APPROVED

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EKA UNIVERSITY OF APPLIED SCIENCES
RESEARCH POLICY

RIGA – 2024

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INTRODUCTION

Research Policy (hereinafter – The Policy) of the EKA University of Applied Sciences (EKA) provides a framework to:

- raise the culture of research and innovation to strengthen research expertise
- create an enabling and supportive environment for researchers
- ensure that all research is conducted in accordance with good research practice, maintaining the highest standards of ethics and integrity
- act against research misconduct

The Research Policy applies to all fundamental or applied research conducted at the EKA University of Applied Sciences.

EKA Research mission:

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

EKA Research vision: In 2028, the EKA University of Applied Sciences is a science-based and innovation-oriented higher education institution recognized in Latvia and Europe:

- where academic staff and students are actively involved in research and creative activity,
- where international scientific and creative activities are regularly hosted,
- which actively cooperates with other universities, institutions and employers in Latvia and abroad to ensure the strengthening of its research capacity,
- the research results of which contribute to the sustainable development of the social, economic and cultural sectors of the country.

EKA is committed to avoid any kind of discrimination against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

EKA conducts research in the field of its strategic specialization – "Economics and Entrepreneurship", as well as in other fields of science – "Education", "Law", "Computer Science and Informatics" and "Other Humanities and Arts, including Creative Industries" – which correspond to the study directions and activity specifics of EKA.

The development of scientific and creative activities is one of the EKA's priorities, which is defined as the *Strategy of the EKA University of Applied Sciences 2028* (*"Ekonomikas un kultūras augstskolas stratēģija 2028"*[1]). In order to achieve the objectives for the development of science and research, the *Development Strategy for Science and Creative Activity of the EKA University of Applied Sciences 2024-2028 ("Ekonomikas un kultūras augstskolas zinātnes un radošās darbības attīstības stratēģija 2024.-2028.gadam"*[2]) has been developed.

The EKA Research policy is based on several Latvian and European level normative and planning documents, guidelines and frameworks:

- *Law on Higher Education Institutions* (*Augstskolu likums*[3])
- *Law on Scientific Activity (Zinātniskās darbības likums*[4])
- *National Development Plan (Nacionālais attīstības plāns (NAP 2027)*[5])

[1] https://www.augstskola.lv/upload/EKA_strategija_2028.pdf
[2] https://www.augstskola.lv/upload/%5b2%5dZRDAS2028_apstiprinats_06.03.2024._LAT.pdf
[3] https://likumi.lv/doc.php?id=37967
[4] https://likumi.lv/ta/id/107337-zinatniskas-darbibas-likums
[5] https://likumi.lv/ta/id/315879-par-latvijas-nacionalo-attistibas-planu-20212027-gadam-nap2027

- *Science, Technology Development and Innovation Guidelines 2021-2027 (STDIG2027) (Zinātnes, tehnoloģiju attīstības un inovācijas pamatnostādnes 2021.-2027. gadam [6])*
- *European Commission Council Recommendation on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe 2023/0285 (NLE)[7]*
- *The European Code of Conduct for Research Integrity[8]*
- *The European Charter for Researchers[9]*

1 RESEARCH GOVERNANCE AND STRUCTURE

(1) The management of EKA's scientific activities and artistic creation processes is implemented at several levels:

- At the **strategic level**, the primary focus is on aligning research and creative activities with EKA broader mission, vision, and long-term strategic goals. The responsibilities at this level include setting research priorities, defining overarching policies, and ensuring that all research initiatives contribute to EKA development and reputation enhancing. The main actors at this level are the following:
  - EKA Rector ensures that research aligns with EKA strategic goals defined in *"The EKA University of Applied Sciences Development Strategy 2028"[10]*, promoting interdisciplinary projects and securing resources for high-priority research areas.
  - EKA Vice-Rector for Science creates and maintains the research eco-system at EKA, defines research priorities, develops strategic documents and policies, fostering a research culture in all study directions.
  - The role of the Head of the Scientific Institution (SI) is to develop the strategic development planning documents of the SI and to ensure the effective functioning of the SI. The procedure for election of the Head of the SI and their duties are described in the *Regulation on the Scientific institution* (*"Zinātniskās institūcijas nolikums"[11]).*
- The **management level** focuses on the practical aspects of overseeing research and creative activities within study directions. This level is responsible for implementing strategic goals, managing resources, and providing support to researchers in the form of guidance, funding, and infrastructure. The main actors at this level are the following:
  - Head of Research Administration Unit. The main functions are related to the management of research quality, personnel management and administration of the activities of research groups.
  - Head for Development of the Scientific institution. The main functions are related to the development of research groups, scientific communication and knowledge transfer, and expansion of the network.
- Scientific Council (SC). Scientific Council - a collegial scientific institution of EKA, which implements the function of scientific management within the limits of its responsibilities, which is specified in the *Regulation on the Scientific Council of the EKA University of Applied Sciences"* (*"Ekonomikas un kultūras augstskolas zinātniskās padomes nolikums"*[12]).

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[6] https://www.izm.gov.lv/lv/media/11501/download
[7] https://eur-lex.europa.eu/resource.html?uri=cellar:277a226c-215b-11ee-94cb-01aa75ed71a1.0001.02/DOC_1&format=PDF
[8] https://allea.org/wp-content/uploads/2023/06/European-Code-of-Conduct-Revised-Edition-2023.pdf
[9] https://euraxess.ec.europa.eu/jobs/charter/european-charter
[10] https://www.augstskola.lv/upload/EKA_strategy_2028_ENG.pdf
[11] https://www.augstskola.lv/upload/ZIN%C4%80TNISK%C4%80S%20INSTIT%C5%AACIJAS%20NOLIKUMS_2022.pdf
[12] https://www.augstskola.lv/upload/[1]EKA%20Zin.Padomes%20nolikums_groz_2022.pdf

- **Operational level** focuses is on providing the day-to-day support necessary for conducting research and creative projects.The main actors at this level are the following:
  - Heads of research directions/ coordinators of research groups, whose role is managing research activities and coordinating staff within their respective research directions / groups.
  - Heads of study directions, whose role is managing research activities and coordinating staff within their respective study directions.
  - EKA Publishing Manager, who supports and coordinates the staff and students in the publication process of their scientific papers, as well as ensures the publication of academic and scientific publications at EKA.
- **Implementation level** involves the execution of research and creative projects by individual researchers, research teams, and students.

(2) The procedure for organizing research and artistic creation activities at EKA, carrying out and conducting research, as well as the procedures for funding research activities are regulated by the *Regulation on Research and Artistic Creation Activities of the EKA University of Applied Sciences ("Ekonomikas un kultūras augstskolas pētnieciskās un mākslinieciskās jaunrades darbības nolikums"*[13]).

