

Annex No. 3

Development Plan for Human Resources 2016–2020

The Development Plan for Human Resources of the Latvian Academy of Culture 2016–2020 (hereinafter – the Development Plan for Human Resources) has been formulated to ensure attraction, motivation and development of the personnel (academic, research, administrative) to ensure a high-quality study process at the Latvian Academy of Culture and the Latvian Culture College.

The present Plan includes analysis of the situation in the field of the personnel policy at the Latvian Academy of Culture and the Latvian Culture College, including a description of personnel rejuvenation and development: personnel career planning, further development of competences and qualifications, selection of the academic personnel, the personnel motivation system and remuneration policy, and international mobility of the personnel. The Strategic Part of the Plan presents the aim of the Development Plan for Human Resources, the key results and the action plan, specifying tasks and measures that should be taken, and the responsible parties and performance indicators for the assessment of achievements.

1. Substantiation of the formulation of the Development Plan for Human Resources

The Development Plan for Human Resources of the Latvian Academy of Culture has been developed in compliance with the following:

- normative acts of the Republic of Latvia (the Law on Institutions of Higher Education; Cabinet Regulations No 494 “On the Evaluation of *Work Performance of Employees in Direct State Administration Institutions*”, Cabinet Regulations No 445 “On Remuneration of Teachers”, Cabinet Regulations No 391 “On *Procedure of Assessment of Scientific and Pedagogical Qualifications of the Applicant for the Position of a Professor and an Associate Professor*”);
- requirements of the Ministry for Culture of the Republic of Latvia and the Ministry for Education and Science of the Republic of Latvia, including Order of the Cabinet of Ministers No 333 “On Implementation Model for Financing Higher Education in Latvia”;
- internal normative acts of the LAC (the Constitution of the LAC, regulations “On Academic Positions at the Latvian Academy of Culture”, “On Election to Academic Positions at the Latvian Academy of Culture”, “On the Council of Professors in Sectors of Art Research and Arts”; “On the Research Centre of the Latvian Academy of Culture”; “On the Amount of Work,

Establishment of Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture”);

- the development planning document of the LAC “The Development Strategy of the LAC 2015–2020” and “The Action and Development Strategy of the LAC 2016–2020”;

- the specific character of the study direction of the LAC “Arts” and the amount of funding allocated by the state;
- internal normative documents of the LCC of the LAC (Regulation of the LCC of the LAC “On Academic and Administrative Positions”; “The Code of Ethics of the Latvian Culture College”).

2. Description of the situation in the field of human resources development at the Latvian Academy of Culture and the Latvian Culture College

2.1. Rejuvenation and development of the personnel

The Latvian Academy of Culture

In 2016 the elected academic personnel involved in the academic work of the LAC included 15 elected Professors, 9 elected Associate Professors, 23 elected Assistant Professors, 19 elected Lecturers and 1 elected Assistant. There are 26 members of the academic staff with Doctoral degrees, 7 Doctoral students, 2 Doctoral students who are to present their Doctoral Theses and 9 members of the academic staff who have been awarded Doctoral degrees no less than five years ago. In 2016 the general personnel of the LAC included 5 MA students while the Research Centre of the LAC employed 9 researchers with Doctoral degrees, 7 with MA degrees/or MA students/or Doctoral students. The given indicators present an accurate reflection of the LAC personnel policy that is directed towards personnel development and rejuvenation. Members of the academic staff and researchers of the LAC are elected to academic positions on the basis of an open competition.

In compliance with Annex 1 “Detailed Norms and Types of the Work Amount of the Academic Personnel” of the Regulation of the LAC “On the Amount of Work, Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture”, the workload of the academic staff is calculated taking into account such indicators as development of new methodological materials or textbooks and the development of a new study course. It is a significant prerequisite for upgrading the study content and ensuring study quality as well as for the rejuvenation of the personnel and attraction of new members of the academic staff.

