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EKONOMIKAS UN KULTŪRAS
AUGSTSKOLA

THE STRATEGY OF THE EKA UNIVERSITY OF APPLIED SCIENCES

2019 - 2023

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INTRODUCTION

The EKA University of Applied Sciences (hereafter - EKA) is meeting its 30th jubilee with a sense of well-done work and a special study programmes offer. As evidenced by our admissions, the demand for EKA's higher education offer is steadily growing each year. We have succeeded in developing modern study programmes for nowadays' labour market and national economy, creating synergies between the study directions implemented by EKA – using interdisciplinary, intercultural environment and implementation of innovative teaching methods Including maximising the use of digital opportunities in the study process.

Economics, Management science, Culture and Art, Law, Linguistics and Translation, Information technology are the six study directions that EKA introduces in its logo in the stylised Mobius strip, symbolising dynamic collaboration, mutual replenishment and endless development. We have decided in the next strategic period, too, to further develop and strengthen our study programmes within the existing study directions.

In the new strategy, we have shown our strong commitment to significantly strengthen science and research, and to continue to build a university reputation through research-based studies, innovation and teachers-researchers whose scientific work is recognised at a global level and provides a practical contribution to the industry.

Looking forward, we are open to up-to-date forms of lifelong learning, which can be provided through existing resources and collaboration with partners.

For the next five years, EKA has put forward aims in three directions: offer and content of higher education, research and creativity, lifelong learning. We have set criteria for quality assurance, staff development, internationalisation, partnership, image and reputation, as well as resources.

RECTOR OF THE EKA UNIVERSITY OF APPLIED SCIENCES

Oksana Lentjušenkova,

Rector of EKA University of Applied Science

1. MISSION STATEMENT

Vision

The EKA is developing as an interdisciplinary multicultural university, which prepares knowledgeable, creative and independent personalities for the global labour market who are excellent professional leaders in their industries.
The EKA is associated with competitive education, internationally acknowledged diplomas, high professional quality of our undergraduates and graduates, well-developed scientific research base and highly qualified academic and administrative personnel.

Mission statement

The EKA University of Applied Sciences is a higher education institution which, based on innovative methods and a multicultural approach, ensures the attainment of academic and vocational higher education in line with the European Union level, promotes the development of students' creative potential and entrepreneurial spirit and their motivation for lifelong learning.

Values

- ❖ Honesty and responsibility
- ❖ Ethics and social responsibility
- ❖ Collaboration and support
- ❖ Professionalism and opportunity
- ❖ Continuous development, creativity and innovation
- ❖ Diversity and life-long learning

2. SUMMARY OF THE STRATEGIC OBJECTIVES, PRIORITIES AND KEY PERFORMANCE INDICATORS FOR 2019-2023

The strategic objective of the EKA University of Applied Sciences 2023 is to be one of the leading universities in Latvia with an excellent reputation in the provision and development of study, scientific and creative processes.

3. PRIORITIES OF THE EKA UNIVERSITY OF APPLIED SCIENCES' DEVELOPMENT:

1) Providing and developing the study process and content in line with regulatory requirements and trends in higher education and the labour market.

   Objective Prepare competitive professionals in the fields of business, information technology, culture and art that are relevant to current Latvian and international economic needs, who can use the acquired knowledge and practical skills for successful career and achievements.

2) Ensuring and developing the scientific and creative process in line with regulatory requirements and trends in the world.

   Objective Achieve a high level of internationally recognised research and innovation results promoted by purposeful collaboration of academics, students, local and international partner universities, as well as industry representatives, thus ensuring research-based studies, relevant scientific qualification of the teaching staff, and the research needed for industry.

3) Development of lifelong learning.

   Objective To be an open and dynamic university which is flexible with regard to market topicalities and responsive to a diverse range of local and international competences development and recognition.

The priorities identified are in line with Latvian strategic planning documents, including the Education Development Guidelines until 2020, the Latvian National Development Plan (see p.7).

