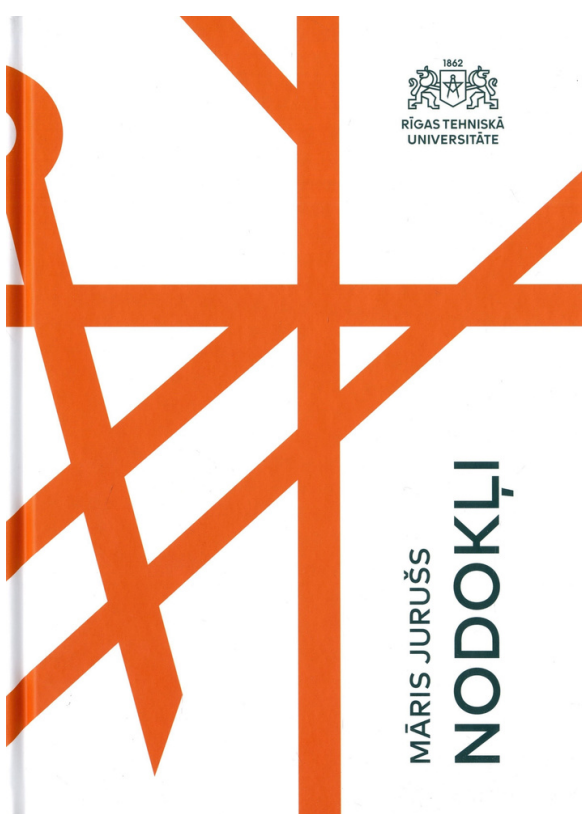
Professor Māris Jurušs in 2021 published a book titled "Tax planning in Latvia and in the international environment". The book aims to help understand the application of taxation in the local and international environment. The book provides insight into tax planning, includes tax theory and practical issues. At the beginning of 2022, Professor Deniss Ščeulovs in cooperation with Niek Ploegman published a book "A Starting Point for Successful Business". The book covers a variety of business-related topics that will help students both in the study process and in practice.



In 2020, in the study process, FEEM lecturer Leonards Budņiks created a **public webinar about using Excel**. In this case the students were the teachers and shared their knowledge with the audience. Almost 1500 listeners registered and the seminar lasted for three days. The seminar will be held again in 2021 and 2022, based on the positive experience.



In 2021, students could participate in **Cambridge Venture Camp**. The Camp was organized together with RTU and Modris Ozoliņš from FEEM worked as a mentor. The goal of Riga-Cambridge Venture Camp is to promote the implementation of new, prosperous business ideas by developing participants' skills in team building, attracting funding, and other aspects of business. The program has two parts: Riga module and Cambridge module. The Riga Module includes practical lectures, teamwork, mentoring sessions, business stories, homework, and in the end – business idea pitches to business experts at the "Bears' Cove" event, when 25 best participants are nominated to take part in the Cambridge module.





AN IMPORTANT PROCESS THAT TAKES PLACE TO SUPPORT AND STRENGTHEN THE STUDY PROCESS IS THE DIGITIZATION OF STUDY SUBJECTS

In the same Erasmus+ project (European Entrepreneurship Training Community, 2018-2021) where Cambridge Venture Camp was organized, a **digital handbook for young entrepreneurs and managers was made** a "Transdisciplinary Entrepreneurship Training Handbook". The overall objective of the project was to expand best practices of transdisciplinary entrepreneurial skill development of students and educators by identifying current demand of emerging skill-sets in the European Union labour market and improving long-term strategic collaboration among the project core partners – higher education institutions and their associated partners – business incubators, student and alumni associations, business partners, public institutions, by creating interrelated processes linked to entrepreneurship training in order to create a responsive Transdisciplinary Entrepreneurship Training Methodology for students of the Consortium, thus leading to attraction of private capital for development of start-ups and new business units in the EU market. After the project, there was a virtual conference “Teaching through entrepreneurship – How to make business studies effective and attractive”.

At the end of 2021, as an outcome of the project “Improvement of the sectoral qualification system for the development and quality assurance of vocational education” a **digital handbook was made about the basics of the logistics process**. The project was administered by the National Centre for Education, Republic of Latvia but the authors are from FEEM Department of International Business, Transport Economic and Logistics.

The goal of Project IMPRESS (2017-2020) was to develop and adapt approaches for early recognition of stress potentials and training modules that allow reacting to them and preventing the outbreak of stress. One of the outcomes was a “suite of practical tools” that can be used by suitably trained professionals to quantify stress levels in an organization and at an individual level, especially with regard to the ability to work under pressure. The objective of IMPRESS is to enable business professionals to gain a perspective on work related stress issues. This includes how they impact in all aspects of the business including management style, cost of absenteeism, work organization and organizational structure, work-life balance, demographic changes, the upgrading of unskilled and skilled workers, information overflow, stress caused by poor fit with physical and mental health issues.

An important process that takes place to support and strengthen the study process is the digitization of study subjects. **RTU is actively working on the digitization of study courses** within the ESF, 8.2.3. project “Development of Effective Management of Riga Technical University”. The aim of the project is to improve the quality of the content of study programs and, by effectively using the available resources, to ensure better management of RTU and increase of competencies and skills of the management staff. One of the growth priorities of the Latvian Smart Specialization Strategy is a modern education system that meets the requirements of the future labour market, which promotes economic transformation and the development of competencies, entrepreneurship and creativity at all levels of education necessary for the implementation of the Latvian Smart Specialization Strategy.