The rejuvenation of the LAC personnel is promoted by the task identified by the Action Plan of the Research Programme in the LAC Development Strategy to promote cooperation of students and the academic personnel in research and involve Doctoral students in delivering lectures as part of the BA and MA study process and thus acquire the basic experience of practice of a member of the academic staff and/or a project manager by participating in the implementation of BA, MA study programmes

and research projects. Another significant personnel rejuvenation and development factor is the involvement of professionals of the sector of culture and creative industries (including audio-visual arts) in student creative process and research.

The Latvian Culture College

According to the Regulation of the LCC, the College and the academic and administrative personnel have the following basic activity objective:

- to develop programmes of vocational education in cooperation with employers according to standards of professions and standards of state vocational education and to organise their implementation;
- to develop the content of examinations and methods in cooperation with employers, and to organise qualification examinations;
- to cooperate with Latvian and foreign educational institutions and employers in the field of vocational education.

The basic principle of the activity of the administrative and general personnel is to serve the achievement of academic objectives and to provide support to successful activity of the academic personnel and activities of students.

2.2. Personnel career planning, improvement of competences and qualifications

The Latvian Academy of Culture

Career planning, improvement of competences and qualifications of the LAC personnel are implemented in line with the strategic aims identified in the LAC Development Strategy 2016–2020, namely, to develop research-based art and culture education, to provide high-quality internationally recognised studies in sectors of culture and art (performing arts (theatre and dance) and film) in the sector of audio-visual art, culture and creative industries as well as to develop synergy of research and creative work (in particular in theatre, dance, film and audio-visual arts) in the study process.

The following tasks have been identified to ensure career planning, improvement of competences and qualifications of the LAC personnel:

1. to enhance the improvement of the academic and professional experience (including international experience) of the academic personnel of the LAC;
2. to develop preconditions for the improvement of the qualifications and the professional mastery of the academic personnel, to ensure regular upgrading of qualifications for the academic personnel as well as for the administrative personnel;
3. to stimulate the involvement of faculty members in research; to promote regular participation of the academic personnel at conferences and seminars of the LAC and other educational institutions, in particular participation at international conferences; to motivate the academic personnel to prepare research and methodological publications, and increase the number of articles in

international peer-reviewed research publications.

4. to promote the activity of members of the academic staff involved in sub-programmes in acquiring a Doctoral degree and in research as well as participation in local and international research, culture and art projects;
5. to promote creative work of members of the academic staff and students of the LAC, in particular in fields of performing and audio-visual arts, as well as to support the involvement of members of the academic staff and students of the creative profile in the process of cultural life.

The Latvian Culture College

The personnel development at the LCC has the following professional value priorities:

The academic personnel of the LCC is characterised by professionalism, creativity, loyalty, cooperation, knowledge, pedagogical mastery.

The administrative and technical personnel of the LCC is characterised by professionalism, openness, competence, flexibility, loyalty, orientation towards cooperation.

Values identified in the Code of Ethics and the Strategy serve as criteria for annual assessment of the general personnel of the LCC that is the main means in planning future career growth of employees. The career planning of the personnel of the LCC is undertaken in compliance with Cabinet Regulations No 494 “On the Evaluation of *Work Performance of Employees in Direct State Administration Institutions*” that prescribe the procedure for the assessment of professional development and individual contribution of employees to the achievement of aims of the College once a year or more frequently.

The assessment results serve to determine study and development needs of employees as well as their professional growth opportunities and aims for the following period.

2.3. Selection of the academic personnel

The Latvian Academy of Culture

The academic personnel of the LAC is selected in compliance with the Law on Institutions of Higher Education, the Constitution of the LAC, the Regulation of the LAC “On Election to Academic Positions at the Latvian Academy of Culture” (approved by the Senate of the LAC on November 11, 1998, as amended by the Senate of the LAC on February 21, 2003; October 29, 2004; February 3, 2006), the Regulation of the LAC “On Election to Academic Positions at the Latvian Academy of Culture” (approved by the Senate of the LAC on February 6, 2003, as amended by the Senate of the LAC on October 29, 2004; February 3, 2006; June 21, 2007; October 8, 2012) and the Regulation of

the LAC “On the Research Centre of the Latvian Academy of Culture” (approved by the Senate of the LAC on February 3, 2006, as amended by the Senate of the LAC on October 8, 2012), strictly following requirements for applicants to academic positions prescribed by normative documents. The number of staff units for the academic personnel of the LAC is established in compliance with the Law on Institutions of Higher Education and the Constitution of the LAC, the specific character of programmes in the study direction “Arts” at the LAC and the allocated public funding amount. The academic personnel of the LAC are elected to academic positions under an open competition procedure for a tenure of six years.