According to the priorities identified, action lines are defined in the following areas of activity:

1) Quality assurance
2) Staff development
3) Internationalisation
4) Strategic partnership
5) Image and reputation
6) Resources (material and technical base and infrastructure)

2. THE STRATEGIC OBJECTIVES, PRIORITIES AND KEY PERFORMANCE INDICATORS 2019 – 2023 SUMMARY

Priorities

1. HIGHER EDUCATION OFFER AND CONTENT (P1)		2. SCIENCE AND CREATIVITY (P2)		3. LIFELONG LEARNING (P3)	

Objectives

| 1. Prepare competitive professionals in the fields of business, information technology, culture and art that are relevant to current Latvian and international economic needs, who can use the acquired knowledge and practical skills for successful career and achievements. | | 2. Achieve a high level of internationally recognised research and innovation results promoted by purposeful collaboration of academics, students, local and international partner universities, as well as industry representatives, thus ensuring research-based studies, relevant scientific qualification of the teaching staff, and the research needed for industry. | | 3. To be an open and dynamic university which is flexible with regard to market topicalities and responsive to a diverse range of local and international competences development and recognition. | |

The indicators in the fields to be achieved by 2023

I. QUALITY ASSURANCE (J1)					
The results of accreditation for all study programmes, the accreditation period (in years)	6	Number of publications in *Scopus* or *Web of Science* per year	35	Number of independent listeners per year	25
Annual employers' satisfaction, percentage	95%	Number of books/monographs published during the strategic period	4	Number of courses available to independent listeners per year	30
Graduate employment and satisfaction, percentage	97%	Number of other publications per year	15	Number of custom training events during the strategic period	3
Annual student satisfaction, percentage	90%	Number of custom research/creative projects per year	2	Annual overall satisfaction of participants in lifelong learning services, percentage	90%
Annual average student dropout rate, percentage	18%	Number of joint collaborative studies/projects per year	6		
Number of student participation in competitions organised by national, international, professional associations	3	The share of external funding for research in total research budget per year	5%	Percentage of students who have used the possibilities of recognition of previously acquired study results, as a percentage of the total number of students	30%
Annual increase in student number, percentage	5%	Number of registered technology rights (rights to design templates, software copyright, patents) in a year	2		
		Number of other publications per year	40	Share of revenue from lifelong learning services per year, as a percentage of total revenue	1%
II. STAFF DEVELOPMENT (J2)					
Number of professors and associate professors	20	Share of teaching staff with a doctoral degree	60%		
The proportion of teaching staff involved in the methodological activities organised by EKA, percentage of the total number of teachers	100%	The Latvian Council of Science's experts share, as a percentage of the total number of teaching staff with a doctoral degree	40%	Share of teaching staff involved in providing lifelong learning services in the strategic period, as a percentage of the total number of teachers	20%
The proportion of teaching staff trained in industry in the strategic period	10%	Share of teaching staff involved in the scientific and creative activities as a percentage of the total number of teachers	100%		
Share of teaching staff who participated in local or international competitions in the strategic period	20%	Share of teaching staff with publications in *Scopus* or *Web of Science* indexed scientific data bases as a percentage of the total number of teachers	60%	Share of EKA staff who have benefited from lifelong learning services during the strategic period, as a percentage of the total number of the staff	95%
The proportion of teaching staff who implemented at least two	90%	The number of international research and creative projects	4		

2. THE STRATEGIC OBJECTIVES, PRIORITIES AND KEY PERFORMANCE INDICATORS
2019 – 2023 SUMMARY

| international level qualification development activities outside EKA during the strategic period, as a percentage of the total number of teachers | | Proportion of teaching staff participating in international scientific conferences per year as a percentage of the total number of teachers | 80% | |