ONE OF THE OUTCOMES IS A NEW WEB PLATFORM MOOC COURSES – INTERACTIVE ADDITIONAL EDUCATIONAL MATERIALS FOR RTU STUDENTS AND OTHER INTERESTED PARTIES. WITHIN THE FRAMEWORK OF THIS PROJECT, THE DEAN OF FEEM HAS DEVELOPED A STUDY COURSE “BUSINESS ETIQUETTE AND COMMUNICATION”

PRINCIPLE 4 | RESEARCH: WE WILL ENGAGE IN CONCEPTUAL AND EMPIRICAL RESEARCH THAT ADVANCES OUR UNDERSTANDING ABOUT THE ROLE, DYNAMICS, AND IMPACT OF CORPORATIONS IN THE CREATION OF SUSTAINABLE SOCIAL, ENVIRONMENTAL AND ECONOMIC VALUE

THE RESEARCH FIELD IN FEEM IS A DYNAMIC PROCESS FILLED WITH PROJECTS, CONFERENCES AND PROCESS OF CREATION.

In 2020, National scientific experts evaluated FEEM. **Our doctoral students and new scientists received an excellent rating.** As mentioned in the summary, FEEM produces research of high national standard and with international recognition. The combination of different research methods, applied and fundamental research, and the importance given to the technological elements in the research supports a strong impact on the general academic discourse since it provides a greater opportunity for collaboration and scientific pursuit.

Since the previous report seven doctoral students have graduated. The students of the doctoral study program conduct important fundamental and applied research during their studies, the results of which have a serious impact on the development of the sector. During studies, all **RTU FEEM doctoral students are involved in some scientific research**, often as leading project performers. The teaching staff and students are involved in the implementation of several projects of the Latvian Academy of Sciences and/or the Latvian Scientific Council, projects funded by the European Union (Erasmus+, etc.) and the Norwegian financial instrument are also implemented. The topics defended in the dissertations are important and of high practical applicability. For example, within the framework of Anita Matisone's doctoral dissertation, a model for the creation of a self-sufficient venture capital market in Latvia was developed, which after the defence of the dissertation was planned to be used for the Ministry of Economics and Finance to develop a policy document related to the venture capital sector.



The FEEM research structure is organized by research areas and consists of 5 complementary institutes. The integration of research results is organized through 5 main research directions:

- business development and innovation;
- civil engineering, real estate, urban environment and territories;
- organizational and national security
- quality management of processes
- economic-mathematical and statistical models.

FEEM RESEARCHERS CONDUCT STUDIES AND PROVIDE THE RESEARCH RESULTS AND FINDINGS INTO PROCESS OF ACADEMIC STUDIES. THE STUDIES ARE RELATED TO THE DEVELOPMENT, MAINTENANCE AND IMPROVEMENT OF COMPLEX MANUFACTURING AND ENGINEERING SYSTEMS OR SCIENCE-INTENSIVE PRODUCTS, COVERING INTERDISCIPLINARY AREAS SUCH AS ENGINEERING ECONOMICS, QUALITY TECHNOLOGIES, INNOVATION TECHNOLOGIES, SYSTEMS ENGINEERING, LOGISTICS, SYSTEM DYNAMICS, ECONOMETRICS, ETC.



PROJECT RESULTS HAVE A SIGNIFICANT IMPACT ON THE STUDY PROGRAMS AS THE RESEARCH RESULTS AND FINDINGS ARE INTEGRATED INTO STUDY COURSES

THE PROJECTS MAINLY INVOLVE THE ACADEMIC STAFF AND DOCTORAL STUDENTS MOST OF WHOM PREPARE AND LEAD STUDY COURSES. PARTICIPATION IN PROJECTS ALLOWS DOCTORAL STUDENTS AND RESEARCHERS TO PROVIDE STUDENTS AND OTHERS INVOLVED IN SCIENTIFIC RESEARCH WITH NEW AND UP-TO-DATE KNOWLEDGE. IT HELPS TO DEVELOP THE STUDENT ABILITY TO INDEPENDENTLY AND CRITICALLY ANALYSE THE RESULTS OF THE PROJECTS AND THE DEVELOPED SOLUTIONS WHICH CAN BE USED IN THE RESPECTIVE FIELDS OF RESEARCH TO SOLVE IMPORTANT TASKS AND TO CREATE AND MANAGE INDEPENDENT PROJECTS.

For example, the intermediate results of the post-doctoral research project A values-led planning approach for sustainable land use and development (2017 – 2020) and in the action of the European research project COST Public Value Capture of Increasing Property Values (2018 – 2022) support the implementation of several FEEM study programs, for example, “Civil Construction and Real Estate Management”. Thus, the following study courses were improved: (1) “Land Use Management” by integrating n-23636w spatial development planning techniques and international experience in the use of specific tools in their acquisition and (2) “Research Methods in Construction and Real Estate Management” by integrating new techniques for obtaining public / land values and refinancing of infrastructure, as well as international experience in the use of specific tools for real estate development.