(3) In order to ensure the achievement of the scientific goals of the EKA University and successful operation of the directions, the EKA Board approves the budget of the priority research directions at the beginning of each academic year.

2 RESEARCH AREAS AND PRIORITIES

2.1 Research Directions

(1) Priority research directions have been identified in accordance with the current trends in the world and Latvia, considering the priorities of the Smart Specialisation Strategy (RIS3), as well as the objectives and tasks defined in the "*Guidelines for science, technology development and innovation 2021-2027"*[14], and the *"Education Development Guidelines 2021-2027"*[15]. When identifying its research directions, EKA focused on the priorities of the *Horizon Europe programme*[16], which are challenges related to climate change and achievement of the Sustainable Development Goals. In addition, the research directions were defined taking into account the specifics of the EKA study programmes.

(2) Priority research directions in 2024-2028 at EKA University of Applied Sciences**:**

ECONOMICS & ENTREPRENEURSHIP, area of strategic specialization of the Scientific institution "EKA University of Applied Sciences". It corresponds to the research fields "Economics and Entrepreneurship" (5.2); related research field are "Education Sciences" (5.3) and "Sociology and Social Work" (5.4).

- Sustainable development
- Intellectual Capital Management
- Future of Education and Competences

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13 https://www.augstskola.lv/upload/EKA%20Zin%C4%81tnisk%C4%81s%20darb%C4%ABbas%20nolikums_groz_16.11.2022.pdf

14 https://www.em.gov.lv/en/media/120/download

15 https://likumi.lv/ta/id/324332-par-izglitibas-attistibas-pamatnostadnem-2021-2027-gadam

16 https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programs-and-open-calls/horizon-europe_en

- Social Entrepreneurship Eco-System Development / CSR and ESG practices for stakeholders' value creation
- Well-Being in Life and Well-Being at Work
- Economics, Business Administration and Marketing
- Digital Economy and Business Digital Transformation
- Inclusivity and Diversity in Higher Education

RESEARCH IN LAW, corresponds to the research field "Law" (5.5).

- Sports Law

RESEARCH IN ARTS AND CREATIVE INDUSTRIES, corresponds to the research field "Other humanitarian and artistic sciences, including creative industry sciences".

- Brand Identity and Brand Value Creation
- Digital Games Research

INFORMATION TECHNOLOGIES, corresponds to the research sub-field "E-learning technologies and management" within the field "Electrical engineering, electronics, information and communication technologies" (2.2).

- E-learning technologies and management

2.2 Areas of Strategic Specialization in Research

(1) Strategic specialization 1. ECONOMICS & ENTREPRENEURSHIP

Research direction: Sustainable Development

The main focus on research related to SDG11 "Sustainable cities and communities", and SDG12 "Responsible Consumption and Production".

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority "Quality Living Environment and Regional Development", Direction: Nature and the environment - the Green Deal*[17].
- *Technology and innovation development policy 2021-2027*[18] .
- *Latvian Bio-economy strategy, Direction: Socially responsible and sustainable development*[19].
- *Action plan for the transition to a circular economy 2021-2027, Direction: Public involvement, information and education*[20] .

Research direction: Future of Education and Competences

The main focus on research related to SDG4 "Quality Education".

Conformity with the objectives set out in the national strategic documents:

- *NAP2027 Priority: Knowledge and Skills for Personal and State Growth. Action directions – "Science for the development of society, national economy for growth and security", "Quality, accessible, inclusive education", "Education for economic growth", "Adult education", "Inclusive educational environment"*[21].

[17] https://www.mk.gov.lv/en/media/15165/download?attachment
[18] https://polsis.mk.gov.lv/documents/7053
[19] https://polsis.mk.gov.lv/documents/6100
[20] https://likumi.lv/ta/id/317168-par-ricibas-planu-parejai-uz-aprites-ekonomiku-20202027-gadam
[21] https://www.mk.gov.lv/en/media/15165/download?attachment

- EU Digital Education Action plan - *Priority 2, Action 3*[22].
- OECD 21st Century Skills – *P21 Framework for 21st Century Learning*[23] .
- UNESCO *Education for Sustainable Development: a roadmap – Priority action areas 3, 4*[24] .
- Latvian ME *"Science, technology development and innovation guidelines for 2021-2027" – 2nd sub-goal, action directions 2.1 – 2.4*[25] .
- LR CM *"On the Education Development Guidelines 2021-2027." - Action goals 1-4*[26] .

Research direction: Social Impact Research

The activities conducted within the framework of this research direction align with Sustainable Development Goals SDG 8 "Decent work and economic growth" and SDG 10 "Reduced inequalities".

Conformity with the objectives set out in the national strategic documents:

- National Development Plan NAP2027. *Strategic objectives: Social trust, equal opportunities, regional development, and productivity and income*[27] .
- Latvian Ministry of Education and Science (2020). *"Science, technology development and innovation guidelines for 2021-2027". Action direction "Research and Development for Human Capital Development"*[28].
- *UN Sustainable Development Goals SDG 8*[29] , *SDG 10* [30] .
- OECD (2023). *Global Action: Promoting Social and Solidarity Economy Ecosystems*[31].
- OECD/EU (2015). *Policy Brief on Social Impact Measurement for Social Enterprises: Policies For Social Entrepreneurship*[32]. Promotion of social entrepreneurship.

Research direction: Well-Being in Life and Well-Being at Work

The main focus is on research related to SDG3 "Good Health and Well-Being) and SDG8 (Decent Work and Economic Growth) and to EU Strategic Framework on Health and Safety at Work 2021-2027.

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority "Strong families, a Healthy and Active Population", Direction: Psychological and emotional well-being*[33].
- Latvia's sustainable development strategy - *Priority 2: Long-term investment in human capital*[34].

Research direction: Economics, Business Administration and Marketing

The main focus on research related to SDG8 "Decent Work and Economic Growth" and SDG 9 "Industry, Innovation and Infrastructure".