Directions

| 1. HIGHER EDUCATION OFFER AND CONTENT (P1) | 2. SCIENCE AND CREATIVITY (P2) | 3. LIFELONG LEARNING (P3) |

Objectives

| 1. Prepare competitive professionals in the fields of business, information technology, culture and art that are relevant to current Latvian and international economic needs, who can use the acquired knowledge and practical skills for successful career and achievements. | 2. Achieve a high level of internationally recognised research and innovation results promoted by purposeful collaboration of academics, students, local and international partner universities, as well as industry representatives, thus ensuring research-based studies, relevant scientific qualification of the teaching staff, and the research needed for industry. | 3. To be an open and dynamic university which is flexible with regard to market topicalities and responsive to a diverse range of local and international competences development and recognition. |

The indicators in the fields to be achieved by 2023

III. INTERNATIONALISATION (J3)					
Study programmes in foreign languages, number of programmes	8	Number of foreign researchers, as a percentage of the total number of researchers	2%		
Implementation of study programmes in a foreign language in each direction, the proportion of study programmes	50%	Number of students of foreign universities participating in the EKA Student Conference	5	Number of international lifelong learning projects	1
Implementation of study modules or individual courses in a foreign language in each study direction	100%	Implementation of international projects, including Erasmus + and K107, minimum number of projects per year	1		
Foreign students proportion, as a percentage of the total number of students	30%	Number of international partnerships in research (joint research)	4		
Students share who have benefited from an Erasmus + opportunity, including some guest lecturers' lecture attendance during the International Week	10%	EKA participation in international projects where EKA acts as a coordinator or partner, minimum number of projects per year	1	Annual number of international students summer schools	1
Share of academic staff who have trained in the industry and/or participated in the professional development activities abroad	10%			Annual number of international teaching staff summer schools	1
Share of foreign teaching staff	5%				
IV. PARTNERSHIP (J4)					
Number of collaboration partners to fulfil international mobility	100	Number of collaboration agreements with foreign universities and organisations	4	Number of international partners to implement lifelong learning projects	2
Promoting the involvement of strategic partners in study directions implementation, number of partners	65				
Development of joint study programmes, number of programmes	1	The participation rate of external stakeholders in EKA International Scientific conference *ETECH*, as a percentage of the total number of participants	50%	Number of EKA's international partners for International Summer School participants attraction	10
Development and implementation of joint study modules in study programmes, number of modules	6	Number of international partners in joint research	15		

2. THE STRATEGIC OBJECTIVES, PRIORITIES AND KEY PERFORMANCE INDICATORS 2019 – 2023 SUMMARY

Using shared resources with strategic partners, number of partners	6				

Directions

1. HIGHER EDUCATION OFFER AND CONTENT (P1)	2. SCIENCE AND CREATIVITY (P2)	3. LIFELONG LEARNING (P3)

Objectives

1. Prepare competitive professionals in the fields of business, information technology, culture and art that are relevant to current Latvian and international economic needs, who can use the acquired knowledge and practical skills for successful career and achievements.	2. Achieve a high level of internationally recognised research and innovation results promoted by purposeful collaboration of academics, students, local and international partner universities, as well as industry representatives, thus ensuring research-based studies, relevant scientific qualification of the teaching staff, and the research needed for industry.	3. To be an open and dynamic university which is flexible with regard to market topicalities and responsive to a diverse range of local and international competences development and recognition.

The indicators in the fields to be achieved by 2023

V. IMAGE AND REPUTATION (J5)					
Increase in admission, percentage to previous year	5%	EKA Research magazine included into *Scopus* database	1	Annual number of lifelong learning service participants	50
Percentage of students who continue their studies in EKA after the Alberta College	25%	Number of articles in EKA's scientific journal per year	30		
Participation of EKA or individual programmes in an international rating	1	Proportion of teaching staff with ResearchGate and/or Orcid active account, as a percentage of the total number of teachers	40%	EKA representation in other organised lifelong learning events in the strategic period	4
Number of secondary school pupils participating in the events organised by EKA per year	400				
Number of EKA activities at secondary schools	40	Share of teaching staff invited as international Conference section leaders or *key-note speakers*	2%		
EKA's own number of patrons	15				