FEEM INVOLVES STUDENTS IN RESEARCH THUS DEVELOPING THEIR RESEARCH SKILLS THROUGHOUT STUDIES, AT THE SAME TIME FOSTERING STUDENT DEVELOPMENT INTO YOUNG RESEARCHERS.

- **Erasmus+ project Pub-Wood** (2018-2020) involved the 1st and 2nd year students of the Bachelor’s professional study program “Real Estate Management” (BUNI), who carried out the study “Wood, Wooden Buildings: Problems and Solutions”. A wider objective of the project was to develop a trans-disciplinary and transnational course/ elective element in the EU universities on the design, construction and management of sustainable public wooden buildings in order to enhance the quality and relevance of students’ knowledge and skills for future labour market needs.
- **Project Wood in circle** (2020-2022) also involves students in research process. The project aims at delivering innovative student-centered transdisciplinary education in circular economy-based wooden construction for postgraduate students across the European countries. One of the goals is to develop a new course, to educate and involve master students and lecturers in scientific research on the life cycle of wooden constructions.
- **Building an Ecosystem for 21st Century Skills Education in STEM (from 2022)** – the project sets out to achieve the following objectives: 1) Facilitate the understanding and identification of 21CS in region-specific and labour market relevant contexts through multi-stakeholder collaborative efforts; 2) Foster the university teachers’ abilities to instil 21CS in their students via training and feedback loops; 3) Enhance the students’ skills to increase their employability and capitalize on their innovative potential; 4) Improve the understanding of non-female STEM actors (students, teachers, employers, etc.) on the need to support female STEM students and instil 21CS in them; 4) Innovate the curricula by embedding tools targeted at developing particular skills in students; 5) Actively participate in the dissemination of results and good practices.
- **HybridTim – Design and Construction of Environmental High-Performance Hybrid Engineered Timber Buildings** (2020-2023) aims to fulfil the future demands in higher education of students in design and construction of high environmental performance hybrid engineered timber buildings by trans-disciplinary innovative student-centred learning approaches.

SOME OTHER PROJECTS OF THE REPORTING PERIOD ALSO FOCUSED ON ENVIRONMENT AND SUSTAINABILITY. SUCH PROJECTS ADDRESSING SUSTAINABILITY ISSUES ARE RELEVANT AND WILL BE CONTINUED.

- **CLI-MA – From Housing Manager to CLimate MAnager (2020-2023):** Development and implementation of training curricula for housing managers, focusing on implementing energy efficiency measures in multifamily housing (MFH). A new approach will be prepared for transfer to Poland and Latvia from Germany, where innovative curricula and training for professional housing managers were developed.
- **Coast4us (2018-2020):** Coast4us project aimed at developing an innovative, comprehensive and local needs-based planning approach to the development of marine and coastal areas in Finland, Latvia, Sweden and Estonia.
- **OptiWaMag (2019-2023):** Optimization of waste management in urban spaces and in households. It is an interregional cooperation project for the policy improvement of the resource-efficient economy. The overall objective of OptiWaMag is the identification, analysis, dissemination and the transfer of good practices and policy experiences into the relevant Structural Funds programs, and also the improvement and implementation of the regional policies and programs. It aims to demonstrate how the development of the current waste infrastructure and the recently used waste management practices in urban spaces and in households can deliver sustainable, smart and inclusive growth through the exchange of good practice.



- Since September 2021 the project **OptiWaMag** has a new activity – Pilot Action **“Circular economy approaches testing reuse laboratories – TESLA LAB”**. TESLA LAB is dedicated to testing new innovative approaches for introducing the circular economy principle – 3R principle (Reuse, Reduce, Recycle) in the waste management practices of Latvia within the first Reuse Centre of Latvia located in the landfill Ķīvītes in Liepāja Region. The project will help Latvian stakeholders to learn how to organize the reuse process for different goods in the right way, as well as promote the involvement of society in the reuse process.



MANY PROJECTS HAVE SIGNIFICANT ADDED VALUE FOR SOCIETY. SUCH PROJECTS STRENGTHEN COOPERATION BETWEEN ORGANIZATIONS, INSTITUTIONS AND HELP TO ADOPT GOOD PRACTICE EXAMPLES.

- BOMCA – the Border management program in Central Asia – ended in 2020. During the project implementation period 2015-2020, the FEEM SESMI-led component organized 88 different national, regional and international events, including seminars, e-learning implementation, technical assistance missions, conferences, etc. More than 1,400 participants from five Central Asian countries took part: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. Under the leadership of the first component, 40 different regulatory documents were developed, including recommendations, strategic planning documents, etc. in the field of border management.

