
**QUALITY
MANAGEMENT
HANDBOOK**



The quality management handbook has been developed within the framework of the ESF project “Ensuring Good Governance in JVLMA”, Project Agreement no. 8.2.3.0/18/A/003

Change Register

<i>Version</i>	<i>Date of change / approval</i>	<i>Changes made</i>
V1	13.12.2021	Approval of the Handbook
V2	02.01.2023	<ol style="list-style-type: none"> 1. In relation to the change of management at Jāzeps Vītols Latvian Academy of Music, which was carried out in accordance with the Law “Amendments to the Law on Higher Education Institutions” adopted by the <i>Saeima</i> on 8 June 2021, which entered into force on 16 August 2021 and certain provisions thereof during 2022, and the Constitution of JVLMA in a new wording which was approved on 25 May 2022 at the meeting of the Constitutional Assembly (Minutes No 1), the following sections have been amended: <ul style="list-style-type: none"> “1.1. Establishment and Legal Basis”; “1.2. Main Tasks, Functions and Organizational Structure”; “1.3. Vision, Mission, Strategic Directions and Goals”; “5.3. JVLMA Risk Management Procedure”. 2. In relation to the Law “Amendments to the Law on Higher Education Institutions” adopted on 14 July 2022, the following section has been amended: <ul style="list-style-type: none"> “3.2. Development and Approval of Programs”. 3. In relation to the Law “Amendments to the Law on Higher Education Institutions” adopted on 15 September 2022, and taking into account the fact that JVLMA has developed new internal regulations, the following section has been amended: <ul style="list-style-type: none"> “3.4. Matriculation of the Students, Course of Studies, Recognition and Certification of Qualifications”. 4. In relation to the decision of the JVLMA Senate of 02.03.2022 and the JVLMA Council of 09.05.2022: upon the commencement of the work of the Council, to delegate to the Rector's Office the decision-making on the use of financial resources in accordance with the approved budget, as laid down

Introduction

The Quality Management Handbook (hereinafter - the Handbook) is a document that describes the quality policy, goals and quality management system at Jāzeps Vītols Latvian Academy of Music (hereinafter - JVLMA). The Handbook shall contain the quality management system procedures or refer to them, and shall specify the structure of the quality management system documentation.

Quality management is provided by the Rector at JVLMA. The Rector approves the Quality Manager, who is responsible for the implementation of quality management system in the Academy.

The quality management system at JVLMA is designed in accordance with the comprehensive quality management approach, using the excellence model developed by EFQM 2020 and the elements of the ISO 9001: 2015 standard, and integrating ESG 2015 standards and guidelines in ensuring the quality of studies. The process of improving the quality management system is continuous.

The purpose of the Handbook is to document JVLMA's quality management practices to ensure a common understanding and adherence to the quality management system for all JVLMA employees and stakeholders, and to inform the public about JVLMA quality standards.

The Handbook is available to everyone on the JVLMA website. The need to improve the quality management system is assessed and planned within the annual strategic planning and control process. Changes in the Handbook are made by releasing a new version of the section that replaces the previous one. Any JVLMA employee may submit proposals for changes in the Handbook, identifying inconsistencies in the work practices implemented and the work practices set out in the Handbook, as well as suggesting improvements in existing work practices. The review of the proposals and the updating of the Handbook are ensured by the Quality Manager, who registers the changes in the Handbook and informs the employees.

Abbreviations

<i>Abbreviation</i>	<i>Explanation</i>
EAIT	European Higher Education Area
ECTS	European Credit Transfer and Accumulation System
EFQM	European Foundation for Quality Management
e.g.	For example
EIM	The European model of excellence
EU	The European Union
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area
HEI	Higher Education Institution
i.e.	That is
JVLMA	Jāzeps Vītols Latvian Academy of Music
ISO	International Standardization Organization
QMS	Quality Management System
LR	Republic of Latvia
PDCA	Iterative design and management method used in business process and product control and continuous improvement (plan – do – check – act)
PROSCI®	Systematic change management methodology based on industry-leading research and proven experience
SKNS	Study Quality Assurance System Study Quality Assurance System (SQAS)
SP	Study Programm
SV	Field of Study
Handbook	Quality Management Handbook of JVLMA
etc.	And others; and the like
ZPC	Scientific Research Center at JVLMA

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1. General Information about JVLMA

1.1. Establishment and Legal Basis

1. JVLMA is an institution of higher education, science, and culture founded by the Republic of Latvia. The Cabinet of Ministers has designated JVLMA as an arts and culture university with a strategic specialization in the humanities and arts (thematic area of education – arts). The beginning of JVLMA is connected with the Latvian Conservatory, founded on August 20, 1919 and officially opened on January 11, 1920. The Latvian Conservatory was established by the decision of the Cabinet of Ministers, appointing Professor Jāzeps Vītols as the Director of the Conservatory. The first Constitution of the Latvian Conservatory was approved by the Saeima on November 12, 1923. According to the decision of the Supreme Council of the Republic of Latvia of June 18, 1992 “On the Approval of the Constitution of the Latvian Academy of Music”, the name of the academy is Jāzeps Vītols Latvian Academy of Music.
2. JVLMA operates on the basis of the Law On Institutions of Higher Education, the Law on Scientific Activity and the Constitution of the Jāzeps Vītols Latvian Academy of Music, observing the Constitution of the Republic of Latvia, the Law on Education, and other regulatory enactments.
3. JVLMA is an autonomous higher education institution with the right to develop and adopt its own Constitution, to form the staff, to determine the content and forms of study programs, additional rules for admission of students, basic directions of scientific research and their content, organizational and administrative structure, to perform other activities not in conflict with JVLMA principles and tasks, and in accordance with the regulatory enactments.
4. The Constitution of JVLMA guarantees the freedom of academic, research and artistic creativity of the academic staff and students specified in the regulatory enactments of the Republic of Latvia.
5. JVLMA has the legal status of a derived public person, it is registered in the Register of Educational Institutions in accordance with the procedure prescribed by law, and it is registered in the Register of Scientific Institutions. JVLMA is under the supervision of the Ministry of Culture.

1.2. Main Tasks, Functions and Organizational Structure

JVLMA competence and scope of activity

6. JVLMA promotes excellence in artistic creation, develops talent and creative abilities, and contributes to the development of professional art, culture and science, thus providing the labour market and the cultural sector with competent, artistically creative and internationally competitive specialists.
7. The main fields of study at JVLMA are music and performing arts, as well as art education.
8. The main tasks of JVLMA, in accordance with the strategic specialization defined by the founder, are as follows:
 - 8.1. to implement higher education study programs in music and performing arts, art education, as well as to engage in science, research and artistic creation;
 - 8.2. to ensure a higher education environment that develops high-quality innovation, creativity, artistic creativity and research at the international level, in which there are opportunities to obtain academic and professional education, academic, professional and scientific degrees, professional qualifications;
 - 8.3. to design and develop study programs that comply with the JVLMA strategic specialization, to select academic staff, to equip appropriately premises, libraries and other support structures to ensure the study, artistic creation and research process;
 - 8.4. to ensure a culture of quality in the implementation of study programs, transparency of study results evaluation criteria and mutual trust in order to mutually recognize degrees and titles, obtained diplomas and professional qualifications, as well as the acquisition of parts of study programs in Latvian and foreign universities and work environments;
 - 8.5. to implement the unity of studies, practical and scientific activities;
 - 8.6. to promote further education and participate in further education activities;
 - 8.7. to cooperate with other universities, as well as with cultural, scientific research and educational institutions. To promote the exchange of students and academic staff amongst Latvian and foreign universities;
 - 8.8. to organize its work in the interests of society, as well as to inform society about its activities, about the directions and opportunities of studies, artistic

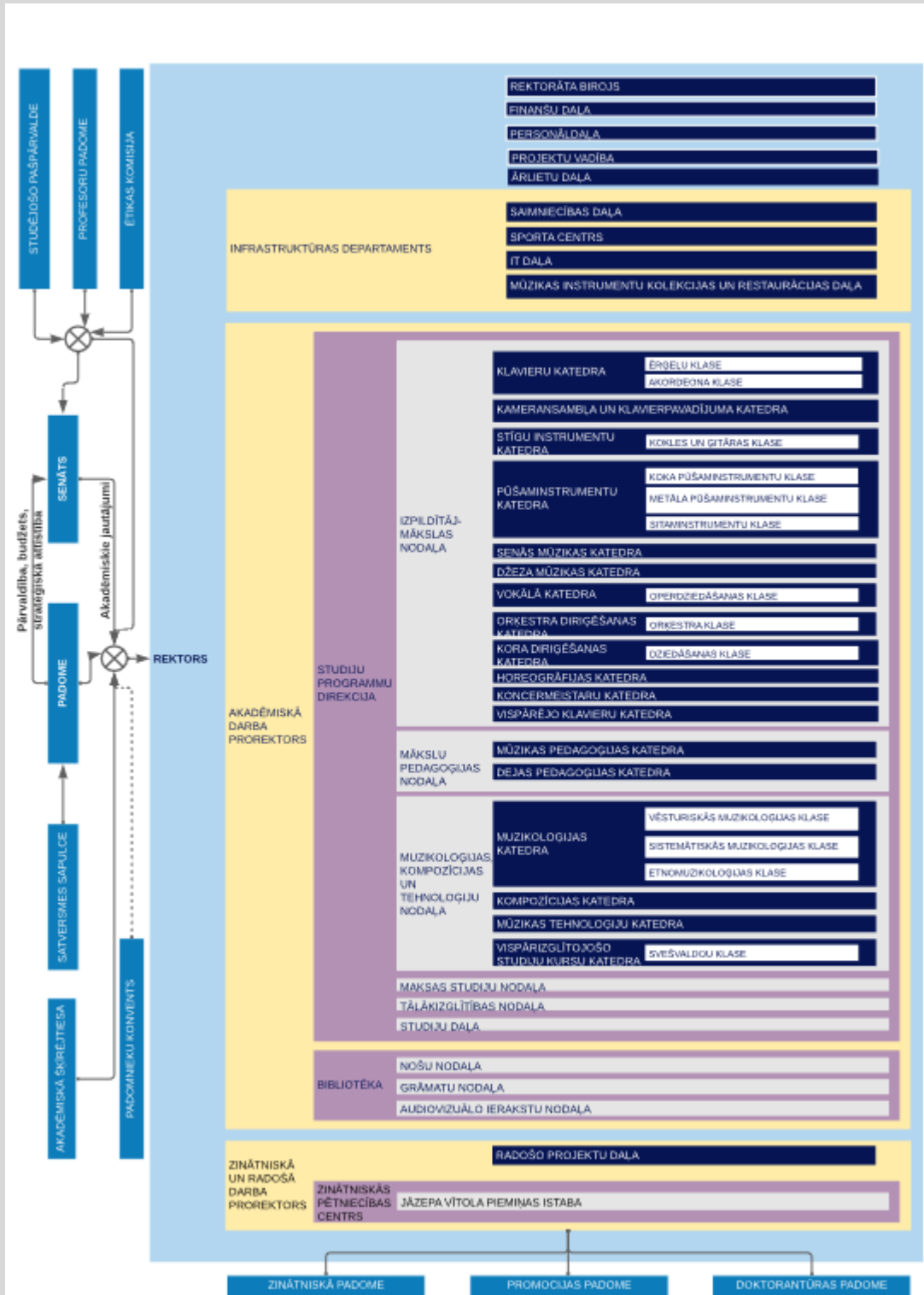
- creation and scientific research, promoting the choice of studies, artistic creation and research works in accordance with the interests and abilities of the individual. To make available to the public the acquired scientific and professional knowledge, artistic activities and research results;
- 8.9. to take care of the training of young scientists and provide them with an opportunity to integrate into the world's academic and research processes;
 - 8.10. to guarantee the academic freedom of the academic staff and students;
 - 8.11. to implement its internal quality assurance systems.
9. JVLMA has the right to grant to those students who have successfully mastered accredited study programs of the study field:
 - 9.1. professional degrees;
 - 9.2. academic degrees;
 - 9.3. scientific degrees;
 - 9.4. professional degrees and professional qualifications;
 - 9.5. professional qualifications.
 10. JVLMA has the right to independently cooperate with foreign educational institutions, music, art and cultural institutions, other legal and natural persons.

Organizational structure

11. The operation of JVLMA is ensured by employees who, in accordance with their competence and tasks, are united in collegial decision-making institutions and structural units, which are reflected in the structure of JVLMA. Changes in the structure of JVLMA are approved by the Council of JVLMA upon the proposal of the Rector and the opinion of the Senate.
12. JVLMA is managed and administered by the established representative institutions, elected rector and heads of structural units. The administrative, management and decision-making bodies of JVLMA are the Council, the Senate, the Rector, the Constitutional Assembly and the Academic Arbitration Court.
13. The highest decision-making body of JVLMA, which is responsible for the sustainable development, strategic and financial supervision of JVLMA, as well as for ensuring the activities of JVLMA in accordance with the objectives set out in its development strategy, is the Council.

14. The JVLMA Senate is a collegial management and decision-making body of the JVLMA academic staff and students, which is responsible for the excellence and development of the education, research and creative activity of JVLMA, as well as the compliance thereof with internationally recognized quality standards. The Senate regulates the academic, creative and scientific activities of JVLMA. The activities of the Senate are regulated by the regulations approved by the Senate. The Senate may establish commissions for the coordination and resolution of certain issues. The procedure for the operation of commissions shall be determined by the regulations approved by the Senate.
15. The Rector is the highest official of JVLMA, who implements the general administrative management of JVLMA and, without special authorization, represents JVLMA. The Rector of JVLMA is elected by the Constitutional Assembly for a term of five years, not more than twice in a row. The Rector:
 - 15.1. ensures the management of JVLMA and is responsible for the achievement of the goals set out in the JVLMA Development Strategy, as well as the efficient and lawful use of the financial resources of JVLMA in accordance with the law, other laws and regulations, as well as the Constitution of JVLMA and the decisions of the Council and the Senate.
 - 15.2. represents JVLMA, performs other activities to ensure the successful operation of JVLMA and represents JVLMA in cooperation with other institutions and individuals;
 - 15.3. issues orders within the scope of his or her competence;
 - 15.4. ensures the elaboration of the JVLMA Study and Science Development Plan and submits it to the Senate for approval, ensures the elaboration of the JVLMA Development Strategy and submits it to the Council for approval after receiving the approval of the Senate;
 - 15.5. ensures the implementation of the JVLMA Development Strategy of in cooperation with the structural units of JVLMA;
 - 15.6. appoints and dismisses Vice-Rectors in accordance with the objectives set in the JVLMA Development Strategy, as well as determines their areas of competence, powers and responsibilities;
 - 15.7. is responsible for the successful implementation of the JVLMA Personnel Policy;

- 15.8. ensures the drafting of the JVLMA budget and submits it to the Council for approval after obtaining the approval of the Senate. The Rector is responsible for the implementation of the budget and submits the annual accounts of JVLMA to the Council for approval;
 - 15.9. handles the funds of JVLMA in accordance with the authorization of the Council, including the necessary actions related to JVLMA credit commitments and attracting investments;
 - 15.10. makes decisions on the acquisition, encumbrance or disposal of immovable property in accordance with the Immovable Property Development Plan approved by the Council;
 - 15.11. establishes and maintains an internal control system and a risk management system, and approves processes and procedures to ensure that the decisions of the Senate and the Council are implemented;
 - 15.12. is responsible, within the scope of his or her competence, for the compliance of the activities of JVLMA with the Law on Higher Education Institutions and other laws and regulations.
16. The Constitutional Assembly is the representative body of the academic staff, general staff and students of the higher education institution which has the competence to approve the Constitution of JVLMA and amendments thereto, to elect the Rector, to propose the removal of the Rector from office, to hear the annual report on the activities of the higher education institution prepared by the Rector, to hear the annual report on the activities of the Senate prepared by the President of the Senate, to elect or recall members of the Senate from among the academic staff, to elect the Court of Academic Arbitration. To ensure proportional representation, staff representative groups shall elect a Constitutional Assembly of 40 persons for a three-year term – 24 representatives from the academic staff, 8 from the students, 8 from the general staff. The elections of the Constitutional Assembly shall be organized by the Constitutional Assembly Election Commission, which shall be established and operate in accordance with the Regulations of the Constitutional Assembly Election Commission of the Jāzeps Vītols Latvian Academy of Music elaborated by the JVLMA Senate and approved by the Senate and the Council.



Picture no. 1 JVLMA Organizational Structure (in Latvian)

17. The JVLMA Rectorate is a management decision-making body, the composition of which is approved by the Rector by decree and which is chaired by the Rector. The Rector may delegate to the Rectorate the consideration, discussion and decision-making on the following management, financial and organizational issues of JVLMA:
 - 17.1. coordinating and organizing the implementation of decisions taken in the decision-making bodies of JVLMA (Council, Senate, Constituent Assembly, Academic Arbitration Court) within JVLMA structural units, including determining development strategy action plans, policy implementation plans, risk management plans and change management plans;
 - 17.2. coordinating and harmonizing the preparation of draft decisions and submission thereof to the decision-making bodies of JVLMA (Council, Senate, Constitutional Assembly, Academic Arbitration);
 - 17.3. coordinating the work of the administrative structural units of JVLMA;
 - 17.4. reviewing and approving the plan of the major events of JVLMA;
 - 17.5. in connection with the organization of concerts, international competitions, festivals, conferences, masterclasses, or participation in the realization thereof;
 - 17.6. in connection with the participation of JVLMA in projects with funding up to EUR 100,000;
 - 17.7. in accordance with the budget approved by the Council, by inviting a representative of the Council to the adoption of financially significant issues:
 - 17.7.1. review and approval of procurement plans for the budget year;
 - 17.7.2. review of applications and taking decisions on the use of the budget of JVLMA, if necessary, preparing changes to the budget plan for approval by the Council;
 - 17.7.3. in relation to the financing of projects of scientific and creative activity of academic staff;
 - 17.8. determining the remuneration of JVLMA staff, including the approval of the remuneration regulations, in accordance with the Staff Remuneration Policy approved by the Council;

- 17.9. deciding on issues related to measures to improve the state of immovable property, on improvement and development of the JVLMA infrastructure and technical equipment, including the implementation and use of information systems, in accordance with the JVLMA Immoveable Property Development Plan;
 - 17.10. the conditions for access to the premises and infrastructure of JVLMA;
 - 17.11. JVLMA holidays, vacation schedules, admission process times, activities at the start of the academic year, epidemiological restrictions;
 - 17.12. other matters related to the work process which are not within the competence of other decision-making bodies.
- 18. The JVLMA Academic Arbitration Court reviews applications of academic staff and students regarding restrictions on academic freedoms and rights specified in the JVLMA Constitution, applications of JVLMA staff for contesting administrative acts or actual actions issued by JVLMA, disputes between JVLMA officials, subordinate administrative institutions and appropriate decisions.
 - 19. The JVLMA Scientific Council develops the JVLMA research strategy. The Scientific Council solves issues related to the scientific activities of the academic staff. The Scientific Council is approved by the Senate.
 - 20. The basic structure of JVLMA consists of departments, divisions, the Directorate of Study Programs, the Scientific Research Center and the Library. In order to perform the tasks specified in the Constitution, JVLMA also has the right to establish other structural units - artistic creativity, sports centers, interdisciplinary study and research work units, as well as structural units for the performance of organizational, economic and service work. The decision on the establishment, reorganization or liquidation of a structural unit shall be made by the Council upon the proposal of the Rector and the opinion of the Senate.
 - 21. JVLMA department is the basic unit of studies, scientific, creative, artistic and methodological work, which represents the specialization or profile of certain sub-programs of the approved study field, and unites the academic staff involved in the implementation of the study courses transferred to the competence of the department and the invited lecturers
 - 22. The department is a structural unit of JVLMA established for the organization of students' academic and professional higher education activities in one or more

specializations or profiles. The task of the department is to organize and manage the student study process.