VI. RESOURCES (MATERIAL AND TECHNICAL BASE AND INFRASTRUCTURE (J6)					
Advanced e-learning environment for the use of interactive study courses and integrated teaching methods, the proportion of the study courses	95%	Specialised rooms and laboratories	9	Total investment for development in the field of lifelong learning (administrative, premises, implementing staff and other costs) as a percentage of total expenditure	0,4%
Investments in the improvement of the material technical base in a year, percentage of total expenditure	5%	Available scientific databases, minimal number	1		
Investment for infrastructure development per year, as a percentage of total expenditure	5%	Number of open scientific databases	10		
Increasing the collection of the library as a percentage of total annual expenditure	1,5%				
Digitisation of recordkeeping processes	100%	Specialised research software	2		

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

EKA was founded on 28 May, 1998 as a limited liability company "University College of Economics and Culture". It is granted unlimited accreditation. At the time of development of the strategy, EKA implements six study directions with 14 study programmes.

*Study directions and programmes realised by EKA, data of 2018*

Study direction	Type of programme	Study programme	Study forms	Duration of studies	Language of study
MANAGEMENT, ADMINISTRATION AND REAL ESTATE MANAGEMENT	MASTER	"Business Management" (A)	Full and part-time	2 – 2.2 years	Latvian, English
		"Culture Diplomacy and International Management" (P)	Part-time	1,5 – 2.5 years	Latvian
	BACHELOR	"Management" (A)	Full and part-time, e-learning studies	3 – 4 years	Latvian, English, Russian
		"CULTURE MANAGEMENT" (P)	Full and part-time	4 – 4.5 years	Latvian
	1st LEVEL	"Creative Marketing and Sales Management"	Full and part-time	2 – 2,5 years	Latvian
		"Management of Entertainment Industry"	Full and part-time	2 – 2,5 years	Latvian
ECONOMICS	BACHELOR	"Accounting and Auditing" (P)	Full and part-time	4 – 4.5 years	Latvian
		"Business Economics" (A)	Full and part-time, e-learning studies	3 – 4 years	Latvian, Russian
	1st LEVEL	"International Trade and Logistics"	Full and part-time	2 – 2,5 years	Latvian
ART	BACHELOR	"Interior Design" (P)	Full and part-time	4 – 4.5 years	Latvian
		"Computer Games Design and Graphics" (P)	Full and part-time	4 – 4.5 years	Latvian
"TRANSLATION"	BACHELOR	"Translation" (P)	Full and part-time	4 – 4.5 years	Latvian
LAW	BACHELOR	"Law" (P)	Full and part-time, e-learning studies	3 – 3.5 years	Latvian

Study direction	Type of programme	Study programme	Study forms	Duration of studies	Language of study
INFORMATION TECHNOLOGY, COMPUTER TECHNOLOGY, ELECTRONICS, TELECOMMUNICATIONS, COMPUTER MANAGEMENT AND COMPUTER SCIENCE	BACHELOR	"Information Technologies" (P)	Full and part-time, e-learning studies	4 – 4.5 years	Latvian, English