- **PROGRESS project (2019-2023)** – PROmoting the Governance of Regional Ecosystem Services – is an interregional cooperation project and its overall objective is to initiate a process of policy change in the partners' regions improving the implementation of the policy instruments under Structural Funds programs and other regional strategies dedicated to the conservation of biodiversity and maintaining the nature's capacity to deliver the goods and services that we all need, through policy learning and capacity building activities.
- **NEEDS** – the Needs-based education and studies in societal security (2020-2023) project focuses on the skills gap and mismatch between public safety education and knowledge needs in this area, as well as the lack of structured transnational cooperation and dialogue between higher education institutions, practitioners and experts on public safety issues.
- **ReCOVery-LV – Towards the Post-pandemic Recovery: Economic, Political and Legal Framework for Preservation of Latvia's Growth Potential and Increasing Competitiveness (2020-2021)**. Its aim was to provide an assessment of the impact of the whole and multidisciplinary Covid-19 pandemic on Latvia economics and prepare science-based and innovative interdisciplinary policy recommendations to better overcome the challenges posed by the pandemic for a sustainable and inclusive economic development of Latvia. Productivity as a growth driver was analysed in depth in export sectors, restructuring of agricultural and food supply chains, commercial banking systems efficiency and modernization of infrastructure.

AT THE END OF 2021, MEMBERS FROM FEEM WHO PARTICIPATED IN RECOVERY-LV PROJECT RECEIVED A LETTER OF COMMENDATION FROM LATVIAN ACADEMY OF SCIENCES. THE WORK OF PROFESSOR NATAĻJA LĀCE, ASSOCIATE PROFESSORS JŪLIJA BISTROVA AND LUDMILA KASPEROVIČA, DEPARTMENT OF CORPORATE FINANCE AND ECONOMICS, IS PRESENTED IN TWO CHAPTERS OF THE MONOGRAPH "SUSTAINABILITY AND COMPETITIVENESS OF ENTERPRISES" AND "PRODUCTIVITY, FINANCIAL HEALTH AND INNOVATIVE POTENTIAL OF ENTERPRISES".



Needs-based education and studies
in societal security

Co-funded by the
Erasmus+ Programme
of the European Union




In many of the projects, the establishment and creation of cooperation is essential. By establishing such cooperation, project participants gain both experience and contacts for further projects.

- **DECODE – European Deans Council for Designing Sustainability Impact Roadmaps** (2020-2023): The Sustainability project addresses the need of strengthening the link between higher education and sustainability by providing universities with a suitable tool-based process to institutionalize Sustainable Development at the department level and contribute to its impact.



- **iSEE – Innovations in social entrepreneurship education** (2020-2022): The aim of this project is to creatively improve balanced professional higher education in social entrepreneurship in bachelor's degree programs in the four countries of the Central Baltic region and to strengthen the role of social entrepreneurship in the Central Baltic region in the long term.



- **Fostering Student Engagement through AI-driven Qualitative Quality Assurance Practices** (2020-2022): The aim of the project is to promote the professional development of quality specialists in higher education institutions, thus ensuring the application of new methods and competencies at the institutional level.
- **Fostering Innovation by Sharing and Learning Best International Practice** (2021-2024): The outcome of the project is acquiring knowledge about of the best practices in establishing working climate and environment for technology driven and internationally oriented multinational enterprises. About 22 researchers and 4 faculty members, 2 representatives from Riga Technical University will be able to study best practice and mechanisms in promoting innovative ideas. There is an opportunity that some of the study trip participants will create long term cooperation with Norwegian enterprises. The aim is to share the best of Scandinavian and Latvian competence and practices within the innovation in industry, as well as cooperation between academia and business.



THE ACADEMIC STAFF ACTIVELY PARTICIPATES IN CONFERENCES WITH PRESENTATIONS OF THEIR RESEARCH RESULTS BOTH IN LATVIA AND ABROAD. IN THE PREVIOUS TWO YEARS, SEVERAL VIRTUAL CONFERENCES WERE HELD AT THE FACULTY

- **Scientific Conference on Economics and Entrepreneurship (SCEE)** provides an academic platform for researchers to present the latest developments, research findings, ideas, and applications in all aspects of science and business. The purpose of this conference is to come together with scientific studies scholars working in different disciplines, to exchange knowledge and experience and thus to prepare the ground for multidisciplinary studies. The conference brings together scientists, researchers and doctoral students from around the world. The conference was held virtually via Zoom in 2020 and 2021, each time there were approximately 90 participants.
- **Each year FEEM organizes academic conferences.** The main goal of the conferences is to share experience on the integration of teaching methodology and scientific work in the study process with the aim of developing the skills of teachers and improving competencies in various fields. In 2021, the conference was named "Think differently" and several international guests participated with presentations.
- **Conference ICEREE – Scientific Problems of Engineering Economics of Construction and Real Estate Management, Regional and Territorial Development –** was held online both years. The conference goal is to promote scientific discussion on topical issues in construction management, real estate, regional and territorial development, as well as to publish the latest research findings in the field.
- In 2020 and 2021, FEEM in co-operation with the University of Latvia, Faculty of Business, Management and Economics organized the **Student Scientific Conference**. It was held online and around 100 students participated.