Conformity with the objectives set out in the national strategic documents:

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[22] https://education.ec.europa.eu/focus-topics/digital-education/action-plan
[23] https://www.battelleforkids.org/wp-content/uploads/2023/11/P21_Framework_Brief.pdf
[24] https://unesdoc.unesco.org/ark:/48223/pf0000374802
[25] https://polsis.mk.gov.lv/documents/7053
[26] https://likumi.lv/ta/id/324332-par-izglitibas-attistibas-pamatnostadnem-20212027-gadam
[27] https://likumi.lv/ta/id/315879-par-latvijas-nacionalo-attistibas-planu-20212027-gadam-nap2027
[28] https://polsis.mk.gov.lv/documents/7053
[29] https://sdgs.un.org/goals/goal8
[30] https://sdgs.un.org/goals/goal10
[31] https://www.oecd.org/en/topics/sub-issues/social-economy-and-social-innovation.html
[32] https://op.europa.eu/en/publication-detail/-/publication/19c3e101-f673-437f-a9fe-4a6dc7ff1f6e
[33] https://www.mk.gov.lv/en/media/15165/download?attachment
[34] https://www.varam.gov.lv/sites/varam/files/content/files/lias_2030_parluks_en.pdf

- NAP2027 priority *"Business Competitiveness and Material Well-being", Action directions – "Productivity, innovation and export", "Work and income", "Capital and business environment"*[35].
- UN Sustainable development goals - *SDG8 "Decent Work and Economic Growth"*[36] and *SDG 9 "Industry, Innovation and Infrastructure"*[37].
- Latvian ME *"Science, technology development and innovation guidelines for 2021-2027" 2nd sub-goal. Increase innovation capacity, social and economic value of knowledge and research*[38].
- LR Economic policy priorities *"Human capital development", "Inclusion of Latvia in the economic policy and structural policy of the EU", "Improving the business environment", "Innovations and new technologies", "Promotion of productive investments and exports", "Competition policy"*[39].

Research direction: Digital Economy and Business Digital Transformation

The main focus is on research related to SDG9 "Industry, innovation and infrastructure"

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority 3 "Business Competitiveness and Material Well-being", Productivity, innovation and export. Priority 4 "Quality Living Environment and Regional Development", Direction "Technological environment and services"*[40].
- 14.07.2022. Regulation of Cabinet of Ministers *No. 435 "Regulations Regarding the Implementation of the Reform and Investment Direction 2.1 "Digital Transformation of State Administration, Including Local Governments" of Component 2 "Digital Transformation" of the Plan for the European Recovery and Resilience Facility"*[41].
- 10.02.2021, OECD Reviews of Digital Transformation *"Going Digital in Latvia"*[42].

Research direction: Inclusivity and Diversity in Higher Education

The activities conducted within the framework of this research direction align with Sustainable Development Goals SDG 4 "Quality education" and SDG 10 "Reduced inequalities".

Conformity with the objectives set out in the national strategic documents:

- NAP 2021-2027. *Direction "Quality, accessible and inclusive education" of Priority "Knowledge and skills for personal and national growth"*[43].
- OECD (2023). "*Equity and inclusion in education, finding strength through diversity"* [44].
- UNESCO (2023). "*Reaching out to all learners: A resource pack for supporting inclusion and equity in education*"[45].
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(2) Strategic specialization 2. RESEARCH IN LAW

[35] https://www.mk.gov.lv/en/media/15165/download?attachment
[36] https://sdgs.un.org/goals/goal8
[37] https://sdgs.un.org/goals/goal9
[38] https://polsis.mk.gov.lv/documents/7053
[39] https://www.em.gov.lv/lv/media/18864/download?attachment
[40] https://www.mk.gov.lv/en/media/15165/download?attachment
[41] https://likumi.lv/ta/en/en/id/334025
[42] https://www.oecd-ilibrary.org/docserver/8eec1828-en.pdf?expires=1718369703&id=id&accname=guest&checksum=C3F61B84F9DF68D1A767A9BFDDF81C5B
[43] https://www.mk.gov.lv/lv/media/15165/download?attachment
[44] https://www.oecd.org/en/publications/equity-and-inclusion-in-education_e9072e21-en.html
[45] https://www.ibe.unesco.org/sites/default/files/medias/fichiers/2023/10/unesco_bie_2021_web_inclusive_education_resrouce_pack.pdf

Research direction: Sports Law

The research direction "Current Issues in Sports Law" is primarily related to SDG 16 "Peace, Justice and Strong Institutions. Additionally, it touches on SDG 3: "Good Health and Well-being".

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority "Culture and sports for an active and fulfilling life", direction "Human participation in cultural and sports activities"*[46].
- *Latvian sports policy guidelines for 2021-2027*[47].

(3) Strategic specialization 3. RESEARCH IN ARTS AND CREATIVE INDUSTRIES

Research direction: Brand Identity and Brand Value Creation

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority: Business Competitiveness and Material Well-being", Direction: Productivity, innovation and export*[48].
- *Technology and innovation development policy 2021-2027*[49].
- Latvian ME *"Science, technology development and innovation guidelines for 2021-2027" 2nd sub-goal. Increase innovation capacity, social and economic value of knowledge and research*[50].

Research direction: Digital Games Research

Conformity with the objectives set out in the national strategic documents:

- National Development Plan - NAP2027. *Priority: Business Competitiveness and Material Well-being", Direction: Productivity, innovation and export*[51].
- *Research and Innovation Strategy for Smart Specialization - RIS3 (area: information and communication technologies)*[52].
- *Technology and innovation development policy 2021-2027*[53].
- Latvian ME *"Science, technology development and innovation guidelines for 2021-2027"* 2nd sub-goal. Increase innovation capacity, social and economic value of knowledge and research[54]

(4) Strategic specialization 4. INFORMATION TECHNOLOGIES

Research direction: E-learning technologies and management.

This research direction is closely aligned with SDG 4 "Quality Education", it also supports SDG 9 "Industry, Innovation, and Infrastructure"

Conformity with the objectives set out in the national strategic documents:

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[46] https://www.mk.gov.lv/en/media/15165/download?attachment
[47] https://www.izm.gov.lv/lv/media/5773/download?attachment
[48] https://www.mk.gov.lv/en/media/15165/download?attachment
[49] https://likumi.lv/ta/en/en/id/322468-regarding-guidelines-for-science-technology-development-and-innovation-20212027
[50] https://polsis.mk.gov.lv/documents/7053
[51] https://www.mk.gov.lv/en/media/15165/download?attachment
[52] https://www.izm.gov.lv/en/smart-specialisation-strategy-ris3
[53] https://polsis.mk.gov.lv/documents/7053
[54] https://polsis.mk.gov.lv/documents/7053

- National Development Plan - NAP2027. *Priority "Quality Living Environment and Regional Development", Direction: Technological Environment and Services*[55].
- *Technology and innovation development policy 2021-2027*[56].
- LR CM *"On the Education Development Guidelines 2021-2027"*[57].
- Latvian ME *"Science, technology development and innovation guidelines for 2021-2027"* 2nd sub-goal. Increase innovation capacity, social and economic value of knowledge and research[58].
- *Smart Specialization Strategy (RIS3) for Latvia. The knowledge specialization area "Information and communication technologies (ICT)"*[59].