23. The Directorate of Study Programs is a structural unit of JVLMA, which plans, coordinates and controls the process of implementation of study programs, creates, maintains and analyzes the informative base on students, study programs, study program acquisition achievements. In co-operation with students, heads of departments and divisions ensures the development of self-evaluation reports of study programs, promotes further education and professional development of lecturers.
24. The Scientific Research Centre organizes the work of the scientific staff by implementing the Plan for the Development of Scientific and Artistic Creative Activities approved by the Senate and the implementation of specific directions of scientific activity. In its activities, it promotes the involvement of undergraduate, postgraduate and doctoral students, and the unity of study, practical and scientific activities. It develops research directions, preservation of national cultural heritage, research, inclusion of scientists in contemporary music research, interdisciplinary research .
25. JVLMA students have their own self-government. The students 'self-government operates in accordance with the regulations adopted by the JVLMA students' General Meeting and approved by the Senate. The students' self-government represents the interests of students in matters of academic, social and cultural life in JVLMA and other state institutions and determines the procedure by which students are elected to JVLMA collegial institutions. Students represented in the JVLMA Senate and the Constitutional Assembly have the right to veto issues related to students' interests. The students' self-government represents JVLMA students in Latvia and abroad

1.3. Vision, Mission, Strategic Directions and Goals

26. JVLMA's vision, mission and strategic directions and goals were defined in the JVLMA Development Strategy for 2016-2023 (with amendments approved at the meeting of the Constitutional Assembly on 10 March 2021, Minutes No. 1). Since 25 May 2022, when the new Constitution of JVLMA entered into force, the mission, aims and main objectives of JVLMA have been set out in the Constitution of JVLMA and are largely derived from the aims and objectives determined for the type of cultural and arts higher education institutions in the Law on Higher Education Institutions. The strategic specialization of JVLMA is determined by the Cabinet of

Ministers, and according to its decision of 21 June 2022, the initial strategic specialization of JVLMA is set in the following field of science – humanities and arts (thematic area of education – arts). Until the elaboration of a new development strategy for JVLMA, the Vision, Mission, Strategic Directions and Goals of JVLMA are formulated as follows:

Vision

- 27. In 2023, JVLMA will be the leading music education center in Latvia and one of the leading leaders in music education in the Baltic region. JVLMA is open to new interdisciplinary study programs in the creative industries, artistic creative and research projects. The modern, high-quality, internationally competitive academic and scientific environment enables JVLMA to be one of the most important music education centers in Europe.

Mission

<i>Development Strategy of JVLMA for 2016-2023</i>	<i>Constitution of JVLMA (approved on 25.05.2022)</i>
JVLMA's mission is to educate competent, artistically creative, in-demand, internationally competitive specialists in the fields of music, choreography, music education and science, providing a higher education environment that develops high-quality innovation, creativity and research.	JVLMA's mission is to ensure internationally recognized higher education in the fields of music and performing arts, art education and science, and to preserve and develop Latvian national musical cultural traditions.

- 28. In pursuit of its mission, JVLMA promotes excellence in artistic creativity, develops talent and creative abilities, and contributes to the development of professional arts, culture and science, thus providing the labour market and the cultural sector with competent, artistically creative and internationally competitive specialists..
- 29. JVLMA is an active participant in international academic, artistic, creative and scientific research activities, it promotes cultural communication, cooperation among scientific fields and the use of knowledge.

30. The success of JVLMA is formed by the knowledge, talent and work of lecturers and students. JVLMA takes care of the growth of professional and artistic creativity of students and employees, uniting studies and research, classical cultural traditions and dynamic development, serving society and bringing Latvia's name to the world.

Strategic directions and goals

31. The strategic directions and goals of JVLMA, which are defined in the Development Strategy of JVLMA for 2016-2023 (with amendments approved at the sitting of the Constitutional Assembly on March 10, 2021, Minutes No. 1), as well as the goals set for art and culture universities by the Law on Higher Education (in the wording of 08.06.2021), formulated in accordance with the strategic specialization of JVLMA in the Constitution of JVLMA, are summarized in Table No.1 below.

Table No.1 JVLMA Strategic Directions and Goals for 2016-2023

<i>Development Strategy of JVLMA for 2016-2023 JVLMA</i>			<i>Constitution of JVLMA (approved on 25.05.2022)</i>	
Strategic Directions	Objectives Set	Expected Results	Strategic specialization	Objectives set, in accordance with the strategic specialization defined by its founder
JVLMA is a high-quality, internationally competitive center of excellence for music, performing arts and music pedagogy	To ensure the availability of studies for everyone who has the desire, abilities and appropriate training.	The number of state-funded study places for full-time students is determined in accordance with the forecasted demand for the development of the cultural environment, the available financial resources correspond to the capacity to provide quality studies.	JVLMA is a university of arts and culture with the following strategic specialization - Humanities and Arts (thematic area of education - arts). (Article 8 of the Constitution of JVLMA) The main focus areas of JVLMA are	1) to develop academic and professional studies, lifelong learning programmes, artistic creation, scientific and research activities in the humanities, arts and creative industries;

studies and artistic creativity	To ensure quality studies, making it the main priority of all involved.	The quality of internal and external fields of study and study programs is adapted to the changing effects of the global environment, and its assessment and accreditation comply with the guidelines of the Single European Higher Education Area. The quality of studies corresponds to the goals of students at the beginning of studies, and the individual competitiveness of JVLMA graduates in the labor market is ensured.	music and performing arts, as well as art education (Article 8 of the Constitution of JVLMA)	<ol style="list-style-type: none"> 2) to develop research-based studies and artistic creation process through participation in national and international artistic creation competitions and other artistic creation projects; 3) to conduct fundamental and applied research, ensuring the creation of new knowledge in the fields of study, technological and non-technological innovations, thus promoting the development and competitiveness of Latvian science and artistic creation at the national and international level; 4) to train the human resources necessary for the State and the national economy in the fields of music, performing arts and dance; 5) to train the human resources necessary for the State and the national economy in art education for pre-school, basic, general
	To ensure the competitiveness of studies.	JVLMA is competitive in attracting the most capable and talented students in Latvia; competent, artistically creative academic staff from Latvia and abroad; diversified (from different sources) funding for studies, creative and research activities, to generate new knowledge recognized by independent experts and to ensure knowledge transfer and innovation.		
	Ensuring the sustainable operation and development of JVLMA by making more targeted use of the opportunities of internationaliz	An internationalization plan has been implemented, ensuring the popularization of Latvian culture in the world, and increasing income.		

	ation processes.			secondary and vocational secondary education institutions, as well as for interest education in the fields of visual arts, music, performing arts, theatre, dance, audiovisual arts, cultural heritage, culture and creative industries
Research based on cultural heritage values and promoting innovation	Strengthen the status of the leading music science research resource center in the country.	ZPC meets the requirements for the status of a leading musicological research resource center by developing and strengthening new research initiatives: Music Psychology and Music Therapy Research Center, J.Vītols Memorial Room Resources, research and conceptualization of historical heritage, maintenance of traditional music archives.		6) to develop study, research and creative activities that preserve, develop and promote national cultural values, traditions and cultural heritage, diversity of artistic expression and culture, as well as intercultural communication;
	Maintain high quality standards of research work.	ZPC employs highly qualified and internationally competitive researchers who constantly update their knowledge and know the theoretical and methodological development of the world, are active in research work and cooperate with related institutions in Latvia and abroad, as well as combine research results with higher education.		7) to cooperate with the culture and creative industries, fostering growth in these and other sectors of the economy and developing interdisciplinary cooperation;
	To promote the international recognition of Latvian music science.	Recognition of Latvian music science in the EU science space, international organizations, forums and networks has been ensured.		8) to ensure the successful integration of JVLMA into the international ecosystem of arts and culture

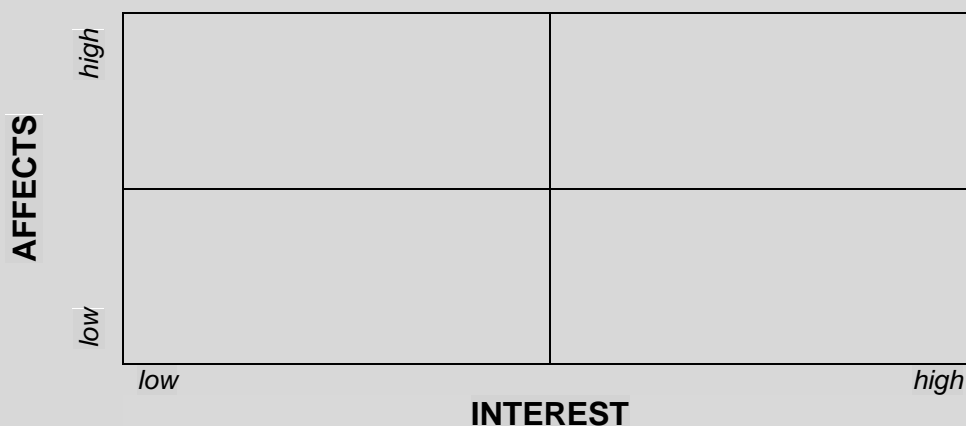
				universities and research institutions by focusing on excellence in its field of activity, both in research and studies
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Data source: JVLMA Development Strategy for 2016-2023 (with amendments approved at the sitting of the Constitutional Assembly on March 10, 2021, Minutes No. 1), Constitution of JVLMA (approved on 25 May 2022 at the meeting of the Constitutional Assembly, Minutes No.1)

1.4. JVLMA Ecosystem and Stakeholders

- 32. The JVLMA ecosystem is made up of and involved at several levels:
 - 32.1. **Students** (students and those wishing to study in Latvia and abroad, their parents, participants in further education);
 - 32.2. **JVLMA** (lecturers, researchers, general staff, management, graduates, decision-making institutions, collegial institutions, higher education quality assurance institutions, national and international institutions financing education and science);
 - 32.3. **Industry** (professional music and performing arts institutions, cultural education institutions, music vocational education institutions, general education institutions, creative industry companies and organizations, mass media, sheet music archives, amateur art collectives, scientific institutions and research centers, professional associations and organizations, communities, Latvian and foreign universities and colleges);
 - 32.4. **Government** (LR Parliament and Government, Ministry of Culture, Ministry of Education and Science, other public administration institutions);
 - 32.5. **Society** (general public, public organizations, media).
- 33. Each of the parties involved has different roles and different degrees of impact on the ecosystem. Maintaining broad and strong links with different ecosystem levels and stakeholders is at the basis of development and growth of JVLMA.
- 34. Stakeholder identification is part of JVLMA's strategic management process, which includes:
 - 34.1. Identification of key stakeholder groups in JVLMA;

- 34.2. Determining the participation and importance of each relevant stakeholder;
- 34.3. An assessment of the needs and expectations of each group of people involved.
- 35. JVLMA conducts stakeholder analysis (mapping) to determine which stakeholders are most likely to have a positive or negative impact on the effort and how JVLMA should work with stakeholders with different levels of interest and influence.
- 36. Stakeholder analysis (mapping) is performed by assessing the stakeholders, taking into account their impact and interests, depending on the perspectives of the stakeholders (Picture 2), where:
 - 36.1. interest is assessed as high or low, which indicates how intellectually, economically or philosophically the individuals and organizations or groups are interested in and / or influenced by the activities of JVLMA;
 - 36.2. the impact is assessed as high or low, indicating whether an individual, organization, or group may in any way use official power to influence the JVLMA; an individual, organization, or group has certain authority over JVLMA; an individual, organization, or group is an opinion leader; an individual, organization or group has an influential position in society (for example, their intelligence, integrity, concern for others and the common good, as well as objectivity are respected); an individual, organization, or group can influence JVLMA economically.



Picture no. 2 JVLMA Stakeholder Mapping Structure

- 37. Stakeholder analysis (mapping) is performed by JVLMA to manage stakeholders, increasing their support for JVLMA's activities and involving them in JVLMA's operational activities.

38. JVLMA focuses on a limited number of specifically identified stakeholders based on the objectives that JVLMA seeks to achieve through stakeholder management.
39. JVLMA develops an annual management plan for identified stakeholders, which is part of the annual strategic plan and approved by the Rector. Identified stakeholders are regularly reviewed, including their impact.
40. Stakeholder management in JVLMA includes:
 - 40.1. effective management and administration of JVLMA human resources (Personnel Policy);
 - 40.2. involvement of stakeholders in JVLMA decision-making;
 - 40.3. ensuring the continuous monitoring of external regulatory enactments and the implementation, and ensuring the topicality of internal regulatory enactments and procedures;
 - 40.4. monitoring and implementing the recommendations of international organizations in the field of higher education and research, including draft requirements;
 - 40.5. ensuring regular interaction with the Ministry of Culture and the Ministry of Education and Science, as well as participation in the meetings of the Parliaments' Education, Culture and Science Commission, where amendments to draft laws are considered, etc .;
 - 40.6. involvement in the work of the represented industry associations, as well as direct cooperation with employers and public administration institutions;
 - 40.7. building strategic partnerships in research with local and international scientific institutions and businesses;
 - 40.8. ensuring the participation of JVLMA employees and students in the most important national and international associations;
 - 40.9. analysis of information about applicants;
 - 40.10. monitoring the career progress of graduates;
 - 40.11. monitoring the number and significance of research performed by lecturers;
 - 40.12. analysis of the market situation in higher education, research and lifelong learning;

- 40.13. exploring the demand for research services and the sources of funding for science;
- 40.14. monitoring and analysis of the strategies and activities of international and local direct and indirect competitors;
- 40.15. the identification of the needs of all target markets, including the potential communication and active communication for the opportunities offered by JVLMA;
- 40.16. development and modernization of study and research infrastructure, including IT.

2. JVLMA Quality Management System

2.1. The Policy of Quality

41. The aim of the policy of quality is to define JVLMA's attitude and commitment to quality, which will be ensured by implementing its mission and promoting the balanced development of JVLMA, in accordance with certain strategic development directions and in accordance with the set values.
42. The policy of quality applies to all areas of JVLMA activity, it is binding on all JVLMA staff, including students and, as far as possible, other parties involved in its activities.
43. The policy of quality of JVLMA is based on:
 - 43.1. European Quality Management Foundation Excellence Model (EFQM 2020)¹;
 - 43.2. Standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015)²;
44. The quality of JVLMA is defined as the pursuit of excellence in meeting current and future needs of JVLMA regulatory requirements and industry quality standards / guidelines, as well as the parties involved in the activities of JVLMA, students, potential students, graduates, employers, public administration institutions, educational institutions, cultural institutes, academic and professional organizations, and society as a whole.
45. The main quality principles of JVLMA are:
 - 45.1. active participation in the promotion, development of the diversity of national professional music and performing arts, and creation of preconditions for the development of internationally competitive cultural capital and creative industries;
 - 45.2. a leading role in the research of national music heritage, at the same time joining the international cultural and research movement and promoting the recognition of the Republic of Latvia;

¹ European Foundation of Quality Management model; www.efqm.org/efqm-model

² Standards and Guidelines for Quality Assurance in the European Higher Education Area; https://www.enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf

- 45.3. orientation towards the long-term development of music and performing arts, as well as the pedagogy of music, theater, dance, art and culture;
 - 45.4. responsibility for the implementation quality of such study programs, transparency of mutual evaluation criteria and mutual trust, so that the awarded degrees and qualifications, issued diplomas would be recognized in Latvian and foreign higher education institutions, as well as in a competitive international work environment;
 - 45.5. an individual approach to raising the student's competence and maximizing the development of abilities, including ensuring the involvement of internationally competitive and top-level professionals in the development of study programs and the provision of the study process;
 - 45.6. emphasis on a unique offer of education in music and performing arts, as well as music, theater, dance, art and cultural pedagogy that meets the requirements of the labor market and the needs of the present and future;
 - 45.7. promoting the involvement of JVLMA staff: unity, cohesion, achievement of set goals, improvement of quality, implementation of policies and understanding of strategic development directions;
 - 45.8. continuous improvement of JVLMA operations, systemic approach, consistency, cooperation with the involved parties, efficient use of the resources at its disposal, decision-making based on the obtained objective data, information analysis and monitoring.
46. The main influencing factors which determine JVLMA quality requirements are:
- 46.1. national requirements and international quality standards regulating scientific research activities and higher music education;
 - 46.2. the development needs of the creative industry and the requirements of employers, national development plans, as well as other documents that determine the guidelines and strategy for the development of the JVLMA ecosystem, such as the guidelines for the development of education, the guidelines for cultural policy, the strategy for the music industry;
 - 46.3. development trends and needs of the cultural environment, music industry and creative industries at the national and international level;
 - 46.4. the current and future needs of students, as well as the wishes, motivation and satisfaction of existing students;