The academic personnel of the LAC consists of the following: Professors, Associate Professors, Assistant Professors, leading researchers, lecturers, researchers and assistants. The academic personnel educates students and does research, participates in the process of creative activity. The academic personnel, except Professors and Associate Professors, is elected by the Senate of the LAC by secret ballot in compliance with the Regulation of the LAC “On Election to Academic Positions at the Latvian Academy of Culture”. In cases specified by the Constitution of the LAC and the Regulation of the LAC “On Election to Academic Positions at the Latvian Academy of Culture” the academic position may be held by concluding an employment contract on the basis of an order issued by the Rector. Following the competition procedure for vacant academic positions announced by the Senate, the LAC Professors and Associate Professors are elected by the Council of Professors of the sector of arts at the LAC, which is constituted in compliance with the Regulation “On the Council of Professors of Sectors of Arts of the Latvian Academy of Culture” (approved by the Senate of the LAC on May 11, 2015)⁴⁴ and approved by the Senate of the LAC.

A Professor of the LAC is a specialist who is internationally recognised in his or her field and who conducts research or creates works of art that correspond to the contemporary level and ensures high-quality studies in the respective sub-field of arts. Persons who have a doctoral degree, have published articles in academic publications of arts, textbooks or study aids and whose research and pedagogical work has gained publicity may be elected to the position of a Professor in arts. Under Article 28 of the the Law on Institutions of Higher Education, the Constitution of the LAC and the internal normative documents of the LAC, persons with academic degrees in the respective sector whose creative work is significant in national culture and art and who participate in international culture and art activities, who develop and conduct new study programmes at higher educational institutions and who are authors of textbooks or study aids may also be elected to the position of a Professor in art sub-fields.

An Associate Professor of the LAC is a specialist who is internationally recognised in his or her field and who conducts research or creates works of art that correspond to the contemporary level and ensures high-quality studies in the respective sub-field of arts. Persons who have a doctoral degree, have

published articles in academic publications of arts, textbooks or study aids and who participate in international cultural, art and educational projects may be elected to the position of an Associate

⁴⁴ Available at: [http://www.lka.edu.lv/assets/media/cms_page_media/170/APST_Prof_pad_nolik_2015_5maijs%20\(2\).pdf](http://www.lka.edu.lv/assets/media/cms_page_media/170/APST_Prof_pad_nolik_2015_5maijs%20(2).pdf)

Professor in arts. Under Article 28 of the Law on Institutions of Higher Education, the Constitution of the LAC and the internal normative documents of the LAC persons with MA degrees whose creative work is significant in national culture and art and who participate in international culture and art projects and who have independent professional experience in creative work or cultural project management may be elected to the position of an Associate Professor.

An Assistant Professor of the LAC is a specialist who is internationally recognised in his or her field and who conducts research or creates works of art that correspond to the contemporary level and ensures high-quality studies in the respective sub-field of science or art. Persons with Doctoral degrees who have publications in academic publications, textbooks or study aids that correspond to the respective sub-field of arts, and who participate in various cultural, art and education projects may also be elected to the position of an Assistant Professor. Under Article 28 of the Law on Institutions of Higher Education, the Constitution of the LAC and the internal normative documents of the LAC persons with academic degrees may also be elected to the position of an Associate Professor in sub-fields of arts if they have significant achievements in national culture and art and independent professional experience in creative work or cultural project management.