2.3 Interdisciplinary and Applied Research

Multi-/interdisciplinarity research approach is one of the pillars in EKA Research vision defined in the *Development strategy for science and creative activity 2024-2028*. Evidence of commitment to this approach is:

- Employing staff with multi-fields educational and research background and research interests,
- Promoting EKA research staff to perform in various fields of science and also to apply for expert status of the Latvian Council of Science in different fields,
- Encouraging EKA research staff to do multi-/interdisciplinary research in collaboration with researchers representing different research fields or business sector representatives.
- Creating international research groups with a focus on multi-/interdisciplinarity
- Participating in the international projects devoted to multi-/interdisciplinary issues
- Working in Research laboratory equipped with research tools and software to solve interdisciplinary issues.

According to the Law on Higher Education Institutions (Section 3.[4]), EKA has a status of the "Higher Education Institution of Applied Sciences", and its aim is "to perform applied research, and also to ensure knowledge and technology transfer in the relevant sectors of national economy....". EKA researchers mostly are involved in applied research. However, fundamental research is also conducted while investigating theoretical concepts.

2.4 Alignment with National and International Research Agendas

EKA scientific specializations and key research directions are aligned with the following research agendas:

- *Horizon Europe strategic plan 2025-2027*[60], focusing on the current EU priorities in the 2025-2027 period:
  - green transition (EKA research direction "Sustainable development")
  - digital transition (EKA research direction "Digital Economy and Business Digital Transformation")
  - resilient, competitive, inclusive and democratic Europe (EKA research directions "Social Entrepreneurship Eco-System Development / CSR and ESG practices for stakeholders'

[55] https://www.mk.gov.lv/en/media/15165/download?a
[56] https://polsis.mk.gov.lv/documents/7053
[57] https://likumi.lv/ta/id/324332-par-izglitibas-attistibas-pamatnostadnem-20212027-gadam
[58] https://polsis.mk.gov.lv/documents/7053
[59] https://www.izm.gov.lv/en/media/3748/download?attachment
[60] https://ec.europa.eu/commission/presscorner/detail/en/ip_24_1572

value creation", "Inclusivity and Diversity in Higher Education", "Intellectual Capital Management".

- EU-LIFE priorities for the European Research Area (ERA) agenda[61] :
  - Gender equality and inclusiveness (EKA research direction "Inclusivity and Diversity in Higher Education")
  - Empowering academic institutions (EKA research direction "Future of Education and Competences")
- *"Research priorities of the Centre for European Policy Studies"* (CEPS)[62] :
  - Green jobs and future skills (EKA research direction "Future of Education and Competences")
  - Effectiveness of the framework for corporate governance (EKA research direction "Social Entrepreneurship Eco-System Development / CSR and ESG practices for stakeholders' value creation")
- *"Smart Specialization Strategy (RIS3) for Latvia"*[63] (areas: information and communication technologies; knowledge-intensive bioeconomy, area with horizontal impact: social sciences and humanities)

3 ETHICS AND INTEGRITY IN RESEARCH

3.1 Standards of Ethics

(1) in its scientific activities, EKA is guided by the *European Code of Conduct on Research Integrity*[64], which promotes ethical thinking in the scientific community. The principles described therein apply to the entire research system of the university and to all disciplines.

(2) EKA is a member of the *European Network for Academic Integrity – ENAI*[65]. In its understanding of Academic Integrity issues, EKA follows the standards described in the *"General Guidelines for Academic Integrity*"[66] .

(3) EKA researchers also should adhere to the ethical principles and ethical standards as documented in the internal EKA document - *Code of Ethics and Academic Integrity (Ētikas un akadēmiskā godīguma kodekss*).

3.2 Use of Artificial Intelligence in Research

In order to promote academic integrity during the changing technology era, EKA has introduced *Guidelines for AI integration into the EKA study and research process*. AI is considered a useful tool in data analysis, forecasting and modelling, but its use must be carried out in compliance with ethical principles. Researchers have to provide that the use of AI is done responsibly by ensuring:

- data transparency - the AI algorithms and decision-making processes are open and justified;
- neutrality and objectivity - discrimination or prejudice that may arise with the use of AI tools shall be avoided;

[61] https://eu-life.eu/sites/default/files/2022-08/EULIFE_statetement_ERAactions_July2022.pdf
[62] https://cdn.ceps.eu/wp-content/uploads/2024/04/CEPS-Research-Priorities-2024-25-1.pdf
[63] https://www.izm.gov.lv/en/smart-specialisation-strategy-ris3
[64] https://allea.org/code-of-conduct/
[65] https://www.academicintegrity.eu/wp/pages/members/
[66] https://academicintegrity.eu/wp/wp-content/uploads/2022/04/Guidelines_amended_version_1.1_09_2019.pdf

- information verification – AI results shall be assessed under human control to ensure that final decisions are responsible and in accordance with human values and ethics.

The content generated by AI, which has been directly embedded in a study or scientific work (paper) and to which there is no appropriate reference, is considered plagiarism - the use of works or ideas of other authors, without making a reference to the original source.

3.3 Academic Freedom

Academic freedom is a foundational principle supporting the integrity, creativity, and social relevance of research and teaching at EKA University of Applied Sciences. This principle is ensured in accordance with the *European Charter for Researchers*[67] , the *Law on Higher Education Institutions*[68] of the Republic of Latvia, and the *Law on Scientific Activity*[69].

EKA guarantees that academic staff and researchers may freely choose, conduct, and publish research in their fields of expertise, without institutional interference, provided that their activities comply with ethical norms, legal requirements, and EKA's institutional obligations. Researchers also have the right to teach, express, and publicly discuss their research findings and interpretations, including in controversial or critical areas, within the framework of academic responsibility.

To uphold this principle, EKA ensures the following:

- Institutional protection: No censorship or suppression of research topics that align with academic standards and EKA's research priorities, unless restricted by legal, ethical, or confidentiality obligations.
- Transparent procedures: Research approval, internal funding, and peer-review decisions are based on academic merit, relevance, and ethical compliance – not political, ideological, or commercial considerations.
- Freedom to publish and disseminate: Researchers retain the right to publish their results in recognized scientific outlets, in accordance with intellectual property rights and contractual agreements with partners.
- Right to academic expression: Academic staff may freely participate in public debates, expert discussions, and policy dialogues based on their research, without institutional sanction, provided that professional and legal standards are observed.
- Fair protection mechanisms: EKA maintains clear procedures for grievances or appeals in cases where academic freedom may be perceived as violated.
- Responsible exercise: Academic freedom is exercised responsibly, in line with the ethical principles established in the *EKA Code of Ethics*[70], which promotes respect, integrity, and accountability within the academic community.