- 46.5. attracting, motivating and satisfying nationally and internationally recognized and qualified academic staff;
 - 46.6. national and international recognition and appreciation of the music community;
 - 46.7. examples of good practice in ensuring the interests of higher education, scientific research and Latvian society in the field of music education.
47. The aim of the study quality is to provide internationally recognized higher education in the fields of music and performing arts, arts education and science; to promote excellence in artistic creation; to develop talent and creativity; to contribute to the development of professional arts, culture and science industry with competent, artistically creative and internationally competitive professionals.
48. The aim of the quality of scientific research is to provide nationally and internationally significant research results in the Arts, as well as through interdisciplinary research, to provide scientific research services to the state and society and to promote innovations in the field of performing arts and arts pedagogy.
49. Ensuring the interests of Latvian society in the fields of music, performing arts and arts education and pedagogy, the goal of quality is to be a national and international center for music and performing arts innovation, competence building, professional development, its cultural life and socialization processes.
50. The main indicators characterizing the quality of JVLMA:
- 53.1. employment of graduates, their achievements and level of satisfaction;
 - 53.2. the number of local and foreign students, their achievements and level of satisfaction;
 - 53.3. the number of domestic and foreign lecturers, measures of improving their qualifications and professional skills, and the level of satisfaction;
 - 53.4. the number of joint study programs implemented with national and foreign partners;
 - 53.5. the number of high-quality, internationally cited publications;
 - 53.6. the number of international projects;
 - 53.7. the number of national impact projects;

- 53.8. attracted funding, including the amount of external financing;
 - 53.9. the amount of capital investment per student;
 - 53.10. the amount of funding per student;
 - 53.11. the number of Latvian public education events and their participants;
 - 53.12. external evaluations.
54. Key actions to ensure quality:
- 54.1. implementation of professional and highly qualified local and foreign academic staff attraction and retention activities;
 - 54.2. raising and improving the knowledge, skills and competencies of the staff;
 - 54.3. attracting the most capable, talented Latvian and foreign young people to study at JVLMA;
 - 54.4. continuous relevance of study content, excellence in learning and teaching, modern teaching and research environment and use of advanced teaching methods;
 - 54.5. promotion of interdisciplinarity, synergies between studies and scientific research and/or artistic creation activities, international exchange of experience in the study process;
 - 54.6. promotion of national and international cooperation in ensuring studies and scientific research activities;
 - 54.7. positioning, strengthening and communicating of the JVLMA brand, uniqueness and sustainable value at the national and international level;
 - 54.8. regular compliance monitoring, monitoring of the implementation of objectives, internal quality self-assessment and external quality assessment to identify performance improvement needs;
 - 54.9. contributing to the global goals of sustainable development.
55. Following preconditions are ensured in order to implement the quality policy,:
- 55.1. governance, that supports the achievement of strategic goals;

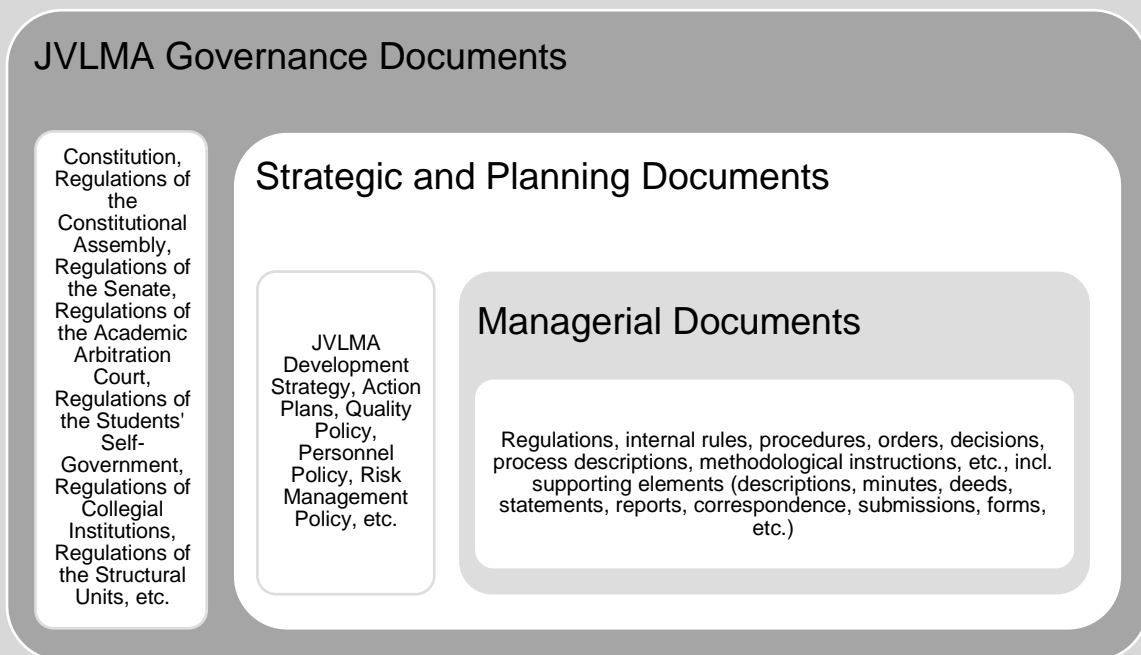
- 55.2. leadership and purposeful cooperation, ensuring equal opportunities in improving the quality of operations and planning the development of the organization for staff, including students and stakeholders;
 - 55.3. personnel, financial and material resources required for the quality management system are provided;
 - 55.4. environment conducive to creativity and innovation, focused on co-creation and positive change.
- 56. In order to ensure the involvement of the parties involved in the activities of JVLMA in quality management, the Rector establishes and involves collegial and advisory institutions in the implementation of quality management system.
 - 57. JVLMA implements, maintains and continuously improves the quality management system in order to ensure the compliance of the quality of the processes with the set objective requirements and the assessment of the involved parties, as well as to manage the quality for the balanced development of JVLMA towards excellence and quality culture.
 - 58. In order to promote the development of a quality culture and ensure the accountable operation of JVLMA, the quality management practices of JVLMA are documented in the Quality Management Handbook.
 - 59. With the entry into force of the Policy of Quality, the Senate expires decision which approved previous Quality Policy (dated 25.01.2012., Protocol No.1).

2.2. Structure and Hierarchy of Documents

- 60. JVLMA documents form a certain structure, which follows from the hierarchy of administrative organization of JVLMA and the hierarchy of documents, and which ensures the planning of JVLMA's operations, organizational management and task performance management.
- 61. The main development planning document is the Development Strategy of JVLMA, which defines the strategic priorities and goals of the organization for the medium term (5 years). In addition to the strategy, action plans are developed to identify, describe and structure the actions to be taken to achieve the objectives set out in the strategy.
- 62. Governance structure of JVLMA consists of the organizational structure and the set of processes that define the sequence of activities and their sub-activities, executors,

required resources, type of execution, deadlines, interactions, which generally form a comprehensive process structure that determines how organizational units operate and interact to achieve the pre-defined objective of this cooperation.

63. JVLMA internal regulations are grouped at the following levels:
 - 63.1. governance documents;
 - 63.2. strategic and planning documents;
 - 63.3. managerial documents.



Picture No.3 Hierarchy of JVLMA Internal Regulatory Enactments

64. The internal document structure of JVLMA consists of the following groups of documents:
 - 64.1. **organizational documents**, which determines the status of the JVLMA (its structural unit or collegial institution) or the procedure of the event, the competence of the institutions, the decision-making procedure, duties, rights and responsibilities (for example, by-laws, regulations, instructions, recommendations);

- 64.2. **order documents**, with which the sole or collegial management of the organization or event is carried out (for example, orders, decisions, instructions);
 - 64.3. **public law contracts**, which is an agreement concluded by public law entities with other public law entities or private persons in the field of public administration in accordance with the procedure specified in the Public Administration Structure Law (for example, inter-university agreement, cooperation agreement, administrative agreement, delegation agreement);
 - 64.4. **personnel documents**, with which the organization manages and formalizes relations with its staff - students, listeners, employees or officials (for example, a study contract, employment contract, staffing order, leave schedule, job description);
 - 64.5. **correspondence documents** (correspondence) by which the information is transmitted to the addressee - organization, its structural unit, collegial institution or persons (for example, letters, e-mails);
 - 64.6. **factual documents**, which reflect data on the activities or facts of the institution and which do not belong to other groups of administrative documents (for example, protocols, acts, inquiries, inquiries, reports).
- 65. Developing internal regulatory documents, JVLMA follows the hierarchy of documents and ensures coherence. Developing a document of any level, JVLMA ensures its compliance with hierarchically higher documents (vertical integration) and coherence or non-overlap with other internal regulatory documents (horizontal integration), including an indication of interconnection. The principle of non-overlapping states that the document clearly distinguishes between competences and the exchange of information in order to avoid inconsistencies between internal acts; and the principle of coherence, ensure that documents are mutually consistent in achieving common goals.
 - 66. Internal regulations documents at JVLMA are integrated into the single system. The document management process in JVLMA is performed centrally and according with the JVLMA document circulation procedure. JVLMA internal regulatory enactments are registered in the JVLMA internal regulatory enactments register.
 - 67. The following basic principles are followed in document management at JVLMA:
 - 67.1. the document complies with the requirements of regulatory enactments;

- 67.2. the document is duly approved;
- 67.3. the document is legible and easily identifiable;
- 67.4. the current version of the document is available to the user and at the place of use.

2.3. Allocation of Responsibilities and Powers

- 68. The Rector at JVLMA is responsible for the operation of the quality management system in general, including the topicality of the Handbook. The implementation of quality management system, including quality assurance, is delegated by the Rector to JVLMA management representatives and heads of departments.
- 69. Every employee and student is involved in the implementation of quality management system and quality assurance at JVLMA both individually and through representation in JVLMA collegial advisory bodies.
- 70. The development, implementation, maintenance and improvement of quality management processes are carried out by the Quality Manager. The Quality Manager is responsible for:
 - 70.1. the establishment and maintenance of the necessary systems for process management methods, measurements, evaluations and conformity assessment, ensuring their topicality and completeness;
 - 70.2. identification of key stakeholders in JVLMA and identification of their needs and expectations, including involvement in the development and monitoring of the quality management system;
 - 70.3. advising and training employees in promoting quality management and quality assurance;
 - 70.4. ensuring cooperation with professional quality assurance organizations;
 - 70.5. gathering information regarding the performance and operating results of the quality management system, the need for improvements, including proposals for the improvement of the quality management system, and reporting them to the Rector.
- 71. Heads of departments are responsible for:
 - 71.1. implementation of the quality management system in its structural unit within the scope of its competence;

- 71.2. proposing corrective and preventive actions to detected non-compliances to prevent the recurrence or non-compliance.
- 72. Each employee at JVLMA is responsible for:
 - 72.1. knowledge and proper use of the quality management system;
 - 72.2. identifying quality discrepancies and reporting these discrepancies to its line manager or Quality Manager.
- 73. Once a year within the framework of strategic control, a seminar for JVLMA employees is organized on the efficiency, topicality and improvement plans of the quality management system.

2.4. Implementation of Quality Management System

- 74. The quality management system of JVLMA is implemented by supporting and promoting the implementation of the medium-term strategy of JVLMA, setting tasks and activities to achieve its goals. Activities are planned, coordinated and evaluated by developing and implementing action plans and actions in line with strategic action plans and programs.
- 75. A regular strategic review is carried out to determine the level of achievement of strategic goals. Based on the results of the strategic review, decisions are made on the need to amend the strategic objectives, action plans, programs, including indicators.
- 76. The activities of JVLMA in matters of quality management are defined in the Handbook, the objectives of which are:
 - 76.1. to ensure a common understanding of all JVLMA employees and involved parties, and compliance with the quality management system;
 - 76.2. to inform the public about JVLMA quality standards.
- 77. The purpose of the quality management system is to ensure the implementation of the basic tasks of JVLMA, the achievement of strategic goals and sustainable operation, and the continuous increase of the level of satisfaction of all involved parties.
- 78. Quality management at JVLMA is implemented in accordance with the requirements of the ESG, applying an approach of excellence and adopting it as an organizational philosophy that covers all areas of activity and addresses the needs of all

stakeholders, providing a system approach to management, process implementation and evidence-based decision-making, as well as determining the involvement and commitment of all employees and stakeholders to promote continuous improvement within their area of competence.

79. The PDCA approach is applied to assess the fulfillment of the criteria of the model of excellence and to ensure continuity:
 - 79.1. Plan – identify solutions for achieving new or updated goals, develop action plans, including assessed risks and identified solutions to reduce risks;
 - 79.2. Do - planned activities have been performed and processes have been implemented;
 - 79.3. Check - the results achieved in the reporting period are recorded and evaluated, the compliance of the process performance with the quality criteria is assessed, the achieved results are measured;
 - 79.4. Act - the results obtained are analyzed and new goals are set, taking into account the results already achieved and the changing needs of the parties involved.
80. JVLMA ensures the continuous improvement process of the Quality Management System.

3. Ensuring the Quality of Studies (ensuring the requirements of ESG Part 1 standards in JVLMA)

81. To ensure the quality of studies in the implementation of any educational service, including in cooperation with other higher education institutions (HEI), JVLMA applies the standards and guidelines for quality assurance in the European Higher Education Area (hereinafter - ESG) developed as a result of the Bologna Process and updated in 2015.
82. The following sections contain the information on the provision of ESG requirements in JVLMA respectively to the ESG clauses (Appendix 1 to the Handbook).

3.1. Quality Assurance Policy

83. JVLMA's attitude and commitment to quality is formulated in the Policy of Quality of JVLMA. It includes its scope, binding quality standards, the concept of quality, key principles, the main influencing factors determining quality requirements, quality objectives, key quality indicators, as well as the preconditions for the implementation of key quality assurance actions and quality policies.
84. JVLMA's quality assurance actions provide for the continuous relevance of study content, excellence in learning and teaching, a modern teaching and research environment, and the use of advanced teaching methods, as well as the promotion of interdisciplinarity, synergies between studies and scientific research and / or artistic creation activities, international exchange of experience in the study process, in order to implement the goal of JVLMA's study quality - to provide internationally recognized higher education in the fields of music and performing arts, art education and science, to promote excellence in artistic creation, to develop talents and creative abilities by contributing to professional arts, cultural and scientific development, thus providing the labor market and the cultural sector with competent, artistically creative and internationally competitive professionals.
85. The responsibility for the culture of implementation of study programs, transparency and mutual trust is among the main JVLMA quality principles. National requirements and international quality standards governing research activities and higher music education are key determinants of the JVLMA quality requirements.
86. The Policy of Quality of JVLMA determines the implementation, maintenance and continuous improvement of the quality management system, as well as the promotion of staff involvement, provision of the necessary personnel resources, the

establishment and involvement of collegial and advisory institutions in the improvement of the quality of operations. The provision of equal opportunities in the improvement of the quality of operations for staff, students and stakeholders is also amongst it.

87. The Policy of Quality of JVLMA is developed in accordance with the current strategic development directions and in accordance with the values of the organization. Reviewing the strategy, the need to update the Policy of Quality is also assessed.
88. The Policy of Quality applies to all areas of JVLMA activity and is binding on all JVLMA staff, including students and, as far as possible, other parties involved in its activities. The Policy of Quality of JVLMA is published on the official JVLMA website.
89. JVLMA has implemented and operates the quality management system in accordance with the Deming cycle (PDCA)³, based on a comprehensive quality management approach - using EFQM and taking into account MusiQuE standards, as well as establishing and implementing quality assurance procedures in accordance with Latvian and European Union regulations, ESG standards and guidelines, and JVLMA internal standards.
90. Selecting equal cooperation partners for the joint development and implementation of study programs, JVLMA evaluates the strategies and quality policies of the cooperation partners. If the quality policies of the cooperation partners differ or are not sufficiently detailed, then starting to develop the study program the cooperation partners (in the cooperation agreement on the development of the study program or in the cooperation agreement on the implementation of the study program) agree on essential quality requirements to the study program:
 - 90.1. the main principles of quality;
 - 90.2. the basic principles of ethics and academic integrity;
 - 90.3. the key factors determining the quality requirements and the main external stakeholders;
 - 90.4. quality objectives;
 - 90.5. key quality indicators;
 - 90.6. quality assurance actions.

³ <https://deming.org/>

91. The basic elements of the study program quality assurance system shall be determined as jointly developed and / or implemented (to be included in the study program regulations):
 - 91.1. quality policy of the jointly developed and / or implemented study program;
 - 91.2. jointly developed and / or implemented study program implementation procedures;
 - 91.3. jointly developed and / or implemented study program quality assessment and development planning procedures.

3.2. Development and Approval of Programs

92. The procedure for the development, approval and changes of study programs shall be determined in JVLMA Study Program Regulations and approved by the Senate.
93. A description of the content and implementation of the study program is developed for each study program.
94. The description of the content and realization of the study program:
 - 94.1. includes requirements for previous education;
 - 94.2. determines which study direction the respective study program corresponds to;
 - 94.3. determines the objectives, tasks and planned results of the implementation of the specific program, the content of the offered education, the amounts of the compulsory, limited choice and optional part of the programs, the distribution of the time of acquisition, the evaluation criteria for the acquired education, examination forms and procedures;
 - 94.4. includes the scope, duration, type, form, place, language, degree and qualification to be obtained in the implementation of the program;
 - 94.5. includes a list of the academic staff involved in the implementation of the program, its qualifications and intended responsibilities;
 - 94.6. includes a list of the structural units involved in the implementation of the program, indicating their tasks in the implementation of the specific program;
 - 94.7. includes a description of the required support staff, indicating its tasks;

- 94.8. includes a description of the material base necessary for the implementation of the program;
- 94.9. evaluates the costs of the program;
- 94.10. includes a justification that the study program complies with the development strategy of the higher education institution or college and the available resources.
- 95. The main stakeholders are involved in the stages of initiation of the study program, development of the study program, evaluation of the study program project, and its approval by the Senate.
- 96. An important role in the development of the study program is given to the development of cooperation with an industry, assessing the needs and expectations of existing and potential cooperation partners of JVLMA and opportunities to get involved in the implementation of the study program (e.g., providing internship opportunities, involvement in providing the practical part of the study program, etc.). Cooperation in the development and / or implementation of the study program is defined in the letters of intent between JVLMA and the cooperation partner.
- 97. External expertise of several experts is provided during the evaluation phase of the study program draft.
- 98. The content of study programs consists of study courses and / or study modules, the acquisition of the content of the study program is planned for the period of the academic year, and study plan, which is an integral part of the study program.
- 99. For the implementation of the student-centered approach, the calendar plan for the implementation of the study plan is determined in such a way that lecturers can effectively plan and implement consultations, and other individual and group lessons, etc.
- 100. Acquiring all study programs the requirements for obtaining a professional qualification in regulated professions are harmonized with the requirements of the relevant EU directives and Latvian laws.⁴
- 101. Study programs at JVLMA can also be implemented in cooperation with other HEI, e.g. as joint study programs in accordance with the Law of the Republic of Latvia “On Higher Education Institutions”.