3.1. SPECIALISATION AND COMPETITIVENESS

EKA Strategic specialisation is determined by an interdisciplinary approach in preparing specialists for business (which includes specialists in law), in the fields of information technology, culture and art, as well as fulfilling scientific and creative activities In these areas.
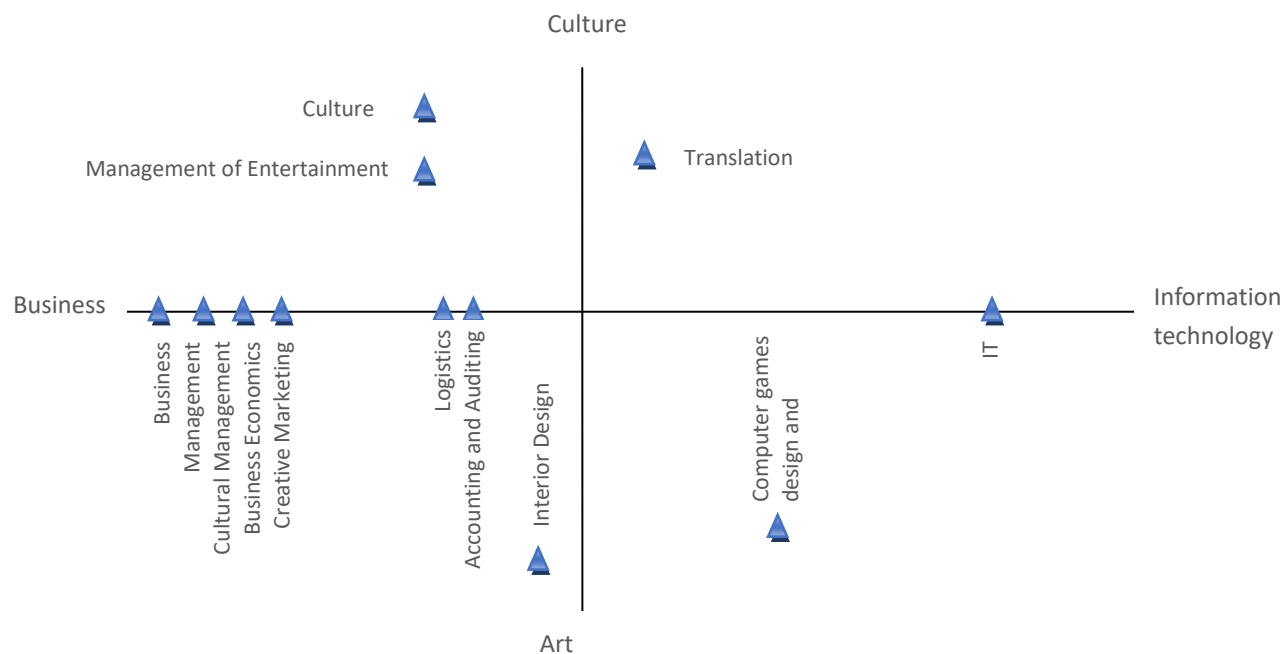
EKA specialisation, 2018 data

EKA contributes to an interdisciplinary approach through the implementation of study programmes in the three thematic groups:

1. Social Sciences, Commercial Sciences and Law
2. Natural sciences, Mathematics, Information Technologies
3. Humanities and Art

All study programmes are based on a multidisciplinary approach, thus providing specialists with additional knowledge and skills in the profession. For example, the "Translation", "Logistics", "Accounting and auditing" study programmes provide training of specialised software required to perform professional duties. The study programme "Computer games design and graphics" includes study courses that provide knowledge and skills in the fields of art and information technology. The interior designers' studies are focused also on such skills as management and planning, so that future designers can successfully start a business.

The scientific and creative activities are also based on a multidisciplinary approach, defining research directions combining different areas (see point 3.6).

EKA's competitiveness is determined by synergy among interdisciplinarity, cross-cultural environment and innovative learning methods.
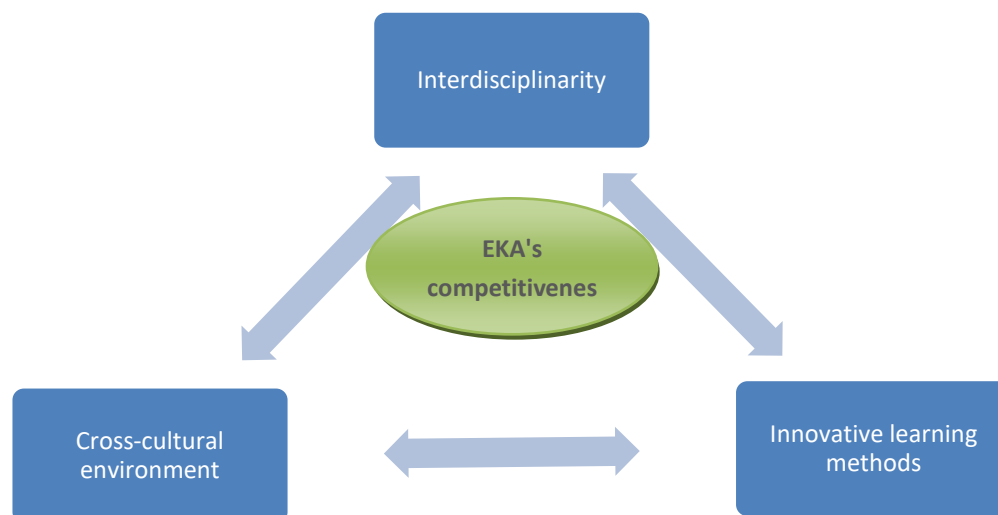
A competitive advantage of EKA, 2018 data