4 RESEARCH OUTPUT AND DISSEMINATION

4.1 Responsibilities of a researcher in dissemination of research results

(1) According to the *Law on Scientific Activity („Zinātniskās darbības likums")*[71], general responsibilities of the researcher include:

6(2) to inform the public regarding the results of his or her scientific research, as well as to provide consultations and expert opinions within the scope of his or her competence;

[67] https://euraxess.ec.europa.eu/hrexcellenceaward/european-charter-researchers
[68] https://likumi.lv/doc.php?id=37967
[69] https://likumi.lv/doc.php?id=107337
[70] https://www.augstskola.lv/upload/EKA_etikas_kodekss_EN.pdf
[71] https://likumi.lv/ta/id/107337-zinatniskas-darbibas-likums

6(3) to popularise scientific achievements and findings, and provide opinions regarding the possibilities for the utilisation of modern technologies and organisational methods in the development of the national welfare of Latvian and the economic competitiveness of the State.

(2) According to the *European Charter for Researchers*[72], all researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science.

4.2 Publishing Policy

(1) EKA researchers are encouraged to publish their research results in the form of:

- Peer-Reviewed Journal Articles, preferably in journals indexed by Clarivate Analytics Web of Science, SCOPUS or ERIH+, according to the requirements described in the *Regulation on the procedure of conferring the rights of the Latvian Council of Science experts and establishing expert commissions* (Cabinet of Ministers Regulation No 320 of 09.07.2019) (*Latvijas Zinātnes padomes ekspertu tiesību piešķiršanas un ekspertu komisiju izveides kārtība* (Ministru kabineta noteikumi Nr. 320, no 09.07.2019)). The special priority is given to the papers published in the SCOPUS/WOS journals ranked in the first two quartiles (Q1/Q2 journals).
- Conference Papers. Priority is given to the conferences providing publishing options in proceedings indexed by SCOPUS/WOS.
- Books and Book Chapters. Priority is given to books published by the recognized publishers: Springer, Emerald, Elsevier and others.
- Technical Reports and Policy Briefs. These are valued for sharing research findings with industry, government, and non-academic stakeholders.

4.3 Research Dissemination and Open Access

EKA supports Open Access, a publishing model for scholarly communication that makes research information available to readers at no cost. Researchers are encouraged to make their work openly accessible, referencing any university or national open access policies.

The main principles of the Open Access approach at EKA are aligned with the main pillars of the Latvian Open Science Strategy[73] :

1. Open access to scientific publications
   - Scientific papers created as a result of EKA research activities are published mostly in open access journals, ensuring that the public can access scientific achievements free of charge;
   - EKA publishes open-access journal "Economics and Culture"[74]
   - EKA has an open-access Paper repository[75]
2. FAIR research data
   - EKA has an open-access Research data repository
3. Citizen Science
   - EKA have several research directions with on-going initiatives with participation from the general public

[72] https://euraxess.ec.europa.eu/jobs/charter/european-charter
[73] https://www.izm.gov.lv/en/article/latvian-open-science-strategy-2021-2027-now-english
[74] https://sciendo.com/journal/JEC
[75] https://www.augstskola.lv/?parent=631&lng=eng

EKA is committed to ensuring that research outputs reach a broad audience, fostering knowledge exchange and maximizing the impact of research. To achieve this, the university supports a variety of dissemination channels, allowing researchers to tailor their communication to academic, industry, and public audiences:

- Peer-Reviewed Academic Journals: Primary channel for high-quality, scholarly publications.
- Academic Conferences and Symposia: For sharing research findings, receiving feedback, and networking within the academic community.
- Open-Access Platforms, for instance, *Collaborative Library*[76].
- University-hosted workshops, seminars, and public lectures: opportunities for direct engagement with both academic and non-academic audiences. Annual event organized by EKA is the International scientific conference "Emerging Trends in Economics, Culture and Humanities (etECH)"[77] .
- Online Webinars and Virtual Conferences: flexible options for engaging with both academic and non-academic audiences globally.
- Media. For example, press releases in news portals *delfi.lv, lsm.lv*
- Professional journals: targeted publications that connect research findings with professionals and practitioners in specific industries.
- Institutional newsletters. For instance, EKA uses *Dlearn newsletter*[78] to publish information about the projects.
- Institutional reports. Research results are summarized and published in the *Scientific and creative activity annual report*[79].

4.5 Intellectual Property

The aim of the *EKA Policy for Intellectual Property Rights Management and Use (EKA Intelektuālā īpašuma tiesību pārvaldības un izmantošanas politika*[80]**)** is to ensure the creation of intellectual property, its legal protection and effective use in the interests of EKA, its employees, students and the general public.

EKA shall implement its property rights to the intellectual property it owns fully or partially in a responsible and rational manner, in compliance with the applicable laws and regulations, including the personal rights of the author specified in the Patent Law and Copyright Law.

EKA shall have primary property rights to the intellectual property created by its employee or student, unless otherwise provided in applicable law, agreements with employees or students or agreements with partners.

EKA shall have the right to waive all or part of the intellectual property rights. In this case, the employee or student is entitled to commercialize it in cooperation with EKA or independently**.**

5 COOPERATION IN RESEARCH

Cooperation in research is a strategic cornerstone of EKA University of Applied Sciences, aimed at enhancing the quality, relevance, and impact of its scientific and artistic outputs. It reflects the university's mission to foster an interdisciplinary and innovative academic environment, where knowledge is co-created through active collaboration across disciplines, sectors, and borders.

[76] https://thecollaborativelibrary.com/
[77] https://etech.eka.edu.lv/
[78] https://dlearn.eu/news/newsletters/
[79] https://www.augstskola.lv/?parent=208&lng=eng
[80] https://www.augstskola.lv/upload/EKA_intelektuala_ipasuma_politika_2024.pdf

Research cooperation objectives are stated in EKA strategic documents. In ZRDAS, "Cooperation in Research and Creative Activity" is a specific priority (Pr4) with goals to strengthen existing and establish new cooperation with other higher education institutions (national and international), the business & public sectors. In IMS2028 includes "International Cooperation in Academic, Research and Creative Activities" as one of its priorities (Pr6).

Through collaborative research initiatives—with other universities, research centers, industry, public sector, and civil society—EKA can address complex, real-world challenges such as digital transformation, sustainability, and social innovation.

EKA supports and monitors research cooperation in its various forms:

- Internal Cooperation: Interdisciplinary collaboration within EKA between representatives of different study fields and programmes, as well as different research groups.
- National Cooperation: Partnerships with Latvian universities, research institutes, NGOs, government bodies, and businesses.
- International Cooperation: Engagement in EU-funded projects, global research networks, joint publications, and exchange programs.
- Public–Private Partnerships (PPPs): Collaboration with private sector and public institutions for applied and socially impactful research.