⁴Law of the Republic of Latvia “On Regulated Professions and Recognition of Professional Qualifications”

102. A higher education institution or a partner institution may participate in the development and implementation of a joint study program with JVLMA. The joint study program consists of equal parts of the study programs of higher education institutions and partner institutions at the level of higher education, together creating a uniform and successively joint study program.
103. Another accredited higher education institution in Latvia or a higher education institution abroad recognized by the respective country may be a partner institution for JVLMA in the development and implementation of a joint study program.
104. Cooperation in the development and implementation of the joint study program is strengthened by a written agreement - cooperation agreement. The cooperation agreement for the implementation of the program shall include at least information on:
- 104.1. the subject of the contract, including the goals of the study program;
 - 104.2. the distribution of the implementation parts of the study program, the study course and lecturer provision, frequency of study program evaluation;
 - 104.3. the scope, duration, type, form and place of the implementation of the study program;
 - 104.4. the language of the study program;
 - 104.5. the responsibility for the implementation of the study program, quality assurance and supervision and the division of competencies;
 - 104.6. uniform requirements for ensuring the admission and study process;
 - 104.7. the degree and / or qualification to be obtained as the result of the acquisition of the program; uniform requirements for its award and content;
 - 104.8. the principles of financing the study program; the procedure for the settlement of disputes and the entry into force of the contract.
105. Unless otherwise specified in the agreement, the joint study program shall be developed in accordance with the procedures specified by the JVLMA for the development of study programs and their approval. The development of the joint study program is coordinated by the director of the study program appointed by the JVLMA, involving the representatives appointed by the partner institution (coordinators of the study program or sub-program).

106. During the development of the joint study program, the regulations of the study program shall be developed, which regulate the procedure for the development and approval of the program, the principles of the program structure, content and management, and the detailed provisions of the cooperation agreement. The document is approved by the Senates of JVLMA and all partner institutions or institutions of equivalent competence. The document must contain at least information on:
- 106.1. the aims and content of the study program, including compliance with a certain level of the European Qualifications Framework, the content of the study program and the description of its implementation, the main components of the program;
 - 106.2. the distribution of the content of the study program;
 - 106.3. common staff quality and management standards;
 - 106.4. study program management, including external quality and internal supervision, the establishment, composition and competence of the program board, the division of responsibilities for quality assurance, as well as the appointment and main tasks of the program director (s) or sub-program coordinator (s);
 - 106.5. implementation of the study process in the joint study program, including admission, establishment and control of individual plans, examination of appeals, development of separate procedures and forms, and approval procedures;
 - 106.6. regulation of students' rights and obligations, etc. ;
 - 106.7. the financing of the study program, including the procedure for determining the tuition fee, etc.
107. The description of the joint study program for licensing must be evaluated in accordance with the procedures established internally by JVLMA and all partner institutions, ensuring its approval by the Senate of each cooperating HEI.

3.3. Student-Centered Study Approach, Teaching and Assessment

108. JVLMA study methods are based on student-centered approach. It is determined by the specifics of the implemented study fields, which is related to creativity and uniqueness, which is based on talent and individualized work for its development.

109. At JVLMA, each applicant and student is provided with an individual approach, which is implemented through assessment in entrance examinations and selection of study paths suitable for the student's specifics (lecturers, supervisors, compositions, directions / genres - opportunities for change, etc.).
110. In respect with the needs of students to engage in artistic or pedagogical practice during their studies and integrate into the future work environment, as well as analyzing the work plan of cultural institutions and cultural education institutions, JVLMA uses different study course implementation methods, individualizes study plans and study course acquisition methods, regularly assesses and improves teaching types and methods.
111. JVLMA study implementation methods, competence assessment methods, types and requirements are determined during the development of study programs by:
 - 111.1. specifying them in accordance with the aim of the study course and the results to be achieved;
 - 111.2. providing variation options for the implementation of a student-centered approach;
 - 111.3. ensuring compliance with the common goals of the study program and the results to be achieved.
112. Wide specialization of study programs and the detailing of the tasks and requirements for contact hours and independent work hours of professional study courses confirm the implementation of student-centered approach in JVLMA.
113. JVLMA students acquire the content of studies in the form of contact hours and independent work. Contact hours are organized in streams, groups and individual lessons. According to the plan indicated in the description of the study course, the lecturers structure the flow and group lessons in the form of lectures, seminars, colloquia, but individual lessons - in the form of practical work. The structure and content of the study course description are determined by JVLMA Study Program Regulations.
114. The content of the study program and the summary of the implementation description are published on the JVLMA website for any interested person, for the students – the study course description which has been explained by the lecturer.
115. The main role in the implementation of the student-centered approach is the knowledge, understanding, experience and coordinated activities of the lecturers in

the use of modern teaching methods, including those that promote the student's desire for independence as well as ensure the achievement of planned learning outcomes.

116. All JVLMA academic structural units are involved in the continuous monitoring of the implementation of study courses in accordance with their competence. JVLMA departments are taking the main responsibility for the coordinated activities of the academic staff for the implementation of the study process, while lecturers provide students with feedback and individual consultations.
117. The lecturer ensures the adaptation of teaching methods to the diversity of students, taking into account the students' previous education, experience and preparation, the chosen form of studies and other factors, discussing it in the meetings of the department and explaining it to the students in the process of implementation of the study course.
118. Based on the results of the annual evaluation of the academic staff as well as the annual evaluation of the study program, including the evaluation of the students for each study course (Procedures by which the academic staff of JVLMA implements the professional development of higher education), the annual development plan of the academic staff is developed, including the topics for the implementation of joint and individual study activities recommended by the heads of the departments.
119. JVLMA develops the Code of Ethics in order to ensure a favorable and creative study environment, promote mutual respect between a student and a lecturer. The students are represented also in the composition of the Ethics Commission. There are procedures for resolving student complaints both in the Ethics Commission and in the Academic Arbitration Court. The basic principles of professional ethics and conduct of students, lecturers, and employees regarding academic integrity have been clarified in Regulations on Academic Integrity in JVLMA.
120. Academic integrity is implemented in JVLMA in accordance with certain ethical principles. JVLMA determines the responsibility of ensuring academic integrity to lecturers, researchers and persons performing scientific activities, students, experts in the evaluation of intellectual property, members of the jury, reviewers, members of the scientific council, members of examination committees, members of the State Examination Commission, the members of the State Final Examination Commissions, the members of the Additional Admission Requirements Examination Commission, as well as any other person involved in the academic environment.

121. JVLMA uses measures, rules and criteria to assess the competence of students. Those are publicly available and applied consistently. Acquisition of the study course is evaluated in accordance with the content, evaluation criteria and requirements indicated in the description of the study course.
122. In the procedure of organizing examinations of study courses and assessment of students' competence, applicable to full-time students enrolled in study programs at all levels, JVLMA defined the regulations for:
- 122.1. types of examinations and examination planning process;
 - 122.2. examination forms;
 - 122.3. the basic documents of the student's competence assessment and the procedure for reflecting the assessment;
 - 122.4. taking examinations outside the planned date of JVLMA;
 - 122.5. the course of examinations;
 - 122.6. knowledge and skills evaluation criterias;
 - 122.7. the rights and obligations of students;
 - 122.8. the rights and obligations of the examination commission (lecturer);
 - 122.9. the procedure for appealing substantiated claims of students regarding the assessment of the knowledge and skills received in the examination.
123. JVLMA has also defined the procedure for organizing and conducting state examinations, the conditions for establishing the composition of the state examination commission, as well as the appeal procedure in cases of justified student claims.
124. A student support system has been developed by JVLMA which provides:
- 124.1. the absence of the student during the study process, maintaining the status of a student;
 - 124.2. granting a study break;
 - 124.3. studies in the form of independent work, and exceptional cases for changing the schedule of examinations.
125. Cases of changes in the study process and the procedure for their design are specified In the JVLMA order On the procedure for making changes in the study process.

3.4. Matriculation of the Students, Course of Studies, Recognition and Certification of Qualifications

126. Studies at JVLMA are implemented in compliance with the requirements specified in regulatory enactments and in accordance with the interests of ESG and involved parties, by determining it in internal regulatory enactments and ensuring the availability of these regulatory enactments in JVLMA Information Systems for access of persons involved in the study process, as well as in other informative materials like the Student Handbook.

Admission of Applicants

127. In JVLMA requirements, criterias and admission procedure are determined in accordance with the objectives of the study programs, and are prescribed in the JVLMA Admission Regulations for the current academic year (published by 30 November of the current year) for each field of study.

128. The Admission Regulations are developed in two parts:

128.1. The first part of the Admission Regulations determines the previously acquired education required for admission to the study program; for the short-cycle and bachelor's studies required also to take the necessary centralized examinations; as well as specifies additional requirements in various bachelor's study programs and admission examinations in various master's study programs.

The Regulations stipulate the admission procedure, which includes the publication of the date of registration of applicants; the procedure for application of applicants, including specifying the documentation to be submitted; the procedure for the competition for study places - the target group, the availability of the list of consultations and schedule of examinations, the course of entrance examinations and examination requirements, the criteria for evaluating the results of the competition, announcing of the results of the competition, and concluding of the contract.

The Admission Regulations provide the appeal procedure in cases if applicants have found irregularities in the entrance examination / additional requirements examination or admission process. The Admission Regulations include the detailed explanation of the conditions that are not specified in the higher level documents and which applies to the admission of foreign students

to study at JVLMA, including conditions for the submission of documents, use of languages in entrance examinations, etc.

- 128.2. The second part of the Admission Regulations defines the content of the requirements for admission entrance examinations by study levels, study programs and sub-programs, as well as separately - in the paid study programs.

The Procedure for the examination of additional requirements / entrance examinations and competence assessment of JVLMA applicants prescribes the procedure for establishing the content of the examinations specified in the Admission Regulations; the principles and process for forming the examination commission; the examination procedure and the procedure for assessing and registering the applicant's competence, evaluation criteria, the rights and obligations of the applicant and the examination commission; as well as the appeal procedure in the case of a reasonable claim of the applicants regarding the assessment of the knowledge and skills received in the examination.

129. Admission to the study program is ensured by the Admission Commission established by JVLMA, which operates in accordance with the regulations approved by the JVLMA Senate. JVLMA guarantees the provision of equal treatment in relation to the admission of persons to the study program in accordance with the Admission Regulations, JVLMA regulatory enactments and general legal principles.
130. JVLMA concludes study agreements with students in accordance with a standardized agreement form, which is also developed in English for the convenience of foreign students.
131. JVLMA determines the procedure for calculating the amount of the study program tuition fee, the procedure for compiling and approving the study plan and expenditure estimate, the procedure for paying the tuition fee and its reduction possibilities for students who are not financed from the state budget.
132. Annually JVLMA publishes information on the amount of tuition fees for the academic year, in which the tuition fees and the parameters of changes in its amount are indicated.
133. The study quality assessment process as a result of which the student maintains or changes the source of study funding (for budget funds or for personal funds) is

organized in accordance with JVLMA regulations on changing the source of study funding.

134. Cases in which a student has the opportunity to apply for tuition fee reductions are stated “In the order of reduction of tuition fees” which issued by JVLMA.

Study Process

135. The regulatory documents of the study work are determined in the Annex 5 to the JVLMA study program regulations.
136. The study process is planned in accordance with the study implementation calendar plan of the study program. The Vice-Rector for Academic Affairs approves the calendar of the Academic Year, which defines the forms of study work by study weeks, as well as meetings of collegial institutions and the most important JVLMA events. The classes have been planned for a semester and the list of classes is available in the information system ASIMUT.
137. Informative meeting, briefing, as well as an introductory seminar are organized for the students of the first semester bachelor's and master's study programs in the library, introducing the students to the principles of academic integrity in JVLMA and procedures of its applicability.
138. Study courses are implemented in accordance with the descriptions of the study courses. When starting the acquisition of the study course or its part, the lecturer of the respective study course provides information on the requirements for the implementation of the study course.
139. The procedure of organizing internships in short-cycle and professional higher education programs is specified in the Regulations on the Organization of Internship in the Study Programmes of the *Arts* Field of Study at JVLMA and the Regulations on the Organization of Internship Work in Education, Pedagogy and Sport Field of Study and the Organization of Pedagogical Internship in the Study Programmes of the *Arts* Field of Study. These documents define the procedure for the organization of internships, including the conclusion of a contract, as well as the procedure for its implementation.
140. The development and submission of academic papers is guided by the Methodological Guidelines for the Development and Implementation of Academic Thesis and the Methodological Recommendations for the Development of Student Research Theses in Art Education.

Recognition of Qualifications, Issuance of a diploma

141. Completing the acquisition of an accredited study program JVLMA issues state-recognized higher education documents in Latvian and English in accordance with the external regulatory enactments of the Republic of Latvia (samples of diploma supplements are published on the JVLMA official website):
- 141.1. The JVLMA diploma certifying the acquisition of the fifth level professional qualification is issued to a person who has acquired an accredited short-cycle professional higher education study program.
 - 141.2. The JVLMA Professional Bachelor's Diploma is issued to a person who has completed an accredited professional Bachelor's study program. The professional bachelor's diploma certifies the acquisition of the sixth level professional qualification and professional bachelor's degree.
 - 141.3. The JVLMA Professional Master's Diploma is issued to a person who has completed an accredited professional Master's study program. A professional master's diploma certifies the acquisition of the master's degree in the second-cycle of higher education.
 - 141.4. The JVLMA Master's Diploma is issued to a person who has completed an accredited academic master's study program. The master's diploma certifies the acquisition of a master's degree in the second cycle of higher education.
 - 141.5. The JVLMA Doctoral Diploma is issued to a person who in accordance with the procedures specified in the regulatory enactments for the procedure and criteria for promotion has obtained the Doctor of Science (Ph.D.) degree in humanities and arts in accordance with the procedure and criteria established by the laws and regulations on the promotion procedure. A doctoral diploma certifies the acquisition of a Doctor of Science degree in the third cycle of higher education.
 - 141.6. The JVLMA Professional Doctoral Diploma in arts is issued to a person who has completed an accredited professional doctoral study program in the arts. A professional doctoral diploma certifies the acquisition of a professional doctoral degree in the third cycle of higher education.
142. JVLMA has the right to issue acquired degrees in studies and professional qualifications:

- 142.1. State Final Examination Commissions - the professional qualification corresponding to the short-cycle higher education study program;
 - 142.2. State Examination Commissions - the professional degree (bachelor's, master's) and professional qualification or professional doctoral degree in arts corresponding to the study program;
 - 142.3. Academic Council - the master's degree in humanities in the relevant sub-discipline of music, visual arts and architecture (historical musicology/ ethnomusicology/ systematic musicology) corresponding to the study program;
 - 142.4. Promotion Council - the doctoral degree (Ph. D.) in humanities and arts corresponding to the study program.
143. The activities of the State Final Examination Commission, the State Examination Commission, the Academic Council and the Promotion Council are regulated by the regulations approved by the JVLMA Senate.
144. JVLMA provides the assessment and recognition of the acquired knowledge, skills and competences of non-formal education or professional experience, as well as the study results achieved in previous education. The procedure and criterias are determined in the JVLMA Regulations on the Recognition of Competencies Acquired Outside Formal Education or Professional Experience and Study Results Achieved in Previous Education and the Regulations on the Equalization of the Content of Study Courses and Recognition of Credits Acquired Acquired in Previous Education at Jāzeps Vītols Latvian Academy of Music.

3.5. Lecturers

145. Based on JVLMA Development Strategy and its core values (excellence, academic freedom, academic culture and responsibility), JVLMA has approved the Personnel Policy, which defines JVLMA principles for human resource planning, remuneration, staff development and professional development, work organization, work environment and employee health. A summary of JVLMA Personnel Policy principles is included in the figure below.

Human Resource Planning	Remuneration	Personnel Development and Professional Development
<p>Focused on raising JVLMA's international competitive advantage</p>	<p>Justice, equality, systematic approach, uniform and general criteria, proportionality</p>	<p>JVLMA lecturers - professionals of the relevant industry</p>
<p>The composition and number of academic positions is determined for each academic year and approved by the Senate. The planning is carried out by JVLMA management involving heads of departments, the vice-rector of academic work, student representatives, and the leaders of artistic collectives. The composition of the invited lecturers is planned by the heads of departments.</p>	<p>The fixed part of the salary is determined based on the value of the position and the amount of work. The variable part of the salary is based on the results.</p> <p>Every lecturer in addition to the planned academic workload is provided with equal opportunities for artistic creative, scientific, methodical and organizational work - preparation of artistic, research and interdisciplinary projects, including international concert programs, creation of compositions, research projects, etc. - for the implementation of projects promoting the creative process.</p>	<p>The qualification of the academic staff is confirmed by artistic creativity and research achievements, pedagogical qualifications, skills and experience in organizational work, as well as international experience in creative work and public activities.</p> <p>An open and equal competition is ensured in the recruitment of academic staff; an independent, internationally recognized expert is additionally involved in the evaluation of applicants for the positions of professors and associate professors. The involvement of guest lecturers and invited lecturers in the study process and scientific work is carried out according to previously determined conditions.</p> <p>JVLMA has identified expansion of academic activities in interdisciplinary branches and/or in-depth development and work in their specialty/field as the main paths for the development of lecturers.</p> <p>The main measures of professional development of academic staff:</p> <ul style="list-style-type: none"> • open classes, master classes, seminars, conferences at JVLMA and outside; • opportunities for concert practice in JVLMA concert halls; • support for concert activities outside JVLMA; • learning foreign languages; • mutual learning and mentoring; • availability of library resources; • support initiatives for conferences, seminars, etc. organizing events at JVLMA; • involvement in JVLMA ZPC studies. <p>Academic staff may apply for academic leave for scientific research or scientific/creative work outside JVLMA.</p>
Work Organization	Work Environment and Employee Health	Public Activities
<p>Every employee knows his role in achieving JVLMA's goals</p>	<p>Modern work environment, care for the health and well-being of employees</p>	<p>Recognition of the achievements and effort of employees</p>
<p>The duties, responsibilities and competences of the employees derive from the goals and tasks of the structural units determined in accordance with the JVLMA Development Strategy.</p> <p>Involvement of each employee in the implementation of quality management.</p> <p>JVLMA consistently implements operational planning and decision-making processes.</p>	<p>Regular risk assessment of the work environment.</p> <p>Health insurance, access to the Sport Center complex, group practice in the swimming pool, participation in the marathon.</p> <p>Rest room for employees, available canteen, modern and ergonomically appropriate room equipment. The environment adapted for persons with mobility impairments.</p>	<p>Letters of thanks and appreciation.</p> <p>The award of the best lecturer of the year.</p> <p>Annual Christmas concert and reunion for JVLMA current and former long-time employees.</p> <p>Granting the status of Emeritus Professor.</p>

Picture No.4 Basic principles of JVLMA Personnel Policy

146. The academic staff consists of the staff elected to academic positions, guest lecturers and lecturers invited to implement certain study courses. Representatives from JVLMA staff, as well as retired academic staff of JVLMA may be involved in the implementation of studies and research.
147. At least 5% from the academic staff in JVLMA are visiting professors, associate visiting professors, guest lecturers, professors, associate professors, assistant professors and lecturers who have been in an academic position in an accredited higher education institutions in European Union or European Economic Area countries or in the Organization for Economic Co-operation and Development countries, except Latvia, for at least one year during the previous five years.
148. The requirements for applicants for academic positions, the procedure for election and recruitment, as well as the tasks and job evaluation criteria, are specified in the Regulations on Academic Positions in JVLMA. The Regulations also stipulate the

responsibility of the JVLMA academic staff, as well as the rights and obligations related to ensuring the quality of studies, involvement in decision-making, activities outside the JVLMA, etc.