A Lecturer of the LAC is a specialist who is recognised in his or her field and who conducts respective research or creates works of art and ensures high-quality studies in the respective sub-field of arts. Persons who have at least an MA degree, respective research publications or have published textbooks, and who participate in various cultural, art and education projects may be elected to the position of a Lecturer. Persons with academic degrees may also be elected to the position of a Lecturer in sub-fields of arts if they have significant achievements in national culture and art and independent professional experience in creative work or cultural project management.

An Assistant of the LAC is a specialist who conducts research or is engaged in creative activity and ensures high-quality studies in the respective sub-field of arts. Persons with at least an MA degree or persons with academic degrees who are engaged in independent professional activity in creative work or cultural management may also be elected to the position of an Assistant.

Leading researchers and researchers of the LAC are persons who conduct research in line with tasks of the LAC and in compliance with the Law of the Republic of Latvia on Research. Persons with Doctoral degrees may be elected to the position of a researcher, persons with a Doctoral or an MA degree may be elected to the position of a researcher.

The Latvian Culture College

The academic personnel of the LCC are selected in compliance with the Law on Institutions of Higher Education and the Regulation of the LCC “On Academic and Administrative Positions. The

number of the staff units of the academic personnel at the College are established to ensure compliance with requirements laid down in the Law on Higher Educational Institutions and taking into consideration the public funding amount allocated by the Ministry for Culture and the new funding model.

The task of the heads of departments of the LCC is to implement study programmes, to undertake research in cooperation with other structural entities of the College, employers and non-governmental organisations, closely following directions of the development of the LCC and including content that correspond to sectors of creative industries in the existing study programmes and developing new specialisations.

Requirements for applicants to academic positions and elected heads of departments

- for the position of an Assistant Professor: a Doctoral degree, publications in line with the respective sub-field of arts and the ability to conduct research or the process of creative work and to conduct educational work. Persons who are engaged in creative work on a regular basis in the respective in field may be elected to the position of an Assistant Profession in art specialities;
- for the position of a Lecturer: an MA degree or a Doctoral degree, publications in line with the respective sub-field of arts or published textbooks and the ability to independently deliver courses of lectures, conduct seminars and practical classes. Persons who are engaged in creative work in the respective sector may be elected to the position of a Lecturer in arts specialities;
- for the position of an Assistant: an MA degree or a Doctoral degree and the ability to conduct practical classes and individual research work.

In view of the need to attract professionals from creative industries, the professional experience of applicants is taken into consideration in the selection of the academic personnel and it is also possible to elect persons with the respective research degree to academic positions if they are considered to be professions of their respective field, namely, if the given person has at least 7 years' (for the position of an Assistant Professor) or five years' (for the position of a Lecturer or an Assistant) experience of practical work in the respective field, outstanding achievements in creative work; if the person participates in research, projects and organisational work.

Compliance with the personnel selection procedure ensures that the faculty of the LCC is formed by academically educated and high-class specialists in their profession who due to their professional features, pedagogical skills as well as their personal qualities enjoy authority among students and colleagues. Academic members and employees are loyal to the higher educational institution and

contribute to the improvement of its work. During the study process the academic staff of the higher educational institution applies up-to-date and innovative educational methods that form a stable theoretical basis and develop students' skills and ability to form independent judgement, to analyse and to take decisions.

Attraction of faculty members is continued and further improved within the frame of the strategy of the LCC from Latvia and foreign countries which cooperate on a regular basis in improving the study process, thus achieving interdisciplinary harmonisation and continuity in developing students' knowledge and skills.

2.4. The personnel motivation system and remuneration policy

The Latvian Academy of Culture

The remuneration policy and the motivation system of the staff of the LAC has at its basis integration of study work, research and creative work that is stimulated by the orientation of the personnel remuneration system towards results and which is reflected in the standards for calculating the workload of the academic personnel. The workload of the academic personnel is determined and calculated in compliance with Cabinet Regulations No 445 “On Remuneration of Teachers” as well as the Regulation “On the Amount of Work, Establishment of the Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture” (approved by the Senate of the LAC on May 26, 2016). The advantage of the existing remuneration system is that it ensures equal access to the record-keeping of study, methodological, research and creative work of the academic personnel of the LAC; and in compliance with Paragraphs 2 and 8 of the Regulation of the LAC “On the Amount of Work, Establishment of Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture”. Indicators of study, methodological, organisational, research and creative work are taken into consideration in calculating the work load of the academic personnel of the LAC, thus emphasising orientation towards the individual performance of the Academy members.