Criteria for identifying research partners are:

- Relevance to the content of EKA study fields (Economics, Management, Law, IT, Arts)
- Relevance to the content of particular study programmes (for instance, Computer game design, Circular economy and social entrepreneurship, Culture management)
- Alignment with EKA research priorities: sustainability, circular economy, digital transformation, social entrepreneurship, educational innovations.
- Academic and research reputation (for instance, positions in international ratings QS, THE, and etc.)
- Experience in funded research projects, i.e., prior participation in national or international research programs (e.g., Horizon Europe, Erasmus+, national science foundations)
- Geographical location of the partner (eligibility for a certain call, convenience in case of projects containing mobilities, priority countries for consortium)
- Specific expertise or infrastructure for certain project calls

Cooperation metrics are integrated into overall research performance evaluation: joint publications, number of cooperative projects, agreements, etc. Progress evaluation takes place in accordance with annual procedure within the framework of planning documents: ZRDAS Action plan, IMS Action plan, Dissemination plan.

6 RESEARCH STAFF MANAGEMENT

6.1 General Statements

(1) the EKA's research staff consists of senior researchers, researchers and research assistants. Guided by the *European Commission Council Recommendation on a European framework for attracting and retaining research, innovation and entrepreneurial talents 2023/0285*[81], the following researcher profile designations is also used in EKA strategic documents, internal and external communication:

[81] https://eur-lex.europa.eu/resource.html?uri=cellar:277a226c-215b-11ee-94cb-01aa75ed71a1.0001.02/DOC_1&format=PDF

- R1 - First Stage Researcher: Researchers doing research under supervision up to the point of a PhD or equivalent level of competence and experience.
- R2 - Recognised Researcher: Researchers with a PhD or equivalent level of competence and experience who are not yet fully independent in their ability to develop their own research, attract funding, or lead a research group.
- R3 - Established Researcher: Researchers with a PhD or equivalent level of competence and experience who have achieved a level of independence in their ability to develop their own research, attract funding, or lead a research group.
- R4 - Leading Researcher: Researchers with a PhD or equivalent level of competence and experience who are recognised as leading their research field by their peers.

R1 and R2 profiles are considered as early-career researchers, and R3 and R4 profiles – as senior researchers.

(2) the Policy objective on research staff affairs is to establish an effective practice of management of research staff at the EKA University of Applied Sciences in accordance with the *Constitution of the EKA University of Applied Sciences ("Ekonomikas un kultūras augstskolas Satversme"*[82]), *the Development Strategy of* the *EKA University of Applied Sciences 2028 ("Ekonomikas un kultūras augstskolas attīstības stratēģija 2028"*[83]*),* and the *EKA University of Applied Sciences Development Strategy for Science And Creative Activity 2024-2028* (*"Ekonomikas un kultūras augstskolas zinātnes un radošās darbības attīstības stratēģija 2024.-2028.gadam"*[84]), in order to achieve the strategic objectives of EKA.

(3) the policy of management of research staff shall be implemented in accordance with the *Labour Law* (*Darba likums*[85]), *the Law on Institutions of Higher Education (Augstskolu likums*[86]), the *Law on Scientific Activity* (*Zinātniskās darbības likums*[87]), and other external and internal laws and regulations governing the activities of the EKA University.

(4) the conditions for the work remuneration of the research staff of EKA are laid down *in the Regulation on work remuneration of employees of the EKA University of Applied Sciences.*

(5) in the management of its research staff, EKA shall ensure equal treatment, taking into account equality and excluding discrimination by sex, age, nationality, social status or origin, financial status, religious, political or other beliefs.

6.2 Research Staff Planning

(1) the planning of research staff at EKA shall be carried out on the basis of evaluation of the capacity of the existing personnel and its suitability for the achievement of the objectives set, information regarding the commencement of new projects or studies, development of existing projects or studies, or changes in the composition of the research staff.

(2) the decision to create vacant scientific posts shall be taken by the EKA Board on the basis of a request from the EKA Vice-Rector for Science.

6.3 Research Staff Selection and Recruitment

(1) the selection of research staff shall be determined by the *Regulation on Election to Academic positions at the EKA University of Applied Sciences*.

(2) at EKA, the selection of research staff shall take place taking into account the following criteria:

- education background

82 https://www.augstskola.lv/upload/EKA_Satversme_20220601_speka_esosa.pdf
83 https://www.augstskola.lv/upload/EKA_strategija_2028.pdf
84 https://www.augstskola.lv/upload/[2]ZRDAS2028_apstiprinats_06.03.2024._LAT.pdf
85 https://likumi.lv/ta/id/26019-darba-likums
86 https://likumi.lv/ta/id/37967-augstskolu-likums
87 https://likumi.lv/ta/id/107337-zinatniskas-darbibas-likums

- scientific activities and publications
- management or participation in scientific projects
- academic activities
- the level of foreign language skills
- other personal and professional skills (international experience, management skills, etc.)

(3) the basic level of the selection criteria for each position is determined by its job description (approved by EKA Board Decision No 1-3/22-03 of 12.01.2022), as well as by the *Regulation on the Scientific Institution* ("*Zinātniskās institūcijas nolikums"*[88]).

(4) the recruitment of research staff at EKA shall be organized in an open competition procedure, ensuring that the selection process is transparent and is based on the assessment of qualification, competence and conformity with the scientific criteria.

(5) the election process shall take place in accordance with the *Regulation on the Scientific Institution* ("*Zinātniskās institūcijas nolikums"*[89]) *and* the *Regulation on the Scientific Council of the EKA University of Applied Sciences* ("*Ekonomikas un kultūras augstskolas Zinātniskās padomes nolikums"*[90]*)*.

(6) the decision to elect a person to the position of a senior researcher, researcher or research assistant shall be taken by the EKA Scientific Council. The decision of the Scientific Council is approved by the EKA Senate, in accordance with the *Regulation on the Senate*.

(7) Employment contracts with the academic staff of the Scientific Institution "EKA University of Applied Sciences" shall be concluded by the EKA Board for a period of six years. Employment contracts with other research staff shall be concluded by the Rector of EKA.

(8) the induction of new staff members, providing the necessary information in conformity with the duties to be performed, shall be provided by the Head of the Research Administration Unit or the Head of the Development of the Scientific Institution.

6.4 Research Staff Coordination

The research directions are approved by the EKA Scientific Council and the respective study direction Study Council, whose activities are determined *by the Regulation on the Study Council of the EKA the University of Applied Sciences.*

The results of the activity of a research direction are provided by the research staff of EKA – senior researchers, researchers, research assistants and research groups, in which the students are also involved. The work of the research groups is organized by the coordinator of the direction. The coordinator of the directions shall act in accordance with *the Regulation on the Research and Artistic Creation Activities of* the EKA University of Applied Sciences. Once a quarter, the coordinator shall submit to the Head of the Development of the Scientific Institution a report on the progress of the research direction (Annex 1 to the *Regulation on Research and Artistic Creation Activities*) on the activities of their direction.