By combining economics with culture, by offering study programmes in different languages, providing students with the opportunity to participate in foreign teachers' seminars and acquire study courses abroad, organising international scientific and creative activities, EKA prepares specialists to work in an international environment and provides its students with cross-cultural literacy, in the context of nowadays' globalisation conditions.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

For creative and innovative approaches, EKA provides a process of study, both onsite and e-environment, offering e-learning where lectures, seminars and consultations, as well as taking exams take place in virtual audiences online. The implementation of the study programmes includes a number of innovative learning methods and technologies such as virtual tests and quizzes, business simulations, gamification, etc. During their studies, students use EKA' infrastructure opportunities and acquire specific skills in the profession and modern technology.

EKA defines and regularly reviews a competitive advantage for each programme of study.

A competitive advantage of EKA study programmes, 2018 data

Programmes	Competitive Advantage
Master's Programme	
Business Management	The modules programme, a study process organised as *"blended learning"*, has been implemented in two languages with the attraction of foreign teachers, research-based studies, unique study courses
"Cultural Diplomacy and International Management"	Interdisciplinary programme, modules programme
Bachelor's Study Programmes	
Management	Implemented in three languages, research-based studies, innovative methods of teaching, internationalisation
Cultural Management	Links with industry, practical guest lectures and creative workshops, possibility to implement projects, special infrastructure
Business Economics	Research-based studies, innovative learning techniques, student motivation to start a business, special infrastructure
Accounting and Auditing	Cloud solutions in accounting, study courses providing professional knowledge in a number of accounting aspects, accounting programmes
Interior Design	Practical projects during studies, participation in professional competitions, practical guest lectures and creative workshops, special infrastructure
Computer games design and graphics	Unique study programme, links with industry, practical projects during studies, participation in professional competitions, exhibitions and workshops in Latvia and abroad, special infrastructure
Information Technology	Implemented in two languages, part-time studies and e-studies, open technology solutions, special infrastructure
Law	Research-based studies, innovative learning techniques, special infrastructure
Translation	Translation and interpretation, machine translation, links with industry, participation in professional competitions, exhibitions and workshops in Latvia and abroad, special infrastructure
First level professional higher education programmes	
International Trade and Logistics	Links with industry, practical guest lectures, visits to companies, special infrastructure
Creative Marketing and Sales Management	Links with industry, practical guest lectures, visits to companies
Management of Entertainment Industry	Links with industry, practical guest lectures and creative workshops, visits to companies, possibility to implement projects and participate in business projects