In compliance with Chapter V “Provisions for assessing the annual performance of the academic personnel” of the Regulation LAC “On the Amount of Work, Establishment of Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture”, performance results of the LAC academic staff during the preceding academic year are assessed in September of each year, evaluating compliance of performance with the identified requirements and planned activities. The assessment results are positive if the work that has been done meets the prescribed demands and if it has been performed within the planned scale and quality. The assessment may also indicate the necessity to improve performance during the following assessment period. Performance results are assessed taking into consideration the following criteria:

- work with students during contact hours and outside work in the study room, taking into account assessment given by students;
- competences that have been listed in the assessment form approved by the Rector;
- undertaken research and creative work, its scale and compliance with the strategy of the Academy;
- achievement of individual aims and tasks that have been set during the preceding assessment.

In the course of the performance assessment, individual aims and tasks are established for the following assessment period and their achievement is to be assessed during the following assessment. In compliance with Chapter VI “Procedure for material stimulation of the academic personnel” of the given Regulation, a Commission for Material Stimulation of the Academic Personnel (hereinafter the Commission) approved by the Rector of the LAC conducts annual assessment and decides which Academy members shall receive an annual assessment bonus to the amount of up to 50% of the monthly salary that has been determined during the assessment period, taking into consideration the available financial resources and the annual assessment results. The bonus is paid to an Academy member if the annual assessment stipulates that performance complies with the prescribed requirements and the planned activities, and the Academy member meets the following requirements:

- has not had any disciplinary penalties during the year;
- no less than 200 hours have been dedicated to research and creative work in the respective academic year;
- achievements in research and creative work have been assessed as outstanding.

The Latvian Culture College

The remuneration of the academic personnel is established by the per-hourly payment procedure of the LAC that has been issued in compliance with provisions of Cabinet Regulations No 445 “On Remuneration of Teachers”. The procedure stipulates that a higher monthly salary or wage rate that is higher than the lowest rate provided by Cabinet Regulations is possible, taking into account the professional experience and knowledge of the Academy member who works as a guest lecturer. The personnel motivation strategy stipulates that the initiative to apply new methods and technologies in the study process and professional contribution in upgrading STEM study programmes should be included among criteria followed in establishing professional suitability for a higher wage rate. New academic members and researchers are attracted through cooperation with professionals of the industry within the framework of local and international projects, by assessing new forms of studies, assessing the individual innovation potential of specialists and providing an opportunity for approbation of new approaches in the study process.

2.5. International mobility of the personnel

The Latvian Academy of College

Cooperation of the LAC with foreign higher educational institutions is very significant in implementing the study direction “Arts” and the contribution of the lifelong learning programme “Erasmus+” plays a significant part in organising and providing financial support to this cooperation.

In the academic year of 2015/2016 the LAC had 78 cooperation agreements with foreign higher educational institutions within the framework of the “Erasmus+” Programme (23 represented

countries: Austria, Bulgaria, Croatia, the Czech Republic, Estonia, Finland, France, Germany, Greece, Iceland, Italy, Lithuania, Luxembourg, the Netherlands, Norway, Poland, Portugal, Rumania, Slovakia, Spain, Sweden, Turkey). During the study year 2015/2016, 15 lecturers from various foreign higher educational institutions and institutions visited the LAC within the lifelong education programme “Erasmus+” to read courses of lectures or to conduct master workshops in areas related to creative industries (cultural management, creative industries, the cultural heritage, choreography, acting, audio-visual art etc.). In their turn, 11 lecturers delivered lectures directly related to other fields of arts (literature, languages, semiotics, art etc.). It is planned by 2020 to increase the number of visiting lecturers to 12 lecturers per year in the field of creative industries and 7 lecturers per year in arts and art disciplines that correspond to the study profile of the LAC.