FEEM NOT ONLY ORGANIZES CONFERENCES AT THE FACULTY, BUT OUR PROFESSORS LEAD SECTIONS IN WORLD CLASS CONFERENCES

- Already for 11 years professors Natalja Lāce and Elīna Gaile-Sarkane have been organizing the Invited Session: Towards Business Sophistication and Sustainability at the **Orlando, USA conference "World Multi-Conference on Systemics, Cybernetics and Informatics: WMSCI"**. For the last two years the invited session was organized within International Multi-Conferences on Complexity, Informatics and Cybernetics: IMCIC and held online via Zoom. Also, in the same conference for the past 4 years professors Inga Lapiņa and Elīna Gaile-Sarkane have organized the section "Innovation and Technology Transfer in Emerging Economies". The conference proceedings are included in SCOPUS.
- In 2021, FEEM members participated in the online conference "Society of Open Innovation: Technology, Market, and Complexity (SOI)" based in Korea. Six of 33 sessions were organized by FEEM professors, for example, Innovation Diversity for Emerging Economies, Business model innovations, Innovation and Technology Transfer in Emerging Economies etc.



FUTURE PLANS FOR THE RESEARCH AREA ARE RELATED TO THE DEVELOPMENT OF THE EXISTING RESEARCH DIRECTIONS, CONSIDERING THE AREAS OF SPECIALIZATION

The competitiveness and international recognition of FEEM can be promoted by using diversity in applied economics and management science – emphasizing interdisciplinarity and specialization as competitive advantages. Each institute has specialization and several research areas. In the coming years, FEEM is planning:



1

Purposeful work with groups of scientific staff, including professors, researchers, young scientists, to improve their motivation to publish current research results and increase citation;



2

To build the capacity of institutes by organizing research teams around specific researchers in order to conduct interdisciplinary research, organizing doctoral seminars and cooperating in specific international networks;



3

More active research in the international context by participating in research projects, such as COST actions or similar, which are aimed at networking and cooperation in creation of project applications and high-quality publications;



4

Participation (as a partner) in one of the Horizon 2020, Horizon Europe 2027 call projects;



5

More active use and development of the existing research infrastructures and tools, including the development of laboratory equipment and software, as well as scientific journals and projects in order to improve the scientific process and the indicators of valorisation.

PRINCIPLE 5 | PARTNERSHIP: WE WILL INTERACT WITH MANAGERS OF BUSINESS CORPORATIONS TO EXTEND OUR KNOWLEDGE OF THEIR CHALLENGES IN MEETING SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES AND TO EXPLORE JOINTLY EFFECTIVE APPROACHES TO MEETING THESE CHALLENGES

FEEM COLLABORATES WITH BUSINESSES AND ORGANIZATIONS IN LATVIA AND ABROAD

Collaboration is being developed through the provision of internship sites and guest lecturers in several of the study disciplines. FEEM is also a member of various organizations around the world, which helps to improve the study process. Communication with liaison organizations is active. We apply examples of good practice in the study process, also accept the advice of industry professionals. Information of events and progress in FEEM is provided to several organizations. Frequently, we collaborate on initiatives with some of our cooperating organizations. Cooperation with different professional organisations takes place in organising joint conferences and seminars, and as scientific cooperation, consultation on development of the industry and necessary changes and improvements to the education system.

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

- **The Baltic Management Development Association (BMDA)**. FEEM Professor Inga Lapina is a board member, and actively participates in different activities, for example, BMDA board meeting on leadership succession took place in Vilnius, Lithuania at the end of 2021. Also, as a member, FEEM publishes news on the main ongoing activities every month.
- **The International Association for Management Development in Dynamic Societies (CEEMAN)**. FEEM participates in CEEMAN conferences, and also publishes news on the main ongoing activities every month.
- **The World Customs Organization (WCO) and the International Network of Customs Universities (INCU)**;
- The New Initiatives and Challenges in Europe (**The NICE Network**);
- The International Real Estate Federation (**FIABCI**).



CEEMAN



FAMILY MEMBER



The Association of European Operational Research Societies



WORLD CUSTOMS ORGANIZATION



University Industry Innovation Network

- **University Industry Innovation Network (UIIN)** – part of the organization is ACEEU (Accreditation Council for Entrepreneurial and Engaged Universities) with which FEEM has joint projects. ACEEU is an international and the only body specialising in acknowledging and fostering entrepreneurial and engaged potential of universities on institutional and divisional levels.
- FEEM ICEREE has had long-term cooperation with professional members of international organisations (associations) **FIABCI, CEPI and TEGoVA**. Representatives of these organisations hold regular meetings with the administration of the organisational unit, attend lectures, organise seminars and forums not only for professionals, but also for lecturers and students. For example, every year, in September, there is a FIABCI international forum with the participation of ICEREE representatives; participation of students and teachers of the organisational unit in the conferences organised by LNPA is an annual event, which takes place during the exhibition “House, apartment”.



THE COOPERATION PROCESS WITH DIFFERENT ORGANIZATIONS ALSO BENEFITS THE STUDY PROCESS

Guest lectures help students get familiar with business operations and all of the industry's concerns. Not only around 50% of FEEM lecturers are professionals in the field with long experience, but also in the last two years around 100 guest lectures – from academic or professional fields in Latvia and abroad – delivered lectures at FEEM. For example, in December 2021, the former student of FEEM, now Minister of Environmental Protection and Regional Development Artūrs Toms Plešs held a virtual guest lecture in the study course “Urban Economics and Social Environment”.