149. JVLMA imposes appropriate requirements on applicants for academic positions at all levels, i.e. assistants, lecturers, assistant professors, associate professors and professors, as well as research assistants, researchers and principal investigators.
150. The procedure for electing academic staff is specified in the following stages:
 - 150.1. announcing a competition and applying for a competition for vacant academic positions;
 - 150.2. evaluation for academic positions;
 - 150.3. voting;
 - 150.4. appeal (if applicable);
 - 150.5. presentation of election results.
151. JVLMA promotes the growth of academic staff by involving graduates in study and research work, as well as implementing various activities to attract the intellectual potential of higher qualifications, including the re-emigration of qualified academic staff from abroad and non-academic fields in Latvia.
152. JVLMA carries out regular evaluation of the academic staff, which is aimed at evaluating the employee's performance and planning development directions, as well as systematic accumulation of information for the entire election period (6 years). Criteria for evaluating the activities of lecturers are defined and are evaluated in 4 basic types of activities:
 - 152.1. artistic and creative activity;
 - 152.2. scientific qualification;
 - 152.3. pedagogical activities;
 - 152.4. organizational activities.
153. Certain criteria have been set for the evaluation of the qualifications of candidates for the position of research assistant, researcher, leading researcher, which are harmonized with the duties of scientists specified in the ZPC regulations.

154. The principles of remuneration of JVLMA academic staff are defined in JVLMA Salary Regulations. Its purpose is to determine the remuneration that motivates quality work in accordance with external regulatory enactments, the implementation of personnel policy in accordance with JVLMA's mission, goals and Development Strategy, comparability of remuneration for equal workload, quality and position, as well as its balance and competitiveness.
155. The principles of remuneration for lecturers at JVLMA are established for the following types of work:
- 155.1. contact hours;
 - 155.2. artistic, creative, scientific, methodological and organizational work;
 - 155.3. management of departments / classes;
 - 155.4. work in collegial institutions;
 - 155.5. other additional work.
156. The planned workload and the amount of remuneration for the management of departments and classes, the rate of the lecturer's additional working hours, as well as the tariff rate of the contact hours of the invited lecturer, are determined by the JVLMA Rectorate.
157. The procedure for evaluating the annual performance of lecturers has been determined in the Regulations on Academic Positions in JVLMA. In the process of evaluating the annual performance of lecturers, the heads of departments obtain the information necessary to prepare the departments' self-assessment report, in which assessment given by the students also plays an important role.
158. The content, form and activity accounting of JVLMA professional development have been determined in the Regulations how the JVLMA academic staff implements the professional development of higher education, in which the implementation of professional development is determined in the following forms of work:
- 158.1. participation as a listener or a lecturer in lectures, seminars or courses organized by JVLMA or other HEIs;
 - 158.2. participation as a listener in master classes of foreign university lecturers at JVLMA or foreign HEIs;
 - 158.3. participation in the jury of a national or international competition;

- 158.4. international mobility corresponding to the goal of professional development
- participation in conferences, seminars, exchange programs;
- 158.5. acquisition of the study program at the doctoral study level.
159. Organizational issues for JVLMA professional development have been determined in the Regulations on the Mobility of JVLMA Staff within the Erasmus Lifelong Learning Program, and in the Procedure for planning and organizing business trips and professional development events, and drawing up their documentation.
160. Employees, elected to JVLMA academic positions and with whom an employment contract has been concluded, have the opportunity to apply:
- 160.1. for academic leave for scientific research or scientific / creative work outside JVLMA. The granting of this leave is carried out in accordance with uniform principles and is the subject to objective and equal treatment in accordance with the Procedure for Granting Academic Leave to Academic Staff for Scientific Research or Scientific / Creative Work in JVLMA;
- 160.2. for the granted financing of the scientific or creative activity project competition (in accordance with the competition procedure). It allows them to improve their organizational work skills, manage these projects, perform scientific or artistic creative work, and involve students in the projects.
161. During the development phase, in co-operation with other study programs implemented by HEIs, the uniform quality and management standards shall be determined for the staff of the jointly implemented study program (to be included in the study program regulations), which also include selection, evaluation and development criteria and procedures.
162. The co-operation HEIs may develop separate staff quality and management standards for the jointly implemented study program. Or the personnel policy and personnel management procedures implemented by one of the co-operating universities may be adopted, if they do not contradict the personnel policy and personnel management procedures implemented by other co-operation HEIs. The staff quality and management standards of study programs implemented together with other HEIs must be the part of the Common Quality Assurance System.

3.6. Learning Resources and Student Support

163. The planning of the resources necessary for the implementation of the study program has been determined in JVLMA Study Program Regulations, as well as in the

description of the content and implementation of each Study Program, envisaging precise description and evaluation of human resources (academic staff, involved structural units, necessary auxiliary staff) and physical resources (necessary material and technical bases) and their costs. According to the documents listed above, which are reviewed internally by the JVLMA Rectorate and approved by the Senate, as well as taking into account the requirements specified in the state education standards and the amount of earmarked grants from the state budget, the calculation of the costs is developed for each study program for each academic year.

Physical Resources

164. The implementation of JVLMA study programs is ensured in two buildings - in cultural monuments of national significance, where the premises are adequately equipped for the basic needs of JVLMA. Halls are for artistic practices and projects, including for organizing concerts and other public events (Great Hall, Organ Hall, Stone (Chamber Music) Hall, Chamber Hall, LMT Hall and Opera Class). Rooms are for master classes, lectures, including computer class, ballet hall, and individual contact classes. This is essential precondition for the qualitative and study-centered implementation of studies. JVLMA facilities are fully equipped for students with special needs.
165. To ensure the JVLMA study process, the premises are equipped with modern computer equipment, multimedia and audio equipment. Wireless internet access and charging of electrical appliances are provided in all rooms of JVLMA. An important role in the implementation of the study process, especially in the development of study practice and development of scientific works, plays the technological support from ZPC. i.e. audio and video recording devices, scanners, equipment for conferences and seminars, etc.
166. JVLMA's physical resources are made up of wide range of musical instruments in the JVLMA premises, as well as students are provided with opportunities to rent musical instruments for artistic activities outside the study process. Choreographers and dance teachers have a fully equipped dance hall, as well as a mobile dance floor, which allows to modify any room for dance needs. JVLMA also provides students with access to a fully equipped recording studio for study process.
167. In order to maintain and coordinate the efficient use of physical resources, infrastructure and equipment, JVLMA attracts employees with appropriate competence (sound director, lighting artist, piano tuners, string instrument masters, etc.). The unit of Creative projects in JVLMA provides professional support students

'and lecturers' artistic creation by organizing concerts in the premises of JVLMA and outside them. For the organization of concert trips implemented within the framework of students' artistic practice and creative activities, road transport is provided for the transportation of performers and musical instruments, too.

168. JVLMA has established and operates the Library. There are three departments: the Books Department, the Sheet Music Department and the Audiovisual Department in the library. The library is located in different JVLMA premises. The library collection consists mainly of books, sound and video recordings, sheet music, photographs and images, and periodicals. The collection of the JVLMA Library is created in cooperation with the academic staff of JVLMA in accordance with the study, scientific and creative work directions of JVLMA and the requirements of the study programs, observing the principle of balanced information provision for all study programs. Donations received are also included in the collection of the library. The JVLMA Library provides students and researchers with access to a unique sheet music archive, sheet music manuscripts and unique historical publications that allow them to discover ever new findings in the history and theory of music.
169. The important part of JVLMA Library resources is industry-specific databases. The registration of users, the procedure for accessing, use of information sources are stipulated in the Terms of Use of the Library.
170. JVLMA has developed an e-learning environment in Latvian and English to contribute the quality of studies. Taking into account students' concert activities and international activity, the development of study courses and the implementation of lectures in the e-environment is an essential precondition of successful obtaining of the study courses.
171. In order to facilitate the process of planning and availability of student premises, JVLMA has introduced an internationally recognized and widely used planning and reservation system for the premises of art universities and concert halls - ASIMUT. Availability to access the system is provided for all students, lecturers and premise administrators of all structural units. Among the main benefits associated with the implementation of ASIMUT system are the possibility: for students - to reserve the necessary space for individual work in advance; for planners - to monitor in real time the occupancy and plan semester work using system's reservation overlap control function for rooms and lecturers; for all university staff - in real time to see work plan in system's personalized accounts for the whole semester; as well as the system for confirming room reservations which in case of the absence of the lecturer or the student, automatically vacates the room so that it can be reserved by another lecturer

or student. The use and maintenance of the premises, as well as the use of the ASIMUT system is specified in the procedure for the use and maintenance of the JVLMA premises.

172. JVLMA Sports Center provides students with the opportunity to use the gym and fitness center to improve general physical fitness and posture correction.
173. The development of material and technical base in JVLMA, including infrastructure and technological solutions, is aimed to investing in modern solutions for the provision of study and research environments, suitable for the needs of students, employees and visitors at JVLMA, as well as the space for concerts and other artistic and creative events.
174. The sharing of the JVLMA material and technical base with other HEIs is stipulated in the cooperation agreements. Required material and technical provisions for the implementation of the joint study program for each cooperating HEI and the procedure for its use are specified in the Regulations of the Study Program.

Human Resources

175. Human resource management in JVLMA is implemented to facilitate the implementation of JVLMA's strategic development goals. Establishment of an appropriate governance structure includes academic and administrative units, functions and tasks of units, and hierarchy which are specified by the Regulations. Employee responsibilities are determined in employment contracts and job descriptions. The hierarchy of the structural units in JVLMA is included in Appendix No.2.
176. JVLMA provides personnel development management for each employee. Remuneration (monthly salary, bonuses, and cash prizes) is determined for all JVLMA positions according to general and uniform criteria. The amount of the employee's monthly salary or the monthly salary rate or the hourly rate is determined by the Rector, based on:
 - 176.1. the minimum and maximum interval of remuneration of the respective monthly salary group in JVLMA, approved by the Senate;
 - 176.2. the monthly salary coefficient set by the Rectorate;
 - 176.3. according to the workload planned for the staff member.

177. The assessment of the individual qualifications and skills of the general staff is carried out at least once a year during annual discussions between the employee and the head of the department. Annual discussions are held within the time limit frame set by the Rectorate.
178. Business trips and professional development activities are planned and implemented in accordance with the planned budget (Procedures for planning and organizing business trips and professional development events and drawing up their documentation) in order to ensure the academic and administrative operation and development of JVLMA in accordance with the operational strategy of JVLMA and taking into account the results of individual qualification and skills assessment of employees.
179. The most important duties of informing, communicating and giving feedback to students are performed by the heads of JVLMA departments and study program directors, as well as the Study Department. Students are provided with information and consultations on study issues, student events are organized, as well as cooperation with students' self-government is ensured. Students are provided with information sources on issues that regulate the activities of JVLMA, ensured the observance of students' rights, fair use of study, research, artistic and creative work rights specified by JVLMA; control on fulfillment of students' internal regulations, promoting of students' creativity, as well as organizing students' involvement in the study self-evaluation process, etc.
180. The adequacy of the JVLMA material and technical base and the efficiency of the support services available to students are constantly monitored, regularly evaluated and improved, including use of the results of regular satisfaction surveys. In case of problems they are promptly eliminated.
181. For the joint implementation of the study program, each responsible HEI shall assign a responsible position (to be included in the study program regulations or the concluded contract), which shall ensure the coordination of the study program implementation in the area of responsibility of the specific HEI, including the informing and consulting the students and organizing communication between the parties involved in the study program.

Financial Support

182. JVLMA operates the JVLMA Support Fund, established by the Senate, with the aim of providing support, including to students, by attracting patronage funds for student scholarships, material and technical support and other types of support.
183. The Student Self-Government also involved in support activities to students. In accordance with the regulations on the procedure for evaluating JVLMA Student Creative Travel applications and financial support to student activities, which approved by the JVLMA Senate, the Student Self-Government provides financial support to activities of the students (participation in competitions, concerts, festivals, conferences, summer schools, master classes, etc.), with the aim to promote the raising of the student's competence in the professional field related to the study program.
184. JVLMA provides the granting of scholarships funded by the state budget in accordance with the procedures specified by the Government of Republic of Latvia, observing the distribution of the scholarship fund and the procedures for granting scholarships specified in the regulations approved by the JVLMA Senate. JVLMA establishes the commission of awarding scholarships funded by the state budget, including representatives from JVLMA administration, academic staff and students' self-government, and of which students' representatives must have the majority (not less than 51% from the composition of the commission).

3.7. Information Management

185. JVLMA main principles of operation are continues improvement of operations, systemic approach, consistency, cooperation with stakeholders, decision-making based on objective data obtained and on the analysis and monitoring of information.
186. JVLMA collects, compiles and analyzes data in key areas of activity, also evaluating JVLMA's activities in its horizontal areas. JVLMA uses data and information in decision making at three levels:
- 186.1. by ensuring processes;
 - 186.2. by assessing and improving quality;
 - 186.3. by identifying and evaluating the achievement of strategic objectives.
187. There is the measurement system integrated into the process management system implemented by JVLMA. Based on the JVLMA Development Strategy and Quality Policy there are determined measurements of the main core business, management and support processes, their regularity of performing, responsible persons for their

performing, the examples of data acquisition sources. There are also prescribed issues of data storage, access and usage.

188. The process measurements include data used in operational activities, as well as data used to determine the level of achievement of the strategic objectives, internal and external quality assessment, and risk assessment. The measurements are analyzed in depth in three areas of JVLMA activity:

188.1. study work;

188.2. research and artistic creation;

188.3. public interest ensuring in education and pedagogy at the fields of music, the performing arts and the arts.

189. The measurements of JVLMA processes are accumulated and analyzed in trends and correlations, separately evaluating such horizontal areas as - satisfaction of the parties involved, cooperation, comparison with other HEIs and their activities, as well as personnel, financial and material base indicators.

190. The quality policy of JVLMA specifies the main factors determining the quality requirements and according to them the main indicators characterizing the quality of JVLMA. The evaluation of the results of those indicators is implemented within the framework of JVLMA QMS.

191. The outcome indicators have been set for the tasks to achieve the goals set in the development strategy, which in the context with JVLMA's key performance indicators are evaluated annually in the JVLMA Annual Report.

192. The data included in the study indicators allow to make operative decisions, including for a student-centered approach ensurance, as well as quality assessment and improvement at the level of the study course, study program and study direction.

193. Gaining of study results, evaluation and identification improvement areas are organized in academic structural units and implemented with the involvement of students, lecturers, graduates, industry representatives, as well as other HEIs, with whom cooperation in implementation of the study program exists.

194. JVLMA collects information on the performance of students, lecturers and graduates, conducts regular centralized satisfaction surveys of key stakeholders, and organizes various activities and cooperation projects to obtain feedback.

195. Progress and success indicators of the students not only affect the implementation of the study course (use of methods, etc.) and the improvement of the study program, but are also used to award state-funded study places, as well as scholarships.
196. Separately from the general student satisfaction survey JVLMA also collects students' satisfaction with the quality of lecturers' work. Thus obtaining important information that is used in evaluation of the lecturers and development planning.
197. On the basis of the agreements concluded with the graduates on the provision of employment information, JVLMA has established and maintains the employment register of graduates, thus directly obtaining data and information to be used in the evaluation of the implementation of the JVLMA mission.
198. When implementing co-operation programs with other HEIs, each HEI should ensure the collection, compilation and analysis of data on its area of responsibility. The obtained results are compiled by the lead HEI and ensured their regular evaluation in accordance with the established practice of each HEI, as well as in the Joint Study Program Council.
199. By regularly informing the decision-making bodies and collegial institutions involved in quality assessment and identification JVLMA ensures the provision of feedback on the results of its activities, the results of internal and external quality assessment, and the satisfaction of the involved parties. The information is published in the Annual Report as well.

3.8. Informing the Public

200. Public informing activities about JVLMA activities and the implemented study programs are purposefully managed and implemented in the way as to ensure the awareness of the parties involved in JVLMA activities and the public at the local and international level. Thus JVLMA external communication goals, including promoting transparency, high reputation and international visibility, are implemented.
201. JVLMA official website is used as the central information channel, where information on JVLMA, its studies and research activities, international cooperation and further education is provided in Latvian and English. Separate section is created for informing students. Also news, calendar and photos, videos and audio library are published in the website.
202. JVLMA operation, its history, traditions, the most outstanding creative achievements, its declared mission, vision and values are described in JVLMA website. There are

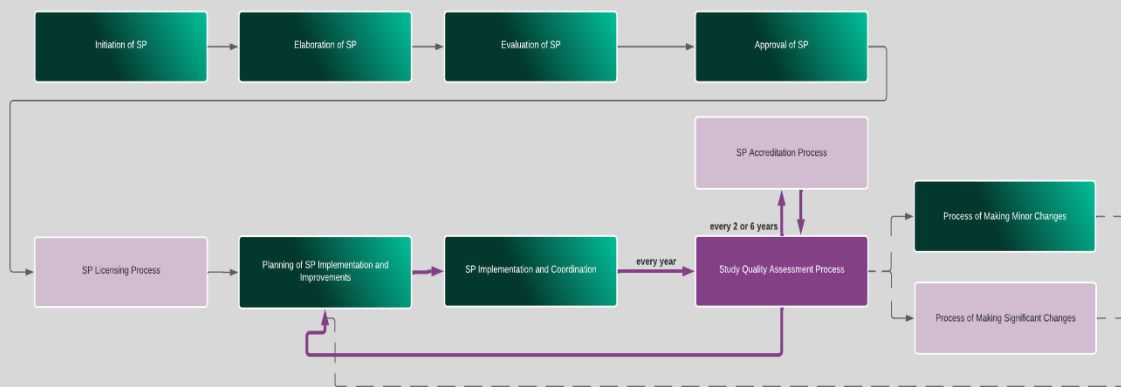
also strategic development directions and goals, the quality policy formulated to achieve them and the organizational structure established, as well as JVLMA regulatory documents, quality assessments and annual accounts included in the website.