6.5. Research Staff Performance Assessment and Recognition

(1) At EKA, the assessment of the research staff shall be carried out in accordance with the procedure described in the *Procedure for the assessment of the performance of the research staff at EKA ("EKA zinātnisko darbinieku snieguma novērtēšanas kārtība"*[91]).

(2) The assessment process takes place at the end of each academic year (in June). In December, there is an interim evaluation.

[88] https://www.augstskola.lv/upload/ZIN%C4%80TNISK%C4%80S%20INSTIT%C5%AACIJAS%20NOLIKUMS_2022.pdf
[89] https://www.augstskola.lv/upload/ZIN%C4%80TNISK%C4%80S%20INSTIT%C5%AACIJAS%20NOLIKUMS_2022.pdf
[90] https://www.augstskola.lv/upload/[1]EKA%20Zin.Padomes%20nolikums_groz_2022.pdf
[91] https://www.augstskola.lv/upload/ZI_Darb_novert_kartiba_LAT.pdf

(3) The results of the evaluation of research staff shall be documented and used to assess the compliance of the employee's performance with the requirements of a higher education institution and scientific institution and to take decisions on changes in workload and/or remuneration, awarding, further cooperation.

(4) A recognition of research staff results at EKA is implemented through:

- Research awards for outstanding research contributions (usually are given at the meetings of EKA Science Club, etECH best paper award);
- Research career advancement;
- Funding awards for participation in conferences;
- Highlighting research achievements in EKA annual reports;
- Providing leadership role in EKA international research groups.

Table 1. Research staff management activities and responsible persons

Research staff management process component	Activity	Relevant document	Responsible persons
Staff planning	Setting goals and priorities		Vice-Rector for Science
	Analysis of competencies and capacity of existing staff Needs for staff analysis		Head of the Research Administration Unit Head of the Development of the Scientific Institution
Staff selection and recruitment	Vacancy competition announcement on the competition and acceptance of candidates' documents	*Regulation on Elections to academic positions at the EKA University of Applied Sciences*	Head of the Research Administration Unit
	Evaluation of candidates and decision-making	*Regulation on the Scientific Council*[92]	Scientific Council
	Appointment of the candidate	*Regulations on the Senate*	The Senate
	Preparation of the employment contract		Head of the Research Administration Unit Rectorate Secretary
	Onboarding		Head of the Research Administration Unit Head of the Development of the Scientific Institution
Coordination of staff work		*Regulations on Research and Artistic Activities*	Coordinators of research directions Head of the Research Administration Unit
Assessment of staff and recognition of performance		*Scientific staff performance assessment procedure*[93] *Academic staff performance assessment procedure*	Head of the Research Administration Unit Quality manager

[92] https://www.augstskola.lv/upload/[1]EKA%20Zin.Padomes%20nolikums_groz_2022.pdf
[93] https://www.augstskola.lv/upload/ZI_Darb_novert_kartiba_LAT.pdf

Staff development		*Development strategy of the research staff*	Vice-Rector for Science Head of the Research Administration Unit Head of the Development of the Scientific Institution

7 SUPPORT FOR RESEARCHERS

EKA provides its researchers with a wide range of support tools to promote their personal and career development, expand research expertise, network of contacts and promote research impact.

Research network

EKA researchers have the opportunity to cooperate with new partners and expand their networks by participating in research groups, international projects, participating in scientific conferences and other events. EKA provides researchers with networking opportunities through the organization of Science Club (https://www.augstskola.lv/?parent=990&lng=lva), the annual international etECH conference (https://www.augstskola.lv/?parent=619&lng=lva) and the international weeks (https://www.augstskola.lv/?parent=1490&lng=lva), where researchers can share their research results, ideas and information on innovations.

Research funding

EKA provides financial support for research to researchers. This includes remuneration for work in research projects, covering the cost of participation in international scientific conferences and the cost of publishing scientific articles. EKA pays for linguistic editing of scientific papers for the journal "Economics and Culture". EKA provides support for publishing monographs and other printed publications, which includes covering the costs of editing, layout design and typographic printing. EKA provides support to staff in the dissemination of scientific results, fully or partially paying for their participation in podcasts, live broadcasts, press releases, etc. The procedure for receiving financial support is described in *Section* 5 of the *Regulation* on *Research and Artistic Creation* at the *EKA University of Applied Sciences* (*Ekonomikas un kultūras augstskolas Pētnieciskās un mākslinieciskās jaunrades darbības nolikums*[94]). To apply for other resources (software, access to data bases, material resources), researchers act according to the *Resource request procedure (Resursu pieprasīšanas procedūra)*.

Research practice

Guidance. In order to ensure the highest quality of the results of scientific activity, research groups shall ensure the supervision and coordination of the research process. Senior researchers provide advice on possible improvements to the research process. The research directions in which researchers work provide methodological recommendations and monitor the compliance of research with international standards. This includes providing assistance in carrying out ethical research work. Researchers are provided with advisory support in the preparation and publication of papers, as well as assistance in their work with international scientific databases.

Training and supervision. EKA ensures regular enhancement of scientific qualification and training in the annual events organized by EKA - methodological conference, staff training week, etECH conference. In addition, researchers have access to co-financing for participation in international scientific conferences to upgrade their qualification, including abroad. In order to

94 https://www.augstskola.lv/upload/EKA%20Zin%C4%81tnisk%C4%81s%20darb%C4%ABbas%20nolikums_groz_16.11.2022.pdf

provide mentoring for junior researchers and research assistants, experienced coordinators and junior researchers work jointly in research groups.

Research information and data services

All EKA research staff have access to premises, equipment, laboratories, library resources and international databases (incl. Scopus). EKA can pay for the purchase of necessary software and licenses to ensure research goals. EKA regularly provides EKA staff with up-to-date information on the possibility to participate in conferences, to publish and other science-related events.

Personal growth and career development

EKA motivates its employees not only to actively participate in projects and research, but also to actively attract new projects and research, manage them and participate. All EKA research staff have the opportunity to develop professionally by participating in conferences, international publications and training related to their job position. Special attention is paid to the development of junior researchers, providing them with access to the necessary resources and support of mentors. Junior researchers are involved in research projects, providing them with practical research skills and facilitating their professional growth in their academic careers. Junior researchers have access to co-financing for doctoral studies.

Awards and recognition

In order to highlight and recognize special research achievements of EKA research staff, researchers may qualify for a financial prize for high-quality articles published in Q1, Q2 journals. During the EKA Science Club meeting, researchers are informed about the results, achievements and awards of their colleagues by congratulating and awarding their awards for their achievements (for example, the award "Best EKA researcher" or "Best EKA junior researcher"). On the basis of the results of the annual assessment, researchers may qualify for a financial bonus for exceeding their individual KPIs. During the international conference etECH, the best reports receive the Best presentation award.