Active cooperation is still ongoing with the **FEEM Advisory Board**. The Advisory Board consults with the Faculty administration, provides opinions to the Faculty Council and Dean on matters of the Faculty development strategy, provides budget planning advice, and evaluates the Faculty's activities at least once a year, providing opinions and proposals on the Faculty's and RTU's overall development, improvement of the study process, planned financial investments, changes in the management model, and other relevant issues of the Faculty. The Advisory Board has 11 members – specialists of the national economy. Participants come from a variety of sectors, both public and private.

IN ORDER TO STRENGTHEN CONNECTION WITH INDUSTRY, SHARE KNOWLEDGE AND ADOPT GOOD PRACTICES, THE FEEM ACADEMIC STAFF PARTICIPATE IN TRAINEESHIPS

Within the framework of the ESF project, 8.2.2 "Strengthening the academic staff of higher education institutions in the fields of strategic specialization", **more than 30 representatives of the FEEM academic staff did internships in various companies** (both public and private) for six months. The aim of the project is to enhance the competencies of the academic staff of RTU in the fields of strategic specialization. One of the growth priorities of the Latvian Smart Specialization Strategy is a modern education system that meets the requirements of the future labour market, which promotes economic transformation and the development of competencies, entrepreneurship and creativity at all levels of education necessary for the implementation of the Latvian Smart Specialization Strategy. RTU, as one of the largest universities in Latvia, plays an important role in promoting the development of this priority.

Another way how to enhance the Faculty' performance is true **partnership with RTU alumni**. The Alumni Association's activity is focused on three main ideas: contacts, information, and assistance. To begin with, connections imply fostering collaboration among association members, RTU units, staff, and prospective alumni – present students. Second, the association provides opportunities for graduates to gain and reinforce experience-based knowledge by organizing a variety of educational, sporting, and inspiring events for them, such as trips to innovative businesses and tours of research facilities. Finally, there is support, which includes both the help offered to alumni by the University and Association cooperation partners, as well as the support that alumni contribute to the University in the form of their experience, financing, and bringing in new students.

FEEM HOLDS STRONG POSITION IN THE RTU ALUMNI ASSOCIATION, AS FOUR OF THE NINE BOARD MEMBERS ARE OUR GRADUATES.

IN 2020, FOR THE NINTH YEAR IN A ROW, RIGA TECHNICAL UNIVERSITY RECEIVED THE TITLE OF THE MOST HIGHLY RECOMMENDED UNIVERSITY BY LATVIAN EMPLOYERS IN THE SURVEY, WHICH IS MADE BY THE EMPLOYERS' CONFEDERATION OF LATVIA (LDDK) IN COOPERATION WITH THE CAREER AND EDUCATION PORTAL PRAKSE.LV. THIS IS A CLEAR INDICATION THAT ENGINEERS AND HIGH-TECHNOLOGY SPECIALISTS ARE NEEDED IN THE LABOUR MARKET AND THAT THEY ARE BEST EDUCATED AND TRAINED FOR PROFESSIONAL LIFE AT RTU.

FEEM prepares specialists in accordance with the labour market demands; it is proven by the demand for our graduates. FEEM has signed cooperation agreements with companies where our students have internships during the study process. At the end of the internship, many of the students are invited to continue work in the company on a full-time basis. Students also tend to go for Erasmus internship to gain practical experience. During the last two years, RTU students visited 154 different countries. **Since the last report, more than 100 FEEM students have taken up an internship abroad.**



FEEM HAS CLOSE COOPERATION WITH SEVERAL LATVIAN AND FOREIGN UNIVERSITIES

There are agreements between RTU and LU, RTU and Riga Stradiņš University on mutual cooperation in the implementation of the study process and development of science, which provides for cooperation in all the areas, starting from free student mobility between both universities to the implementation of joint projects in different areas. FEEM also has agreements with most of Latvian colleges on cooperation and possibilities of continuing studies. It should be noted that the number of foreign universities, with which cooperation is established, increases year by year, thus enabling students to study and have internship abroad, as well as there is international cooperation of academic staff in research and academic work, for example:

- **Anglia Ruskin University (Cambridge, UK).** The most important cooperation activities are related to organisation of support, implementation of students' business projects, scientific cooperation and cooperation in development of the business education methodology. Once a year, enterprising RTU students implement business development projects, within which they develop projects in Latvia for one semester and then go to the Anglia Ruskin University to participate in the Cambridge Venture Camp, where they study the Cambridge business ecosystems, present their projects, receive advice from international mentors.
- Regular cooperation with the **Inholland University of Applied Sciences** in the Netherlands started five years ago. Every year, RTU FEEM delegates its teaching staff to the international business education week organised by the Dutch partners. The partner university appreciates the high-quality performance of RTU teaching staff members in this event.
- FEEM has been cooperating with the **PXL University of Applied Sciences & Arts** for several years. This cooperation includes exchange of experience, cooperation in doctoral studies. In 2019, the FEEM Unit of International Programs organised the first study visit for a group of PLX students and received thanks from cooperation partners.