203. In JVLMA website are described the implemented study fields and the existing study programs, structuring them by fields of science, publishing a full description of its content and implementation for each study program. The description includes information on admission requirements, expected learning outcomes, qualifications awarded, pedagogical methods, teaching types and assessment procedures, minimum successful assessments or requirements, and learning opportunities available to students, as well as information on graduate employment. The current study plan is also published for each study program.
204. The information on JVLMA admission is published in the separate link, including the content of current admission requirements by levels, evaluation criteria for entrance examination tasks, diplomas and their appendices, etc. Also indications to the JVLMA e-learning environment as well as to JVLMA space reservation, time planning and event management system, there be able to find.
205. In case of joint study programs implementation each co-operation higher education institution publishes full information about the study program and its implementation on its website, including information on the conditions of co-operation between HEIs, involved academic staff, common quality assurance principles, etc.
206. The description of the area of each academic unit, the history of the unit, as well as characteristics of each lecturer are provided on the website.
207. Separate sections are dedicated to the Student Self-Government and JVLMA collectives. JVLMA publishes lists of honorary professors, award recipients and stipendiaries, cooperation partners and supporters, as well as information on participation in international organizations and exchange programs.
208. JVLMA website provides information about the JVLMA library, and annotations and links to the electronic catalog, databases created and subscribed by the library, as well as open access resources. An electronic form for submitting additions to the collection of recommendations has been created in the library section, as well as information on current new acquisitions is provided on a monthly basis.

- 209. JVLMA website provides information on JVLMA development projects, continuing education and other offered services, as well as for JVLMA support and patronage opportunities, including to operation of the Support Fund.
- 210. VLMA website provides information on the research directions and research projects implemented by JVLMA, as well as research actualities. The website provides extensive information about the JVLMA Scientific Research Center, its regulatory documents, publications and the researchers involved. There are also published the JVLMA articles on the website, as well as the journalism practices of students studying in the JVLMA musicology study programs - reviews, articles and interviews.
- 211. The contact information of general and academic staff have been published on the website for operational communication and reference. JVLMA has published information on the availability of facilities for persons with disabilities. In order to communicate the news and actualities JVLMA also uses social networks, organizes conferences and public events, as well as participates in various public activities.

3.9. Survey and Regular Inspection of Programs

- 212. JVLMA implements surveys, periodic evaluations and reviews of study programs within the framework of the Study Quality Assurance System (SQAS) in order to assess how the goals of the study direction and study programs are achieved, and ensure their compliance with the needs of students and society ensured. SQAS includes cyclical internal and external evaluation of study quality.



Picture No.5 JVLMA Study Quality Assurance Cycle

- 213. The internal assessment of SQAS is implemented at several levels, based on the annual activity reports. The content and preparation procedures of it is specified in the document “The Structure of the Self-Assessment Report and Description of the

Self-Assessment Report of Study Fields and Programs” which is approved by the Senate.

214. Heads of the departments prepare the reports of departments, including the information within the competence of their department on the content and implementation of the study courses, lecturers, resources, provisions and other information which is specified in the document “The Structure of the Self-Assessment Report and Description of the Self-Assessment Report of Study Fields and Programs”. The information is prepared on the basis of the surveys of employers and graduates, descriptions of study courses, practice tasks, topics of final theses, as well as on lecturers' activity reports and annually updated CVs. The lecturer's activity report is analyzed and evaluated by the head of the department, if necessary, by organizing discussions with the employee. The head of the department compiles information on the study courses in competence of his department in accordance with the document “The Structure of the Self-Assessment Report and Description of the Self-Assessment Report of Study Fields and Programs”. The head of the department submits a report to the director of the program, who analyzes the report in terms of the study program, analyzing the topicality of the program, implementation and improvement progress, as well as development perspectives.
215. By assessing the quality of studies there are assessed industry trends, labor market and student needs, expectations and satisfaction, the adequacy and performance of the content of the study program and its academic staff, as well as development needs, quality of study environment including support.
216. According to the annual reports of the departments the head of the study field in cooperation with the directors of the study programs annually develops Study Field Report, which is further reviewed by the JVLMA Senate. Annual Study Field Report is developed in the way to collect, analyze and supplement the information for the accreditation report of the study field annually. The information is also used in the development of new study program licensing characteristics or initiation of significant changes which has been recognized during internal study quality assessment.
217. In cases JVLMA implements the study program in cooperation with other HEIs, and JVLMA is the lead implementer, the internal assessment of the study program is implemented in accordance with the JVLMA study quality assessment processes.
218. Summary on study quality assessment reports including responsible persons for their development, evaluation and approval, are presented in Table No.2

Table No.2 JVLMA Study Quality Assessment Reports

Report		Developed by	Evaluated by	Confirmed by
Lecturer's report		Each lecturer	Head of the Department	Head of the Department
Department report		Head of each Department	Director of relevant study program	Vice-Rector for Academic Affairs
Study field report	JVLMA study program	The self-evaluation report of the study program is developed by the program director together with the heads of the departments The self-evaluation report of the study field is developed by the head of the study field together with the directors of the study programs	Vice-Rector for Academic Affairs	Senate
	Joint study program	The director of the HEI study program in cooperation with the directors of the study program at cooperated HEI	Vice-Rector for Academic Affairs Joint Study Program Council	The Senate of the each HEI implementing study program
Characteristics of licensing of the new study program		Director of the study program	Department Vice-Rector for Academic Affairs	Senate
Report of accreditation of directions	JVLMA study program	The self-evaluation report of the study program is developed by the program director together with the heads of the departments The self-evaluation report of the study field is developed by the head of the study field together with the directors of the study programs	Department Vice-Rector for Academic Affairs	Senate
	Joint study program	The director of the HEI study program in cooperation with the directors of the	Department Vice-Rector for Academic Affairs	The Senate of the each HEI implementing study program

		study program at cooperated HEI	Joint Study Program Council	
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Data source: JVLMA

3.10. Cyclical External Quality Assurance

219. External quality assessment of JVLMA study fields and included study programs is implemented in accordance with the laws and regulations of the Republic of Latvia:

219.1. Cabinet of Ministers 11.12.2018. Regulations No. 795 “Licensing Regulations for Study Programs”⁵; and the document developed by the Higher Education Quality Agency “Guidelines for the Development of the Study Program Description”⁶;

219.2. Cabinet of Ministers 11.12.2018. Regulations No. 793 “Regulations for Opening and Accreditation of Study Fields”⁷; and the document developed by the Higher Education Quality Agency “Guidelines for the Development of the Self-evaluation Report for a Study Field”⁸.

220. In the implementation processes of the internal evaluation the results and recommendations of the external evaluation are taken into account.

221. In order to inform the public on the results of the study quality assessment JVLMA publishes the annual self-assessment reports of the study field, as well as the accreditation results, on the official JVLMA website in the section “Documents”.

⁵ <https://likumi.lv/ta/id/303957-studiju-programmu-licencesanas-noteikumi>

⁶ <https://www.aika.lv/augstskolam-koledzam/studiju-programmas-licencesana/raksturojuma-sagatavosana/>

⁷ <https://likumi.lv/ta/id/303956-studiju-provides-the-latest-information>

⁸ <https://www.aika.lv/augstskolam-koledzam/studiju-Directiena-akreditacija/>

4. Process Management

222. The goal of process management in JVLMA is to identify, describe and understand the organization's processes, ensuring their compliance with the organization's goals and resources, to manage them in the most appropriate way. Process management is not a one-time activity, but a continuous cycle of process evaluation and improvement.

223. The tasks of process management are:

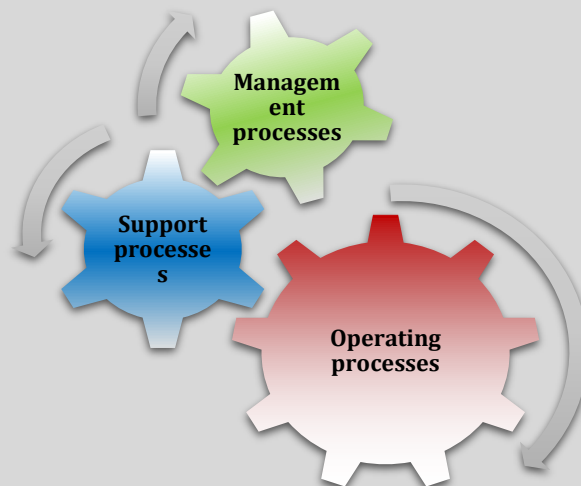
223.1. to align processes with the goals of the organization;

223.2. create process architectures and implement their interactions;

223.3. to create a process measurement and control system;

223.4. inform and train managers and employees on process management.

224. JVLMA divides processes into three groups: operational, support and management processes.



Picture No.6 Interaction of processes in JVLMA

225. JVLMA process management is implemented in the following steps:

225.1. the most important processes of the organization are identified;

225.2. the person responsible for the process (a process owner) is determined;

- 225.3. the processes are described by activities, determining the responsible persons, as well as providing additional instructions regarding the specific activity;
 - 225.4. the process is included in the process measurement system.
226. New processes are identified and included in the process measurement system when new activities are introduced or the level of materiality of existing activities is increased, which may include change, improvement or issuance of a new binding regulatory enactment, new activities are initiated, existing activities are subject to various risks, or a significant review of the process is required. Process identification is led by Quality Manager.
227. Process description is developed by the process owner with the participation of Quality manager, the process is approved by the Rector. The process description contains the following information:
- 227.1. process name,
 - 227.2. process identifier/number,
 - 227.3. version chronology (revision number),
 - 227.4. date of approval,
 - 227.5. process owner,
 - 227.6. the purpose of the process,
 - 227.7. a short textual description of the process,
 - 227.8. the parties involved in the process;
 - 227.9. process performance indicators and process outcome;
 - 227.10. binding documents, including external/internal regulatory enactments, additional informative material, forms,
 - 227.11. related IT systems,
 - 227.12. related processes (process interactions),
 - 227.13. a schematic representation of the process (block diagram), which includes the activities, the persons responsible for the activities, and notes on the activities.

228. In the development of the process description, JVLMA also conducts the analysis of the process, which may be carried out in the form of working group discussions. During the development of the process description and discussions, the problems that complicate the process are being solved and ideas for their improvement are being identified.
229. The process owner is responsible for the process, the approval of its change, implementation of changes, and process improvement and efficient operation in accordance with JVLMA resources.
230. Processes are registered in JVLMA Process register. JVLMA Process register and the main (essential) processes are attached in Annex 3 and Annex 7 to the Handbook.
231. JVLMA has developed a process measurement system, in which the quality and integrity of processes are assessed, and the measurement results are used in decision-making for process improvement. The process measurement system is managed by the Quality Manager.
232. The following types of process measurements are performed at JVLMA:
- 232.1. strategic - impact on the implementation of strategic goals;
 - 232.2. tactical - process efficiency.
233. The JVLMA process measurement system defines the parameters of measurements, criterias, data sources, type and frequency of data collection, storage location, and access rights. For performing each measurement and data collection the responsible employee is assigned.
234. JVLMA processes are being continuously improved by measuring and auditing them. Reports are prepared on the effectiveness of the processes, and the degree of achievement of the strategic and tactical objectives (by summarizing the measurements), including information on the improvement proposals received during the reporting period and its implementation.

5. Internal Control

5.1. Internal Control System

235. The internal control system is a set of risk management, control and governance measures, the task of which is to ensure the achievement of JVLMA objectives, efficient operation, protection of assets, reliability of accounts, compliance with legal acts.
236. Internal control is the policy and procedures implemented by JVLMA management at all levels of management to ensure an economical and efficient environment for achieving the institution's operational objectives. Internal control is not an isolated event or occurrence or an individual activity that is not related to other activities of the institution.
237. JVLMA internal control system is based on the principles of good governance and practices of internal control system in direct administration institutions⁹.
238. The basic requirements for the operation of JVLMA internal control system are:
- 238.1. the efficient, effective and economic operation of the institution in accordance with its competence, set objectives, tasks and available resources;
 - 238.2. the operation of the institution in the public interest, ensuring good governance;
 - 238.3. operation of the institution in accordance with the competence specified in regulatory enactments;
 - 238.4. prevention of possible risks of corruption and conflict of interest;
 - 238.5. prevention of waste, ineffective and inefficient use of property and financial resources;
 - 238.6. timely identification and correction of errors, and performance of necessary improvements;
 - 238.7. obtaining of timely, reliable financial and management information, and protecting it from unauthorized disclosure.

⁹ <https://likumi.lv/ta/id/247746-noteikumi-par-ieksejas-kontroles-sistemu-tiesas-parvaldes-iestades>

239. JVLMA internal control system consists of such an interconnected elements as follows:
- 239.1. planning the activities of the institution,
 - 239.2. creation of the control environment,
 - 239.3. risk identification, analysis and assessment,
 - 239.4. implementation of control measures,
 - 239.5. provision of information and communication,
 - 239.6. monitoring.
240. JVLMA internal control system includes the basic elements of the system, requirements, JVLMA internal regulatory framework, processes and procedures that ensure the functioning of the internal control system (Appendix No.4 to the Handbook).
241. JVLMA provides risk control, operational compliance control and internal audit functions accordingly with the specifics of its activities, in order to facilitate the establishment of an effective and comprehensive internal control system in all areas of JVLMA's activities.

5.2. JVLMA Risk Management Policy

242. The purpose of the JVLMA Risk management policy is to determine the basic principles of risk management, its scope and regulatory framework. JVLMA uses risk management for its analytical, regulatory and protective functions, to facilitate informed decision-making and efficient use of resources.
243. The goal of risk management is to facilitate the implementation of the JVLMA strategy, with the aim of minimizing future losses caused by possible adverse events and maximizing benefits at the existing level of risk by applying risk management consistently in all areas of activity as achieving goals, implementing changes and developing processes.
244. JVLMA determines risk management as an integral part of strategic management and the element of the internal control system.
245. JVLMA risk management main principles are:
- 245.1. timely response;

- 245.2. risk management as a cyclical and continuous process;
 - 245.3. staff and stakeholders understanding and participation.
246. The task of JVLMA risk management is to ensure the identification of JVLMA risks, to determine the occurrence probability and risk impact on the achievement of JVLMA objectives, to plan and manage risk mitigation, to implement control and supervision measures.
247. JVLMA manages risks in the categories as follows:
- 247.1. strategic risks: political influence, economic situation, global trends, planning errors, deterioration of reputation, etc .;
 - 247.2. financial risks: availability of financing, inadequate financing planning, etc .;
 - 247.3. operational risks: employee errors, inconsistencies in information technology and information systems, inadequate or incomplete internal processes, risks with an impact on the working environment and external threats;
 - 247.4. legal/compliance risks: non-compliance or inaccurate interpretation of regulatory enactments, personal data protection risks, etc .;
 - 247.5. risks of corruption, fraud and breaches of ethics;
 - 247.6. project risks: risks related to the application, implementation and sustainability of projects.
248. The impact of risk on JVLMA is assessed as:
- 248.1. the financial consequences that the risk may cause;
 - 248.2. damage to JVLMA reputation;
 - 248.3. non-compliance issues.
249. In order to ensure the unified and harmonized approach of the implementation of the risk management system, the distribution of risk management responsibilities, stages and the methodology used in implementation are specified by JVLMA Risk Management Procedure.

5.3. JVLMA Risk Management Procedure

250. The purpose of the JVLMA Risk Management Procedure is to define a unified and harmonized approach to the implementation of JVLMA risk management process,

determining the division of responsibilities, stages and implementation arrangements.

251. Terminology used:

- 251.1. risk - the possibility of an event (s) or circumstances that may adversely affect the implementation of JVLMA's activities or the achievement of strategic goals;
- 251.2. risk management - a systematic management process that is implemented with the aim of minimizing future losses caused by possible adverse events and maximizing benefits at the existing level of risk;
- 251.3. risk owner - the head of a structural unit or a person appointed by the Rector in whose area of responsibility the risk may materialize;
- 251.4. risk identification - the process of identifying, recognizing and describing risks;
- 251.5. risk event - one or more potential events or their absence that may affect the achievement of JVLMA strategic goals or JVLMA operation;
- 251.6. risk incident - a negative risk event;
- 251.7. risk analysis - compilation and evaluation of risk-related data and information, and accumulated experience, with the aim to determine the impact of the risk and the probability of its occurrence;
- 251.8. the impact of the risk - the possible negative consequences caused by the risk on the JVLMA operations and the achievement of its objectives;
- 251.9. risk probability - the probability that at the existing conditions the risk will materialize within the year;
- 251.10. risk value - the multiplication of the values of risk impact and risk probability;
- 251.11. risk level – value of the risk that determines the requirement of appropriate actions;
- 251.12. risk map - a methodological aid to determine the level of risk corresponding to the value of risk;
- 251.13. risk register - a limited availability document which summarizes information regarding the identified risks, its assessment, risk management measures and the deadlines of implementation, and the risk owners;

251.14. risk management report - annual report to the Senate prepared by the Rector on the management of high and very high value risks.