Researchers wellbeing

Among other things, EKA takes care of the comfort, well-being and motivation of its employees. EKA provides researchers with flexible working arrangements, allowing for remote work opportunities to help researchers balance research with their personal lives. Every two years EKA carries out employee satisfaction study in order to identify the needs of employees and improve the personnel motivation system.

8 RESEARCH INFRASTRUCTURE

Research infrastructure planning

Research infrastructure (RI) planning takes place according to the EKA Research infrastructure management plan. Vice-Rector for Science is responsible for the Plan's development and implementation. The Plan involves the description of current situation (needs assessment), infrastructure development within research priorities, accessibility aspects, national and international cooperation in RI utilization. EKA Board approves the Plan.

Research infrastructure components

EKA RI includes: (1) physical infrastructure; (2) data bases and software; (3) research administration solutions; (4) data storage, cooperation and data sharing solutions.

Physical infrastructure (not including equipment used also for study purposes)

- Premises, Pernavas 62, Riga: EKA Scientific institution, EKA Research Laboratory, Conference hall, Library, Video recording room.

- Equipment for Consumer behaviour research Lab: Laptop *DELL Alienware x16 R Ultra 9,32Gb, 2Tb, RTX4080, W11P;* Monitor *DELL P2423DE, 24" IPS,* Eye Tracker *Smart Eye AI-X 60 Hz*
- Equipment for VR neurotechnology Lab (CleverPoint's technology Lab): VR Headset *Clever Point Marine*, ECG sensor, EKG electrodes *Nissha Medical Technology*
- Computers and equipment in the Scientific institution: 5 working places
- Computers and equipment in the Library: 14 working places

Data bases and software

- Data bases: SCOPUS, EBSCO, LURSOFT, Cambridge Journals Online, Directory of Open Access Journals, Emerald, Genamics Journal Seek, HeinOnline, Jurn directory, Oapen, Open J-Gate, Oxford University press, Open Access at Routledge and Taylor&Francis, Sage Journals Online, Scientic & Academic Publishing, Springer Open Journals
- Software: iMotions, CleverPoint, NVivo, JAMOVI, VosViewer, AI-based solutions
- Conference registration system https://etech.eka.edu.lv/
- Journal "Economics and Culture" online submission system
- Journal "Sustainability, Social Innovations and digital Transformation" online submission system

Research data storage, cooperation and data sharing solutions

- "Main Folder" in OneDrive
- Moodle folder "Administracija" https://www.augstskola.lv/moodle/course/view.php?id=1100
- Project management tool https://www.adminproject.eu/
- Plagiarism detection tool Ithenticate https://www.ithenticate.com/
- Collaborative Library https://thecollaborativelibrary.com/
- EKA paper repository https://www.augstskola.lv/?parent=631&lng=eng
- Project idea sharing and communication tool with DLearn (European Digital Learning Network) members https://trello.com/b/i9s7ZNjg/dlearn

Governance

Research Infrastructure Management (RIM) team includes:

- Vice-Rector for Science: responsible for strategic planning of RI development and usage;
- Head of EKA Research laboratory (ResearchLab): responsible for operating activities (gathering focus group participants, data collection), reporting on ResearchLab performance, engagement of EKA staff and students, communication with technical support;
- Head of the Research Administration Unit: responsible for staff attraction, performance evaluation and training in RI usage;
- Project management staff: responsible for implementation of EKA projects, using EKA RI;
- Coordinators of research directions/international research groups: responsible for managing and coordinating activities within research directions, using EKA RI;
- Librarian: responsible for access to databases and RI in the Library;
- Technical Support Staff: responsible for maintenance services, and user assistance for research infrastructure.

The RIM team performs the tasks:

- to plan research activities, usage of RI and control of results' achievement;
- to coordinate research activities with usage of EKA RI;
- to ensure the maintenance and effective use of research equipment;
- to provide consultations on the use of digital technologies in research;
- to ensure the access to EKA research infrastructure;
- to provide training for EKA staff and students and encourage them to use RI.

Training and support

EKA RIM team ensures trainings, technical support, and guidance to researchers and staff members to ensure appropriate utilization of RI. The Head of the Research Administration Unit is responsible for training and support activities.

Evaluation and performance monitoring

The evaluation and monitoring of RI take place according to the Research Infrastructure Development Plan. It involves the set of KPI to systematically assess RI efficiency of usage, evaluate RI alignment with research priorities, and collect user feedback.

9 MONITORING AND EVALUATION OF RESEARCH

The outcomes from research and artistic activity is regularly analysed, evaluating the progress towards the goals formulated in the *Development strategy for science and creative activity.* The basis for evaluation is Key Performance Indicators (KPIs) and performance measures within the priorities formulated in the Action Plan.

Table 2. Data collection for monitoring and evaluation of research

Method and data source	Relevant document	Frequency of data collection	Responsible persons
Self-Reporting by researchers	*Scientific staff performance assessment procedure*[95]	twice a year	Head of the Research Administration Unit
Self-Reporting by academic staff	*Academic staff performance assessment procedure*	once a year	Quality manager
Self-Reporting by Coordinators of the Research directions	*Regulations on Research and Artistic Activities*[96]	every three months for research directions within the field "Economics and Entrepreneurship"	Head of the Development of the Scientific Institution
		once a year within the fields "Law", "Information Technologies" and "Arts"	Heads of relevant study fields

[95] https://www.augstskola.lv/upload/ZI_Darb_novert_kartiba_LAT.pdf

[96] https://www.augstskola.lv/upload/EKA%20Zin%C4%81tnisk%C4%81s%20darb%C4%ABbas%20nolikums_groz_16.11.2022.pdf

Information analysis from the external data bases: SCOPUS, CA Web of Science, Google Scholar		once a year	Head of the Research Administration Unit
Information analysis from the National scientific activity information system (NZDIS)	*Regulations of the National Scientific Activity Information System, No. 381*[97]	twice a year	Head of the Research Administration Unit
Reporting by project managers		Once a year	Head of the Project Unit
Reporting on the implementation of Research Dissemination Plan	*Research Dissemination Plan*	Once a year	Head of the Research Administration Unit
Reporting on the implementation of Research Infrastructure Development Plan	*Research Infrastructure Development Plan*	Once a year	Head of the Research Administration Unit

At the end of each academic year, the Vice-Rector for Science performs an analysis of the collected data. The evaluation results are summarized in the *Action Plan Report* (available in the Master folder on EKA OneDrive).

To ensure the transparency of research results, EKA publishes *Scientific and creative activity annual report*[98]

Public reports of the scientific institution "Ekonomikas un kulturas augstskola" are available in the *National Scientific Activity Information System* (NZDIS).

[97] https://likumi.lv/ta/id/291925-nacionalas-zinatniskas-darbibas-informacijas-sistemas-noteikumi
[98] https://www.augstskola.lv/?parent=621&lng=lva