- **University of South-Eastern Norway (USN)** has been a long-term cooperation partner from FEEM since the 1990s. This cooperation started within the scope of bachelor studies, but since 2003 RTU has been implementing the Norwegian-Latvian Master's study program "Innovation and Entrepreneurship" in cooperation with USN.
- Cooperation with the **Rotterdam Business School of the Rotterdam University of Applied Sciences** (Netherlands). The Global Business Week 2018 was held in Rotterdam in 2018. For the first time the event was organised for students and teaching staff, who were represented by FEEM teaching staff and students of the study direction. Overall, more than 600 students participated in the global business week, of which 60 international students came from 14 different countries, 4 different continents, as along with about 60 entrepreneurs and teachers.



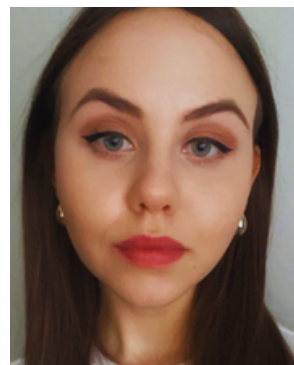


ERASMUS+

Due to the limitations of epidemiological safety, the number of mobilities has not been as high as before. The number of trips of the Faculty members has also decreased. **In the last two years, our teachers have used Erasmus+ teaching opportunities about 20 times.** It is great that the lecturers have been able to provide annual teaching trips, for example, Professor Tatjana Tambovceva made an annual trip to the University of Florence, where she gave lectures. Previously, groups of students from Florence also travelled in exchange to FEEM. This ensures continuity of cooperation and strengthens relations between the universities. Adapting to the new situation, teachers have also participated in the Erasmus+ teaching process remotely. For example, at the beginning of 2021, lecturer Vita Brakovska gave lectures for three days in Hogeschool Inholland Alkmaar via Zoom about creativity and innovation technology.



COOPERATION BETWEEN UNIVERSITIES IS ALSO STRENGTHENED IN THE CONTEXT OF ERASMUS+ FOR STUDENTS. IN THE LAST TWO YEARS ALMOST 100 STUDENTS DECIDED TO HAVE AN EXCHANGE SEMESTER IN ANOTHER UNIVERSITY. COMPARING TO OTHER RTU FACULTIES, FEEM STUDENTS ARE THE MOST ACTIVE.



A second-year student Erika Lepeho from the study program "Management of International Economic Relations" describes it as a life-changing experience: "I have always felt that these projects can broaden my horizons and provide tremendous guidance for life."

I am currently at the University of Split, in the beautiful Croatian city of Split. Thanks to the diversity of cultures, I have learned a great deal about the cultures of Croatian, Portuguese, Italian, Polish, French, German and other people in the business world and in everyday life. I have made great friends, become more independent and responsible, my English language skills have significantly improved, I have understood the most important values of life and what I want to achieve in the future, and now I love Latvia and our country's culture more than ever. Erasmus+ gave me an unforgettable experience and beautiful memories."



RTU FEEM has been cooperating successfully with companies, sectoral associations and public organisations for a long time. Every year, the dialog is expanding, strengthening, and new forms of cooperation are emerging, with a growing mutual interest in delivering a successful outcome of cooperation. In each FEEM institute, a significant cooperation partner (partners) with whom there is a long-term and mutual trust-based cooperation can be identified. **The main areas of dialogue with industry are the following:**

- ensuring and improving the study process and quality, including improving of curricula of the programs and forecasts for the needs of specialists;
- providing internship and professional development of students by offering places of internship and jobs;
- managing and reviewing study and graduation papers, offering topics of graduation papers (formulating problems to be solved in companies so that students can develop economically sound solutions);
- ordered research and approbation of the results of scientific studies, company, process improvement and optimisation tasks for students;
- involvement of professionals (company specialists) in the study process and in the state examination board;
- organisation and implementation of other, extracurricular, activities, including company scholarships and support for students;
- representation of the interests of the University and industry in governmental and international organisations;
- juries of different contests (for example, Idea Cup), investment raising events (Cambridge Venture Camp), evaluation of ideas for new products (e.g., Demola, etc.)

In order to ensure constant bilateral dialogue, working groups, seminars, events and conferences, where all the stakeholders (employers, graduates, academic staff and students of the University) can meet, are organised on a regular basis. The quality of programs, curricula and form of study courses, organisation and implementation of practical work is discussed during such meetings. When evaluating the results of surveys of employers in the past years, a conclusion can be made that employers appreciate the competencies of the graduates of the programs, the wish of young specialists to professionally improve, and also the need to cooperate more closely, in particular in the field of practical studies, is emphasised.

Industry-academy cooperation is also implemented through the active participation of the Faculty experts in the activities of important international networks, such as the University Industry Innovation Network (UIIN), the Baltic Management Development Association (BMDA), DGNB University Cooperation (DGNB Academy – University cooperation), and in such leading national industry organizations and industrial policy makers as the Latvian Chamber of Commerce and Industry, Employers' Confederation of Latvia, International Federation of Freight Forwarders Associations, Latvian Association of freight forwarders and logistics, Financial and Capital Market Commission, Bank of Latvia, Consumer Rights Protection Centre, Latvian Commercial Banks Association (since 2018 – Latvian Financial Sector), Finance Latvia Association and Latvian Insurers' Association, etc.