252. Responsibility and powers distribution of the persons involved in risk management is listed in Table No.3

Table No.3 Responsibility and Powers Distribution Within the JVLMA Risk Management System

Involved Persons/ Parties	Division of Responsibilities and Powers
Council	<ol style="list-style-type: none"> 1. Approve JVLMA Risk Management Policy. 2. Review and approve annual JVLMA risk management report.
Rector	<ol style="list-style-type: none"> 1. In cooperation with the Rectorate ensures the definition of the JVLMA Risk Management Policy and its periodic review. 2. Provides resources and authorities for establishment, implementation, maintenance and improvement of the risk management system. 3. Approves the risk register and ensures the organization and control of the implementation of risk mitigation measures. 4. Prepares the annual JVLMA Risk Management Report to the Senate.
Rectorate	<ol style="list-style-type: none"> 1. Review the identified risks, their assessments, as well as the identified risk mitigation measures. Confirm their adequacy. 2. Decide on the risk inclusion in the risk register.
Quality Manager	<ol style="list-style-type: none"> 1. Establishes, implements and maintains the JVLMA risk management system. 2. Maintains and monitors the JVLMA Risk Register. 3. Summarizes the provided information on the initially identified risks, their assessment and possible risk mitigation measures, and submits them to the Rectorate for consideration. 4. Coordinates the work of the Rectorate on risk management issues and its cooperation with risk owners. 5. Collects the information on changes in risk assessments and the implementation of the risk mitigation measures. 6. Provides support to JVLMA management and parties involved in risk management on risk management implementation issues. 7. Summarizes information, prepares and presents the annual draft JVLMA Risk Management Report to the Rector.
Risk owner	<ol style="list-style-type: none"> 1. Assesses a risk and identifies the risk mitigation measures. 2. Implements risk mitigation measures specified in the JVLMA Risk Register. 3. Conducts daily monitoring and regular reassessment of the risks of its area of responsibility.
Head of structural unit, Project Manager	<ol style="list-style-type: none"> 1. Identifies risks in its area of responsibility and gathers information from subordinates and / or other stakeholders. 2. Informs the Quality Manager about the identified risks, their initial assessment and possible risk mitigation measures, and submits a report to the Rectorate.
Employee	<ol style="list-style-type: none"> 1. Informs the direct manager about an incident or potential risk in his / her job. 2. Provides the data and information necessary for the risk analysis to the direct manager and the Quality Manager.

Data source: JVLMA

253. The unit or project manager shall record any risk identified by himself or by a staff member under his direct authority.

254. Using the accumulated experience as well as information obtained from several sources, the structural unit or project manager initially assesses each identified risk into the five-point scale (Appendix No. 5 to the Handbook):

254.1. by assigning a value of the probability;

254.2. by assigning a value of the impact of the risk.

255. In accordance with the JVLMA Risk Management Policy the impact of the risk is applied to each area separately, assessing the impact on finances, reputation and conformity.

256. For each identified risk the risk value is calculated by multiplying the numerical values of the impact and probability levels (Risk level = Impact x Probability). The risk level is determined by using the Risk Map.

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
Impact of a risk	0	1	2	3	4	5
		Probability of a risk				

Picture No.7 Risk Map

257. Depending on the level of the risk appropriate risk management measures are selected for each risk. The management of identified risks includes possible actions:

257.1. risk mitigation - specific actions are implemented to reduce the identified risk;

257.2. risk acceptance - the risk is accepted by the management of the JVLMA or the risk owner and no action is taken to reduce the risk, for example, such an

- approach can be applied to risks with low impact and low probability of occurrence;
- 257.3. transfer a risk to third parties - the risk is transferred to third parties, for example, by using the services of insurance companies;
- 257.4. risk avoidance - JVLMA refuses to implement activities or processes in which the identified risk may arise.
258. The head of the structural unit or the project manager submits the information on the identified risks and their assessments in a summarized form to the JVLMA Quality Manager, who forwards it to the Rectorate for review.
259. The Rectorate makes a decision on the inclusion of the identified risk in the Risk Register, determines the risk owner, accepts the risk value and risk mitigation measures.
260. The Rector reviews, evaluates and approves the JVLMA Risk Register and manages the implementation of risk mitigation measures specified therein.
261. Risk owners shall ensure the implementation of the necessary risk mitigation measures in accordance with the approved JVLMA Risk Register, and inform the Quality Manager about the implementation, including informing the involved parties and relevant employees about the risks and mitigation measures to be taken.
262. The Quality Manager coordinates and controls the implementation of risk mitigation measures by compiling information on the execution of risk mitigation measures.
263. Risk monitoring and review is performed once a year or in case of very high priority risks more frequently (if needed):
- 263.1. the risk owner within its competence shall individually review the risks and implementation of the mitigation measures, and inform the Quality Manager regarding the results, and (if needed) changes in the measures;
- 263.2. within the framework of strategic control the Rectorate shall review the JVLMA Risk Register and evaluates the information compiled by the Quality Manager on the new risks identified by structural units or project managers, about changes in assessments of existing risks, and about the results of the control on implementation of risk mitigation measures.
264. As a result of risk monitoring and review, the JVLMA Risk Register is updated, and approved by the Rector.

- 265. Once a year, within the framework of the strategic review, the annual JVLMA Risk Management Report is prepared. The Rector presents the report to the Senate, as well as to other institutions (if necessary).
- 266. The Quality Manager ensures the availability of the JVLMA Risk Register to risk owners and other employees designated by the Rector. Upon the recommendation of the Rectorate, the confidentiality of certain risk management elements may be decided.
- 267. Internal Audit Commission independently and objectively shall evaluate the JVLMA Risk Management System and its effectiveness.

5.4. Internal Audit

- 268. The main task of JVLMA Internal Audit is to perform independent supervision on the internal control system, as well as to assess its adequacy and effectiveness in order to help governing institutions, management and heads of departments to perform their functions more effectively.
- 269. As the result of each inspection JVLMA Internal Audit prepares a report on the findings to deficiencies in the internal control system, violations of policies and procedures, insufficiently identified or managed risks, and submits recommendations for solving the identified problems.
- 270. JVLMA management discusses the findings and recommendations revealed by each inspection. The implementation of the recommendations is followed up.
- 271. At least once a year JVLMA Internal Audit prepares an overview of the performed inspections and the main problems identified, expressing an opinion on the effectiveness of the internal control system. JVLMA's annual public reports include information on the assessment of the effectiveness of the internal control system.
- 272. JVLMA's internal control system is monitored not only by internal or external audits through periodic evaluations of internal controls, but also by managers at all levels. They ensure that the processes under the responsibility of the particular manager comply with the control requirements of the institution, and if deficiencies or errors are found how they corrected.

5.5. The Management System of Results

- 273. JVLMA management system of results consists of quality management system, analysis of internal control and strategic review measurements, evaluation, and

proposition development of improvements. Study field reports, scientific activity reports, internal audit reports, quality management system self-assessments, plan execution control, and strategic reports are the part of the system.

274. The main operational, management and support processes of JVLMA are included in the Process and Measurements System. The system contains the measurements to be performed, according to which the quality and integrity of the processes are assessed.
275. JVLMA management system of results also includes performance indicators which provide a comprehensive performance indicator system:
- 275.1. study indicators, which indicate on the popularity of JVLMA as a higher education institution and the quality of services. They analyze the dynamics of changes in the number of students, the dynamics of the number of foreign students, the dynamics of the number of foreign lecturers, the results of the student satisfaction survey, etc.;
 - 275.2. human resource indicators, which indicate on the total capacity of the JVLMA staff, including the renewal of the academic staff, showing the dynamics of changes in the number of staff, as well as involvement of master's students, PhD students and young researchers in research;
 - 275.3. indicators of international cooperation, which indicate on the activity of JVLMA, its structural units and academic staff at the international level, for example, involvement in international projects, involvement in international industry and scientific associations, etc.;
 - 275.4. bibliometric indicators, which include statistical data on the developed publications (including scientific articles in periodicals and collections of articles, chapters in monographs, publications in conference proceedings, etc.);
 - 275.5. financial indicators, which indicate on the activity of JVLMA in attracting funding from various funding sources, for example, attracted national public funding for research, attracted funding under the EU Framework Program of research and development projects, attracted private sector funding;
 - 275.6. knowledge transfer indicators, which indicate on the activity of knowledge transfer establishing effective cooperation with the public and private sector on a national and international scale;

- 275.7. indicators of cooperation with the public, which indicate on the activity of JVLMA, its structural units and individual researchers, promoting the development of public opinion interested in JVLMA's scientific activities, popularization of academic career, etc.
276. Depending on specifics of the indicator the comparison scale and level are defined for each indicator included in the JVLMA Management System of Results.
277. The responsible persons have been identified for each sub-processes of the results management process to each level of competence in the Management System of Results.
278. The indicators are monitored on an annual basis as part of the JVLMA strategic review.

6. Change Management

279. JVLMA change management involves a set of tools, processes, skills and principles to be applied in order to manage the human aspects of the change process for achieving the desired outcome of a change project or initiative. Changes in JVLMA are made to achieve the goals set by JVLMA, including strategic goals.
280. Change management is a part of JVLMA quality management system, and the implementation of change in JVLMA is perceived as a managed process to increase operational efficiency.
281. JVLMA determines needed changes taking into account the mission, strategy, sustainable value creation goals and performance, and reviews its ecosystem in order to anticipate key future opportunities and challenges.
282. In JVLMA, the rector is responsible for change management in general, but the implementor of changes is the Change agent who is appointed by the rector and responsible for organizing and directing the work of the Change Management Group, planning and implementing change, including the evaluation of results.
283. Change management in JVLMA is organized according to PROSCI¹⁰ methodology.
284. The process of changes in JVLMA can include the following types of change:
- 284.1. gradual improvements - changes and improvements in the existing process or procedure, including review and streamlining of certain processes, redistribution of certain competencies and responsibilities, transfer of good practice, introduction of new initiatives to improve work;
 - 284.2. alteration - significant changes in an existing process (or several processes) or creation of new processes, for example, significant changes in the organization of the study process, change of approach, methodology, technology or introduction of a new one;
 - 284.3. transformation - creation of a new context that significantly changes many processes and procedures, as well as introduces new processes, such as the creation of new fields of study, radical changes in the organizational structure, change of activity or introduction of a new direction, radical changes affecting work organization in all areas .

¹⁰ <https://www.prosci.com/about>

285. In JVLMA, the change management process is applied and implemented at 3 different levels of the organization:

285.1. for each employee – in order to make them enable to successfully implement change by supporting them in their personal change;

285.2. for a project – in order to improve the outcome of the project and increase the return on investment by driving adaptation and exploitation of project results;

285.3. for JVLMA – in order to implement the strategic objectives of JVLMA.

286. In JVLMA, changes of any level focus on how to help employees accept, adapt to and apply change in their daily work by setting 5 core values¹¹, which runs through all phases of the change process:

286.1. *Awareness* of the need for change;

286.2. *Desire* to participate in and support change;

286.3. *Knowledge* how to change;

286.4. *Ability* to acquire and show new knowledge and actions;

286.5. *Reinforcement* to strengthening change.

287. Change management contains 3 phases in JVLMA (Appendix No. 6 to the Handbook):

287.1. preparation phase - during which the necessary changes are explored and planned, a change management strategy is defined and developed, the owner of the change is determined;

287.2. managing phase - during which change management action plans are developed in accordance with the change management strategy, followed by action and implementation of action plans, as well as communication on the implementation and benefits of action plans is ensured;

287.3. consolidation phase - during which information is gathered and feedback is received, resistance to change is analyzed and corrective actions to strengthen change are planned and implemented. The purpose of this phase is to ensure that change is accepted and that the outcome of change is sustainable.

288. The principles of the change management process in JVLMA are:

¹¹According to the PROSCI ADKAR model; <https://www.prosci.com/adkar/adkar-model>

- 288.1. respect for different points of view, while promoting common understanding;
 - 288.2. effective communication, including effective mechanisms for hearing and resolving problems and initiatives;
 - 288.3. learning and competence development;
 - 288.4. accepting and learning from mistakes;
 - 288.5. innovation and creativity, listening to and implementing new ideas and initiatives;
 - 288.6. recognition and celebration of achievements;
 - 288.7. perceiving change as a positive catalyst to better and more effectively achieve the goals set.
289. Successful change in JVLMA is implemented by involving and ensuring cooperation between all resources both on the technical side, including planning, development, delivery, and on the human side, including acceptance, adaptation, use.

Annex No. 1 - ESG Part 1 Standards Requirements

<i>Standard</i>	<i>Guidelines</i>
1. Quality assurance policy	
<p>Universities / colleges must have a quality assurance policy. It must be made public and be part of strategic management. Policies need to be developed and implemented by internal stakeholders through appropriate structures and procedures and with the involvement of external stakeholders.</p>	<p>Policies and procedures are key cornerstones of a coherent quality assurance system that forms a cycle of continuous improvement and promotes the accountability of universities / colleges. This system supports the development of a quality culture in which all internal stakeholders take responsibility for quality and are involved in quality assurance at all levels of higher education / colleges. To facilitate this, the policy is officially documented and publicly available. Quality assurance policies work best when they reflect the link between research on the one hand and learning and teaching on the other, while taking into account both the national context of the university / college and the context and strategic direction of the university / college itself. Such a policy supports:</p> <ul style="list-style-type: none"> ▪ organization of the quality assurance system; ▪ the responsibility of departments, departments, faculties and other structural units, as well as the management of the higher education institution, individual staff members and students for quality assurance; ▪ academic integrity and freedom, and is intolerant of academic fraud; ▪ combating all forms of intolerance and discrimination against students or staff; ▪ the involvement of external stakeholders in quality assurance. <p>The policy is implemented in a variety of internal quality assurance processes in which everyone at the university / college can be involved. It is up to the university / college to decide how the policy is implemented, monitored and reviewed. The quality assurance policy also covers those university / college activities that have been outsourced.</p>
2. Development and approval of programs	
<p>Higher education institutions / colleges must have procedures for the development and approval of study programs. Programs must be designed to meet their objectives, including the expected learning outcomes. The qualifications to be</p>	<p>Study programs have a central place in the teaching mission of the university / college. The programs provide students with both academic knowledge and skills, including transferable skills, that can affect students' personal development and can be used in their careers. Programs:</p> <ul style="list-style-type: none"> ▪ are designed in accordance with the overarching objectives of the program, are in line with the higher education / college strategy and clearly articulate the expected learning outcomes; ▪ are designed to involve students and other stakeholders; ▪ use external expertise and reference points; ▪ reflects the four objectives of higher education recommended by the Council of Europe (see Scope and Concepts); ▪ are designed to ensure the progress of students in their studies without obstacles;

<p>acquired as a result of the program must be clearly defined and described and attributed to the appropriate level of higher education in the national qualifications framework, as a result of which it is also extended to the appropriate level of the European Higher Education Area Qualifications Framework.</p>	<ul style="list-style-type: none"> ▪ determines the expected workload of students using, for example, ECTS; ▪ where necessary, include carefully planned internship opportunities; ▪ are subject to higher education / college approval procedures.
3. Student-centered study approach, teaching and assessment	
<p>Higher education institutions / colleges should ensure that programs are implemented in a way that encourages students to become actively involved in the learning process and that the assessment of student achievement is in line with this approach.</p>	<p>The student-centered study approach and teaching play an important stimulating role in students' motivation, self-reflection and involvement in the learning process. This means careful and thoughtful design and implementation of study programs and evaluation of results. Introduction of student-centered study approach and teaching:</p> <ul style="list-style-type: none"> ▪ takes into account and respects the diversity of student contingents and their needs in developing appropriate learning pathways; ▪ take into account and use different ways of implementing programs where possible; ▪ various pedagogical methods are used according to the circumstances; ▪ regularly evaluates and applies teaching methods and pedagogical methods; ▪ promotes the student's tendency to be independent, at the same time ensuring the guidance and support of the lecturer; ▪ promotes mutual respect in the relationship between the student and the lecturer; ▪ there are appropriate procedures for dealing with student complaints. <p>Given the importance of assessment for students' advancement in their studies and future careers, quality assurance procedures for student assessment take into account the following:</p> <ul style="list-style-type: none"> ▪ assessors are familiar with testing and examination methods and receive support to develop their skills in this area; ▪ the evaluation criteria and methods, as well as the criteria for marking, have been made public in advance; ▪ assessment gives students the opportunity to show the extent to which they have achieved the expected learning outcomes. Students receive feedback that, if necessary, provides advice on the learning process; ▪ whenever possible, the assessment shall be performed by more than one examiner; ▪ the assessment rules take into account the various facilitating circumstances for students;

	<ul style="list-style-type: none"> assessment is consistent, fair to all students and is carried out in accordance with approved procedures; there is a procedure for reviewing student appeals.
4. Matriculation of students, course of studies, recognition and certification of qualifications	
<p>Higher education institutions / colleges should consistently apply pre-defined and published rules that describe a student's entire 'study life', such as enrollment, progress, recognition and certification of the student's qualifications.</p>	<p>Creating the conditions and support for students to succeed in their academic careers, in which every student, program, university / college and education system is most interested. It is important to ensure appropriate admission, recognition and graduation procedures, especially when students are mobile both within and between higher education systems. It is essential that admission policies, matriculation procedures and criteria are implemented in a consistent and transparent manner. Introductory information about the institution and the program is provided. Higher education institutions / colleges need to establish procedures and tools for collecting and compiling information and monitoring students' progress. Fair higher education qualifications Recognition of periods of study and prior learning, including the recognition of non-formal and informal learning, are essential components to ensure the progress of a student's learning process by promoting mobility. Appropriate qualification recognition procedures are based on:</p> <ul style="list-style-type: none"> the practice of recognizing higher education / college qualifications in line with the principles of the Lisbon Convention on the Recognition of Qualifications; cooperation with other universities / colleges, quality assurance agencies and the national ENIC / NARIC center to guarantee harmonized recognition of qualifications throughout the country. In this case, "certification" means the receipt of documents certifying the successful completion of studies (AIC note). <p>Graduation for students is the end of the entire study period. Students must receive documents that explain the qualification obtained, including the learning outcomes achieved, as well as the context, level, content and status of the studies acquired.</p>
5. Lecturers	
<p>Higher education institutions / colleges must ensure the competence of their lecturers. Procedures for hiring lecturers and staff development must be fair and open.</p>	<p>The role of the lecturer is important in creating high quality benefits for students and promoting the acquisition of their knowledge, competencies and skills. The diversification of the student body and the emphasis on learning outcomes determine the use of a student-centered approach to teaching and teaching, which means that the role of the lecturer is changing (see Standard 1.3). Higher education institutions have the primary responsibility for the quality of their staff and for providing a supportive environment for staff to carry out their work effectively. The following environment:</p> <ul style="list-style-type: none"> establish and maintain clear, open and fair procedures for the recruitment of staff and for working conditions that demonstrate the importance of teaching; provides opportunities and encourages lecturers to improve their professionalism; promotes scientific activity, thus strengthening the link between education and science; promotes innovation in teaching methods and the use of new technologies.
6. Learning resources and support for students	