In 2015 11 faculty members and 11 representatives of the administrative personnel of the LAC participated in mobility within the framework of the “Erasmus+” Programme. According to performance indicators prescribed by the LAC Development Strategy 2015–2020 this number is planned to be increased to 25 faculty members per year by 2020; however, in view of the reduced funding of the “Erasmus+” Programme allocated for the mobility of higher educational institutions it will be fairly complicated to achieve the established performance indicators.

The mobility of the LAC academic personnel is also implemented within the framework of other projects:

- 1) **the Nordplus project** – 1 outgoing academic member (February 1-7, 2015 “*International Dance Week Intensive Course*” (Turku, Finland));
- 2) **the “Osmosis” Programme**: in the study year of 2014/2015, 2 outgoing academic members and 6 visiting lecturers, while in the study year of 2015/2016, 1 outgoing faculty member and 5 visiting lecturers.
- 3) **the Baltic-American Freedom Foundation Programme “Dialogue”** – in 2015, 3 visiting lecturers from the USA.

The aim of the LAC Personnel Mobility Plan is to promote internationalisation of studies, creative work and research, exchange of research information and international partnership in the field of creative work.

The key performance results of the LAC personnel international mobility have been defined according to the strategic aims set by the LAC Development Strategy 2015–2020 for the study direction “Arts” implemented by the LAC:

- 1) promotion of internationalisation of studies,
- 2) promotion of mobility of the academic personnel,
- 3) promotion of the implementation of creative projects of the academic personnel and students at the international level,
- 4) expanded international partnership in the field of creative work,
- 5) ensuring internationalisation and competitiveness of research.

The identified tasks are in line with the strategic aims and priorities of the LAC defined by the LAC Strategy 2015–2020, namely, to ensure a high quality of the study process, to stimulate the process of creative work, to promote the development of research and to ensure the indivisibility of studies and research, cooperating with other educational, creative and research institutions in Latvia and other countries for the achievement of the said aims.

The Latvian Culture College

With an increasing interest, the academic and administrative personnel of the LAC gets involved in the mobility of the “Erasmus+” Programme, which ensures examination of traditions and topical issues of study process at higher educational institutions of other countries, exchange experience and establish contacts with long term relevance for developing new international projects.

Under the ERASMUS Charter employees of a higher educational institution can go abroad to undergo training or deliver lectures.

The LCC has defined the **following aims** for teaching activities of the mobility of academic members:

- to provide the personnel of higher educational institutions an opportunity to acquire knowledge and specific skills by learning from the experience and best practice of foreign partners as well as to improve practical skills required in their current work and professional development;
- to encourage academy members to expand and improve the range and content of offered courses;
- to enable students who do not have the opportunity to participate in a mobility programme to benefit from knowledge and experience that is provided by the academic personnel from higher educational institutions and the invited personnel from enterprises in other EU member states;
- to promote exchange of knowledge of and experience in pedagogical methodology;
- to create a link between higher educational institutions and enterprises;
- to motivate students and the personnel to participate in mobility and to prepare for the mobility

period. The personnel are given an opportunity to participate in Erasmus+ mobility as a business observation trip, a study trip or to attend seminars. The above and similar personnel training mobility has **the following aims**:

- to give an opportunity of the personnel of the higher educational institutions to acquire knowledge and specific skills from the experience and best practice of foreign partners as well as to improve practical skills required in their current work and professional development;
- to help develop cooperation between higher educational institutions and enterprises;
- to motivate students and the personnel to participate in mobility and to help them prepare for the mobility period.

Since the study year of 2015/2016 international mobility of students and the personnel has been started with participation of four groups of countries – IPA (West Balkan countries), ENI (Eastern partner countries, South Mediterranean countries, the Russian Federation), DCI (Asia, Central Asia, Latin America, South Africa), PI (Industrialised America, Industrialised Asia).