Latvijas Darba devēju konfederācija



OVERALL, FEEM IS AN ACTIVE PARTICIPANT IN 23 INTERNATIONAL ASSOCIATIONS AND ORGANIZATIONS, 20 ORGANIZATIONS AND ASSOCIATIONS IN LATVIA AND 9 GOVERNMENTAL ORGANIZATIONS. IT IS PLANNED TO INCREASE THE ACTIVITIES AND INFLUENCE OF THE FACULTY'S STAFF IN THESE ORGANIZATIONS BUT NOT TO INCREASE MEMBERSHIP IN THE COMING YEARS, AS ALL THE KEY INDUSTRIES ARE COVERED. AS A RESULT OF ACTIVE NATIONAL AND INTERNATIONAL PROFESSIONAL ACTIVITY, THE INVOLVEMENT OF INDUSTRY PARTNERS IN THE VALORISATION PROCESS WILL INCREASE.



Patērētāju tiesību aizsardzības centrs



PUBLIC APPEARANCE

IN ORDER TO STRENGTHEN CONTACT WITH INDUSTRY AND SOCIETY, THE FACULTY AND DOCTORAL STUDENTS OFTEN AND ACTIVELY COMMUNICATE ABOUT CURRENT EVENTS IN VARIOUS MASS MEDIA – TELEVISION, RADIO, PRINT MEDIA, ONLINE. AT LEAST 50 TIMES A YEAR, OUR EMPLOYEES AND THE LECTURERS INVOLVED APPEAR AS OPINION LEADERS ON IMPORTANT ISSUES. FOR EXAMPLE:

- Associate Professor Armands Auziņš has expressed his opinion on the novelties of spatial planning and the current paradigm of sustainable development in a popular scientific article, publishing it in the professional journal "Latvijas Architektūra" (No. 146, pp. 86-89, 2020)
- Associate professor Māris Jurušs often comments on topics related to the tax system, about State Revenue Service current changes that appear online, on television and radio.
- International Business and Customs Institute director, professor Aivars Vilnis Krastiņš has talked several times on the Latvian Radio about current news in the Customs sector.
- FEEM members often talk about current events in study programs in mass media. Associate professor Deniss Ščeuļovs told about the first graduates' group of the study program "Creative Industries" on the Latvian Radio.
- FEEM doctoral student Liene Briede told about the development of innovations, challenges in Latvia, in the magazine "IR" in January 2022.

FEEM makes a significant contribution to the academic and professional environment by participating in the development of industry standards. The professional standard defines the basic tasks and responsibilities of professional activity corresponding to the profession, the requirements for professional qualification, the general and professional knowledge, skills, attitudes and competencies required for their fulfilment. FEEM members have been involved in the development of around 20 professional standards over the last two years.

The Faculty's academic staff has also taken part in significant educational processes at the national level. FEEM associated professor Artūrs Zeps worked on new Law on Higher Education Institutions that was published in 2021. The new law is a part of the university governance reform, thus changing the governance of the higher education system by classifying universities according to a new typology.

FEEM professor Inga Lapiņa worked on the definition of quality that was included in the law on education in 2021, determining that the quality of education is the educational process, content, environment and management that provides everyone with an inclusive education and the opportunity to achieve high-quality results in accordance with the goals set by society and the state. Everyone has the right to quality and inclusive education; therefore, the state must create a system for ensuring the quality of education. Special responsibility for the quality of education is assigned to the educational institution and its founder.



OBJECTIVES FOR THE NEXT 24 MONTHS

HIGH QUALITY STUDY PROCESS

- It is planned to start the international accreditation process. In 2022, it is planned to apply for ACEEU accreditation in the category "Engaged University".
- To continue digitization of study courses and study programs
- Implementation and strengthening of the UN SDGs principles in the study process.
- Development and renewal of academic staff, the aim is to ensure a sustainable staff policy and continuity, i.e. stimulate competence development and staff renewal.
- Improving the quality of the study process. The Faculty of Engineering Economics and Management plans to continue the process of improving the quality of study programs. Discussions with the study program directors and academic staff on the improvement and development of study courses are based on the data of each study semester. Simultaneously the study quality improvement process is carried on – review of study courses and prevention of content duplication.

EXCELLENT SCIENCE

Promoting the international competitiveness and raising the quality of scientific activity. Improve the support system and promote investment in equipment, ensuring an increase in scientific efficiency and the achievement of internationally high results.

(1) to increase the number of high-quality and internationally recognized researchers by providing a stimulating environment for researchers after completion of their academic or doctoral studies by establishing and maintaining research partnerships; (2) to ensure an internationally recognized research process; (3) to ensure efficient research infrastructure by investing in the development of high-quality research infrastructure and providing comprehensive resources necessary for research; (4) to ensure sustainable innovation, commercialization and technology transfer to the national economy by promoting interdisciplinary knowledge and technology transfer, establishing and maintaining research partnerships, setting up start-ups and attracting industry research funding; (5) to improve internal and external communication and cooperation.

SUSTAINABLE VALORISATION

The aim of FEEM is proactive, clear and inclusive cooperation with industry. Involvement of academic staff and students in the creation of high-tech start-ups. Improvement of support model and mechanisms for involvement of students and staff in valorisation. Development of innovation skills for all RTU staff.



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