<p>Higher education institutions / colleges should have adequate funding to ensure learning and teaching activities and to guarantee an adequate and easily accessible range of learning resources and student support.</p>	<p>To ensure a successful higher education environment, universities / colleges provide a wide range of resources to support student learning; both physical resources such as libraries, study equipment and IT infrastructure, and human resources - lecturers, study consultants and other advisers. The role of support services is particularly important in ensuring student mobility both within and between higher education systems. Planning, allocating and allocating learning resources and support to students takes into account both the diversity of the student body (eg students with life experience, part-time students, working and international students, and students with special needs) and the move towards a student-centered approach and the use of flexible teaching and learning methods. Support activities and equipment can be organized in different ways depending on the university / college context. However, the internal quality assurance system ensures that all resources meet the objectives for which they are intended, that they are available and that students are informed about the services available to them. Support and administrative staff have a key role to play in providing support services, so they need to be qualified and empowered to develop their competencies.</p>
<p>7. Information management</p>	
<p>Universities / colleges need to collect, analyze and use the information needed for effective program management and other activities.</p>	<p>Reliable data is essential both for making informed decisions and for knowing what is being done well and what needs to be addressed. Effective acquisition of information on study programs and other university / college activities and analysis of this information is included in the internal quality assurance system. The information to be collected depends to some extent on the type and mission of the university / college. The following are important:</p> <ul style="list-style-type: none"> ▪ key performance indicators of the university / college; ▪ student contingent profile; ▪ student progress, success and dropout rates; ▪ student satisfaction with the program; ▪ available teaching aids and support for students; ▪ career path of graduates. <p>The methods used to collect the information may vary.</p> <p>It is important to involve students and staff in the acquisition and analysis of information and in the planning of post-evaluation activities.</p>
<p>8. Informing the public</p>	
<p>Higher education institutions / colleges should regularly publish clear, accurate, objective, up-to-date and easily accessible information about their activities,</p>	<p>Information about the activities of higher education institutions / colleges is useful for current and prospective students, graduates, other stakeholders and the public. To this end, higher education institutions / colleges provide information on their activities, including the programs offered and the selection criteria for admission; the expected learning outcomes of the program, the qualifications to be awarded, the teaching, learning and assessment procedures used, the minimum successful assessments [or requirements] and the learning opportunities available to students, and information on the employment of graduates.</p>

including the programs offered.	
9. Survey and regular inspection of programs	
Higher education institutions / colleges should continuously review and periodically evaluate their programs to ensure that the goals set are being met and that they meet the needs of students and society. The review ensures continuous improvement of the programs. All parties involved must be informed of any measures planned or implemented.	<p>The aim of regular survey, evaluation and review of study programs is to ensure the maintenance of appropriate performance and the creation of a supportive and effective learning environment for students. The evaluation and review processes assess:</p> <ul style="list-style-type: none"> ▪ the content of the program, taking into account the results of the latest research in the specific sector, thus ensuring the topicality of the program; ▪ the changing needs of society; ▪ student workload, study progress and graduation; ▪ effectiveness of student achievement assessment procedures; ▪ students' expectations, needs and satisfaction with the program; ▪ study environment, support services and their compliance with the purpose of the program. <p>Programs are regularly evaluated and reviewed with the involvement of students and other stakeholders. The collected information is analyzed and the program is improved, ensuring its topicality. The results of the program evaluation are published.</p>
10. Cyclical external quality assurance	
Higher education institutions / colleges are subject to cyclical external quality assurance under the ESG.	<p>External quality assurance in its various manifestations can prove the effectiveness of the internal quality assurance of a higher education institution / college, can act as a catalyst for improvement, as well as provide new perspectives for the higher education institution / college. External quality assurance will also provide information to reassure both the university / college itself and the public about the quality of its activities. Institutions / colleges participate in a cyclical external quality assurance process, taking into account, where appropriate, the requirements of the legal framework in which the institution / college operates. Therefore, depending on the legal framework, external quality assurance can take different forms and focus on organizational levels (program, faculty or university as a whole). Quality assurance is an ongoing process which does not end with external feedback, a report or subsequent post-evaluation activities at the university / college. Therefore, the institution / college ensures that the progress made after the previous external quality assurance is taken into account in preparation for the next one.</p>

Appendix No.2 - Hierarchy of JVLMA structural units

<i>Department</i>	<i>Function</i>	<i>Direct subordination</i>
ACADEMIC BODIES		
Directorate of Study Programs	The Directorate unites academic and support structural units - Study Department, Study Department, Department, Class, Continuing Education Department, Paid Study Department.	Vice-Rector for Academic Affairs
Branch	Combines the study program students and lecturers of one or more specializations or profiles for the organization and implementation of studies, scientific and artistic activities.	Head of the Study Programs Directorate, Head of Study Fields
Department	Creates study programs, content of study courses corresponding to the goals and level of JVLMA, ensures qualitative implementation of the content and development of study programs and study courses within its competence. The substructure of studies, scientific, creative, artistic and methodological work of the department, which represents a certain sub-program / specialization or profile of the approved study field and unites the academic staff involved in the implementation of study courses, as well as lecturers.	Head of department
Class	The substructure of the department, which represents a certain specialization / profile of the approved study field and unites the academic staff involved in the implementation of the specialization / profile study courses, as well as the lecturers invited for the implementation of the study courses.	Head of the Department
Scientific Research Center	The Scientific Research Center is an academic unit of the academic staff of JVLMA - researchers, leading researchers and research assistants, which provides links between education and science, preservation of national cultural heritage, research, involvement of scientists in contemporary music research, interdisciplinary research.	Vice-Rector for Scientific and Creative Work

Study Department	Addresses general and common organizational issues related to studies, incl. admission of applicants, registration of students, matriculation and ex-matriculation, preparation and provision of reports on the composition of students, maintenance of the information base on issues related to studies.	Vice-Rector for Academic Affairs
Department of Continuing Education	Implements continuing education programs for music, art and dance teachers, implements the improvement of teachers' professional skills.	
Department of Paid Studies	Provides opportunities for higher education teachers to acquire higher education.	
Library	Ensures the acquisition, accounting and storage of printed matter, audio and video recordings, as well as other information carriers necessary for the implementation of study programs; provides bibliographic and library services; participates in the creation of the National Library Collection and preservation of Latvia's cultural heritage.	
ADMINISTRATIVE DEPARTMENTS		
Creative Projects Department	The Creative Projects Department implements the strategy of students 'artistic creative practice and lecturers' artistic creative activity specified in the JVLMA study programs, initiating, creating, implementing and supervising creative projects, as well as ensuring the availability of artistic creative work to the public by creating a link between JVLMA and society.	Vice-Rector for Scientific and Creative Work
Rector's Office	Provides circulation and storage of JVLMA documents; organization of internal and external communication; legal support; internal quality management; the activities of the Rectorate; as well as provides support to other structural units or collegial institutions of the JVLMA on issues within the competence of the structural unit.	Rector
Finance Department	Maintains JVLMA accounting; develops draft budgets, compiles expenditure estimates; provide reports on the use of financial resources; draw up financial statements; keep records of tangible and intangible resources of JVLMA; ensures the storage of accounting documentation.	

Personnel Department	Implements the staff policy of the academy in accordance with the basic directions, goals and tasks of the Constitution established by the JVLMA in order to provide the academy with highly qualified and rationally managed staff.	
Project Management	To ensure coordination of the development of projects under the EU Structural Funds and other foreign financial instruments, as well as projects within the competence of the Scientific Research Center, incl. project planning, organization, control, in accordance with the requirements for the implementation of the relevant project and the binding regulatory enactments and the concluded agreements regarding the allocation of financing. In cooperation with other JVLMA structural units, to develop the project budget and cash flow plan, procurement plan, risk assessment and other documentation necessary for the project implementation. Prepare reports on the progress of the project and the results achieved.	
Foreign Affairs Division	Implements preparation and supervision of JVLMA international cooperation projects. Implementation of ERASMUS + projects (coordinates incoming and outgoing students, teachers). Coordinates the preparation and implementation of guest lecturers' master classes, provides support to staff in the selection and implementation of mobility opportunities.	Vice-Rector for Foreign Affairs
Operational Department	Provides the necessary conditions for the operation of JVLMA, purchase, accounting, storage and maintenance of the necessary inventory (except for IT and musical instruments, sound equipment and facilities); co-ordinates co-operation with the outsourcing provider of premises and territory management; organizes and supervises the lease of premises and preparation for the events of the lessee; organizes transport for the needs of JVLMA; and handles and provides other economic matters.	Vice - Rector for Infrastructure
Fitness Center	Promoting the harmonious development of the mental and physical strength of JVLMA students and staff, providing opportunities for sports activities in JVLMA, promoting a healthy lifestyle, using sports to create the image of JVLMA, ensuring	

	effective financial, material, informative and methodological base of JVLMA sports activities and activities.	
IT Department	Maintenance and servicing of JVLMA information technology, audiovisual and presentation equipment infrastructure in accordance with JVLMA's mission and goals.	
Department of the collection and restoration of musical instruments	Supervision of the technical and artistic quality of the piano in the JVLMA classrooms - maintenance, tuning and provision of minor repairs.	

Appendix No.3 - Structure of JVLMA process register

<i>Process ID</i>	<i>Name of the process and date of approval</i>	<i>Process group</i>	<i>Process owner</i>	<i>Binding documents</i>

Appendix No.4 - Structure of the Internal Control System JVLMA

<i>Basic Elements of the Internal Control System</i>	<i>Internal Control System Requirements</i>	<i>JVLMA internal normative documents, processes, procedures; responsible officials</i>
Institutional Planning	The purpose and values of the institution are defined.	
	Approved management documents of the institution.	
	The results to be achieved have been determined.	
	Objectives and tasks have been set for officials and employees in accordance with the management documents of the institution.	
Creation of Control Environment	The structure of the institution corresponding to the goals and activities of the institution has been determined.	
	Regulations of structural units and job descriptions of employees have been approved. These documents are regularly reviewed and, if necessary, updated.	
	The internal regulatory enactments of the institution provide for a logical, easy-to-review and controllable delegation of actions and responsibilities, ensuring the efficiency of decision-making.	
	The institution's personnel management policy has been approved and implemented, which ensures adequate personnel to achieve the institution's goals.	
	Internal rules approved.	

	Ethical requirements of an approved institution, which are binding on the management and employees of the institution and determine their behavior and actions in decision-making.	
Risk Identification, Analysis and Assessment	Internal and external risks that may hinder the achievement of the institution's objectives have been identified.	
	The probability of occurrence of the risk (magnitude of the risks) and the impact on the achievement of the goal have been assessed.	
	The level of risk acceptable to the institution, classified as significant to insignificant, is identified.	
Implementation of Control Measures	Procedures for delegation of rights, review, coordination and approval of administrative decisions have been established and implemented.	
	Protection of material and financial resources is ensured.	
	Procedures for segregation of duties, corruption and prevention of conflicts of interest have been established and implemented.	
	A system (procedure) for reporting on the achieved results in accordance with the management documents of the institution has been established.	
	Regular evaluation of employees' performance has been performed.	
	The main processes and areas of the institution that require uniform action in equal cases and internal procedures for their implementation have been identified and regularly reviewed.	
	Risk management measures are implemented to reduce the institution's most significant risks and ensure that the institution's objective is achieved.	
	The procedures developed and implemented ensure that accounting records and other information are true, comparable, timely, relevant, understandable and complete.	

	Other control measures have been taken to ensure the efficient and effective use of financial and other resources in accordance with the principles of good governance.	
Information and Communication	The employees of the institution are informed about the purpose of the institution, the management documents of the institution, internal regulatory enactments and ethical principles.	
	The internal information flow and communication system provides managers and employees at all levels with the necessary information to perform their tasks effectively and achieve the institution's goals.	
	Where necessary, procedures have been established to provide information to the public and to ensure the participation of members of the public.	
	A document circulation and storage system has been established to provide relevant, up-to-date, accurate and accessible information to the institution.	
	Information systems security policy has been developed and employees have been introduced to it.	
Monitoring of Internal Control System	Periodic evaluation of internal controls was performed by internal audit.	
	Analysis of the institution's activity reports or indicators that identify weaknesses in internal control.	
	Evaluations of the results of internal and external audits.	

Annex No.5 - Risk Management System

Structure of the JVLMA Risk Register

Risk ID	Name and Description of the Risk, including a description of the effects, probabilities and consequences	Risk Category	Area of Risk	Probability of Occurrence	Risk Impact	Risk Value	Risk Activities	Description of Risk Activities	Deadline for Completion of Actions	Risk Owner	Supervisory Notes

Assessment of the Probability of Occurrence of the Risk

<i>Numerical Evaluation</i>	<i>Evaluation Transcript</i>	<i>Key Features</i>
5	Often	The incident has happened in the last year. The incident is expected to recur. A similar incident has been found in another higher education institution. No risk mitigation measures have been implemented.
4	Very possible	The incident has happened in the last year. A similar event has been found in another higher education institution. There is a high probability of the incident recurring. There have been some minor risk mitigation measures.
3	Possibly	During the last year, there have been significant changes in the external environment of JVLMA, within JVLMA or within a structural unit.

		A similar case was found once during the existence of JVLMA. The risk mitigation measures are not complete.
2	Rarely	The risk can only occur if certain circumstances coincide. A similar event was found in a similar higher education institution.
1	Very rare	JVLMA's operations are relatively stable, and no similar risks have been identified in the past year. Force majeure may occur.

Risk Impact Assessment

<i>Numerical Evaluation</i>	<i>Evaluation Transcript</i>	<i>Key Features</i>
5	Very high	The impact of potential financial losses on JVLMA is significant. Failure to achieve strategic goals. Significant public attention or criticism. Decline and outflow of employee loyalty. Significant non-compliance with external regulatory enactments.
4	High	The risk has a very significant impact on the business. Failure to achieve certain operational objectives, significant public attention or criticism. Significant non-compliance with external regulations affecting decision-making.
3	Medium	Possible financial losses are higher than allowed, incl. including related additional action (s) to correct errors or omissions. Delays in achieving certain operational objectives. Increased public attention or criticism. Repeated complaints. Some non-compliances with regulations that may hinder decision-making.

2	Low	<p>Does not impede the achievement of operational objectives. Reputational damage at the national level may be insignificant. Some customer complaints about formal issues. Formal violations of regulatory enactments that do not affect the quality and adequacy of the implementation of the function.</p>
1	Very low	<p>The risk has a negligible effect on the business. Does not impede the achievement of operational objectives. Technical inaccuracies in the documents. Does not affect the quality and adequacy of the implementation of the function.</p>

Risk Level and Need for Risk Management Measures

<i>Risk</i>	<i>Risk Value</i>	<i>Risk Level</i>	<i>Risk Management Measures</i>
Very low priority risk	1	Tolerable level of risk	No additional risk management measures are required. The risk must be controlled through daily activities.
Low priority risk	2-4		
Medium priority risk	4-9	Exceeds the tolerable risk level	It is necessary to understand the cause of the risk. Risk mitigation measures are required to be implemented within six months at the latest. Daily monitoring of the risk is intensified.

<p>High priority risk</p>	<p>10-16</p>		<p>The risk needs to be reassessed once a year.</p>
<p>Very high priority risk</p>	<p>20-25</p>	<p>Significantly exceeds the permissible level of risks, affects the achievement of JVLMA goals</p>	<p>Immediate response is needed. Risk reduction is mandatory within a month. The risk needs to be reassessed once every six months.</p>

Appendix No.6 - Phases of the Change Management Process

<i>Phase</i>	<i>Operational Objective</i>	<i>Tasks and Main Activities</i>
Preparatory phase	Understanding the context of change	<p>Analysis of the current situation and environment. Substantiation of topicality and problem. Research of good practice. Identification of alternatives. Key change management issues:</p> <ul style="list-style-type: none"> ▪ Why change? ▪ What needs to change? ▪ What needs to be achieved as a result of the change process? ▪ Who will be affected by the change?
	Creating a change team	<p>Appointment of a change agent (implementer). Establishment of a working group on change. Determining the owner of the change (the owner of the process affected by the change).</p>
	Identification of the parties involved	<p>At the employee level. At departmental level. Defining the groups to be involved at management level. Determining the scale of involvement.</p>
	Awareness raising	<p>Raising awareness of all stakeholders about the purpose and process of change. Assessing the impact of change on different groups.</p>

		Education - explaining the problems and the need to solve them. Formulating the benefits of change.
	Evaluation of expected resistance	Assessing the expected resistance for each of the parties involved, for example using color charts (supports, partially supports, does not support).
	Development of change management strategy	Establishment of a change management team structure, including identification of resources (extent of change) and provision. Assessment of readiness for change. Risk assessment. Defining the direction, goals and principles of change. Development of special actions and tactics. Estimation of expected resistance. Development of indicators to measure the effectiveness of change implementation.
Change management phase	Development of plans	Development and approval of change plans, including: <ul style="list-style-type: none"> ▪ Action plan / roadmap for change; ▪ Communication plan; ▪ Training and education plan; ▪ Resistance management plan. Preparing a request for resources. Determination of deadlines and responsible persons.
	Implementing a change management plan	Execution of actions planned in the plan.

		<p>Monitoring the implementation of the plan and feedback, reviewing the plan and making the necessary adjustments.</p> <p>Reporting to management, reviewing the plan (if necessary) and adapting to the actual situation.</p> <p>Control over the use of resources.</p> <p>Reporting on the implementation of change process indicators.</p>
	Implementation of the communication plan	<p>Passing the right message:</p> <ul style="list-style-type: none"> ▪ the right audience / target group, ▪ at the right time ▪ from the right news source on the right channel.
	Implementation of the training and education plan	<p>Training methods: individual training, group training for the whole team, including basic communication.</p> <p>Documenting the needs of employees / individuals during the transition and in the future.</p> <p>Providing the necessary training (performed by experts in the field, for example, outsourcing; possible training topics - communication, promotion of cooperation, defense, resistance management).</p>
	Implementation of the resistance management plan	<p>Reactive resistance control.</p> <p>Proactive resistance management.</p> <p>Elimination of resistance.</p>
The consolidation	Development and implementation of support mechanisms	<p>Evaluate the results of change, including the identified change process indicators, and identify further actions.</p> <p>Informing stakeholders about the results of the change process.</p>

<p>phase of change</p>		<p>If necessary, organization of process description and training. Introduction of mechanisms to strengthen change. Carrying out compliance audits (only if necessary).</p>
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