3. Strategy part of the Development Plan for Human Resources

3.1. Aims of the Development Plan for Human Resources

To ensure attraction, motivation and development of the personnel of the Latvian Academy of Culture (academic, research, administrative), to develop research-based art and cultural education at the Academy, to ensure high-quality internationally recognised studies in sectors of culture and art (performing arts (theatre and dance) and film), the sector of audio-visual art, culture and creative industries as well as to develop the synergy of research and creative work (in particular theatre, dance, film and audio-visual art) in the study process.

3.2. Main results of the Development Plan for Human Resources

1. Attraction of highly-qualified academic personnel and rejuvenation of the personnel.
2. Implementation of a motivating personnel remuneration system in line with results of research and creative work.
3. Provision of opportunities of improvement and competences and professional growth of the academic personnel.
4. Provision of opportunities of extending international and professional experience, and cooperation of the academic personnel.

3.3. Development Plan for Human Resources 2016–2020

Tasks	Activities	Deadline or period	Responsible party	Indicator
(U1) To improve the personnel selection, rejuvenation and development policy	(P1.1) To attract highly qualified academic personnel	2016–2020	Vice-Rector for Academic Work, departments and heads of study programmes/sub-programmes/specialisations	(R1.1.1) Academic personnel assessment (including election) criteria have been specified in line with the specific character of the study programmes of the LAC and current requirements of public normative documents
	(P1.2) To improve the personnel rejuvenation policy	2016–2020	Vice-Rector for Academic Work, Vice-Rector for Research, departments	(R1.2.1) The number of Doctoral students involved in teaching (total in all programmes)
	(P1.3) To improve the academic personnel remuneration policy according to performance results of research and creative work	2016–2020	Vice-Rector for Academic Work, departments, the Personnel Department	(R1.3.1) Management of academic personnel results has been introduced and specified, linking it to the remuneration policy
(U2) To plan the career of the personnel, to improve competences and qualifications of the personnel	(P2.1) To develop academic personnel competence improvement and professional growth opportunities	2016–2020	Vice-Rector for Academic Work, departments, the Personnel Department	(R2.1.1) The number of available professional upgrading courses (per year)
		2016–2020	Vice-Rector for Academic Work, Vice-Rector for Research, departments	(R2.1.2) The number of representatives of the academic personnel in Doctoral studies
	(P2.2) To promote internal cooperation of the academic personnel	2016.–2020.	Vice-Rector for Academic Work, departments	(R2.2.1) The number of courses delivered by representatives of the LAC Museums included in the study programme (total in all programmes)
(U3) To promote the mobility of the personnel	(P3.1) To amplify the international and professional experience of the academic personnel	2016–2020	Vice-Rector for Academic Work, Department of Communication and International Relations, departments	(R3.1.1) The number of mobility projects

Vice-Rector for Academic Work, Department of Communication and International Relations, departments	(R3.1.2) The number of higher educational partner institutions
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Tasks	Activities	Deadline or period	Responsible party	Indicator
			Vice-Rector for Academic Work, Vice-Rector for Research, Department of Communication and International Relations, departments	(R3.1.3) The number of representatives of the academic, research and administrative personnel participating in mobility
(U4) To expand international partnership in the field of creative work	(P4.1) To strengthen international cooperation in implementation of study programmes in art	2016–2020	Vice-Rector for Creative Work, Department of Communication and International Relations, departments	(R4.1.1) The number of academic personnel exchange projects, the number of master workshops
			Vice-Rector for Creative Work, Department of Communication and International Relations, departments	(R4.1.2) The number of joint creative art products by faculty members
	(P4.2) To activate personnel participation in festivals of higher educational institutions and other international festivals, contests, conferences and seminars	2016–2020	Vice-Rector for Creative Work, Department of Communication and International Relations, departments	(R4.2.1) The number of faculty members participating in international competitions
			Vice-Rector for Creative Work, Department of Communication and International Relations, departments	(R4.2.2) The number of faculty members participating in master workshops, seminars