The total number of matriculated students at EKA has annually increased steadily The demand for study programmes has increased, which is connected with a number of factors including the launching of new study programmes, the recruitment of foreign learners and the improvement of the reputation and image of EKA.
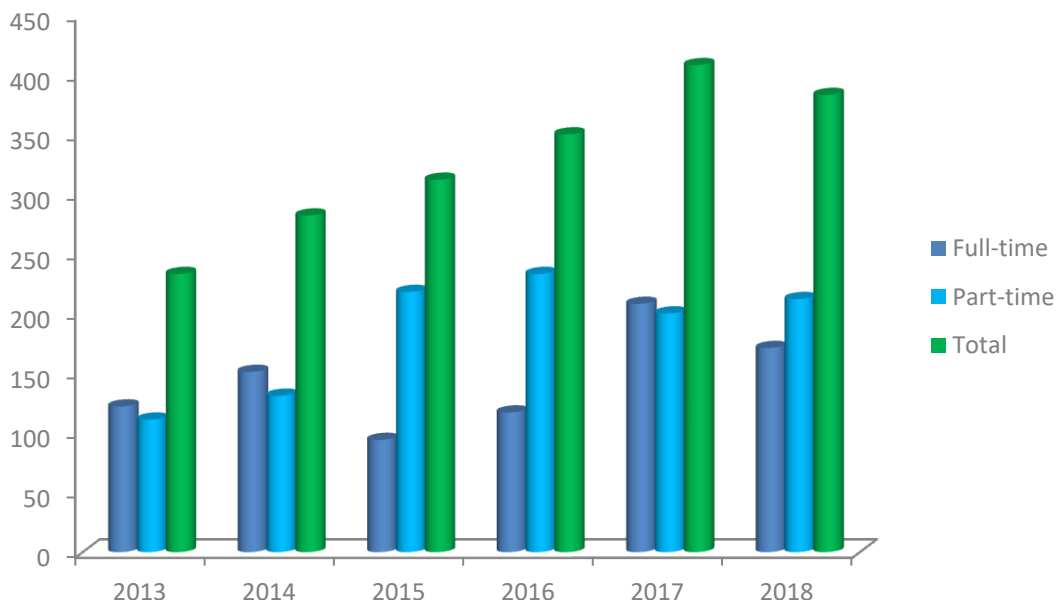
Results of EKA student attraction in the years 2013-2018 (data from 1st October, 2018)

International study programmes implemented by EKA (in English) are competing not only in the Latvian market but also internationally. For information about admitting foreign learners, see p. 18

The EKA undergraduate programmes are targeted at secondary pupils and their parents, teachers, secondary school graduates and college graduates. Graduate study programmes are aimed at graduates of bachelor study programmes and those with related education who wish to increase their skills by acquiring the competences of the manager.

EKA implements a marketing activity plan each year that includes activities for each target group. The promotion of each programme has been organised with 2-3 themed events a year with the involvement of industry professionals. EKA also participates in thematic exhibitions in Latvia and abroad.

EKA actively collaborates with all Latvian colleges whose graduates continue their studies in bachelor programmes. This option has been provided by recognition system of previous education and beyond formal learning outcomes, for almost seven years. EKA's strategic partner is Alberta College, whose graduates continue to study in EKA in almost all directions, and whose students and teachers participate in EKA's activities and projects.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

EKA also offers services related to science and research as well as to the development of professional competence.

Other EKA' services, 2018 data

Way	*Services*	*Demand tendencies*
Science, research	Commercial research	No studies before 2018. Starting with 2018/2019, orders are executed.
Lifelong learning	Independent listeners' courses	The number of independent listeners increases. The most demanded courses of study are the "Art" direction courses.

Since 2014, EKA has implemented strategic changes focused on the systematisation and optimisation of studies and scientific research processes. In this period, the capacity of EKA staff and other resources has been strengthened to diversify and increase the range and volume of EKA's services.

EKA takes into account national and European Union planning documents when planning its activities. The main areas which EKA monitors for the development of the University are the digitisation of the study process, a student-centred approach, learning outcomes-based studies, work with stakeholders and corporate social responsibility, professional skills relevant to the labour market, etc. Particular attention is also given to the development of personal characteristics (communication, time planning, teamwork, critical thinking, self-organisation, self-motivation), which role is recognised by international organisations, including the *OECD*, in carrying out research on skills and competences needed for the labour market. The main tendencies in development of the economic and labour market are analysed by EKA through self-assessment of study programmes, self-assessment of study directions and review of scientific priorities.
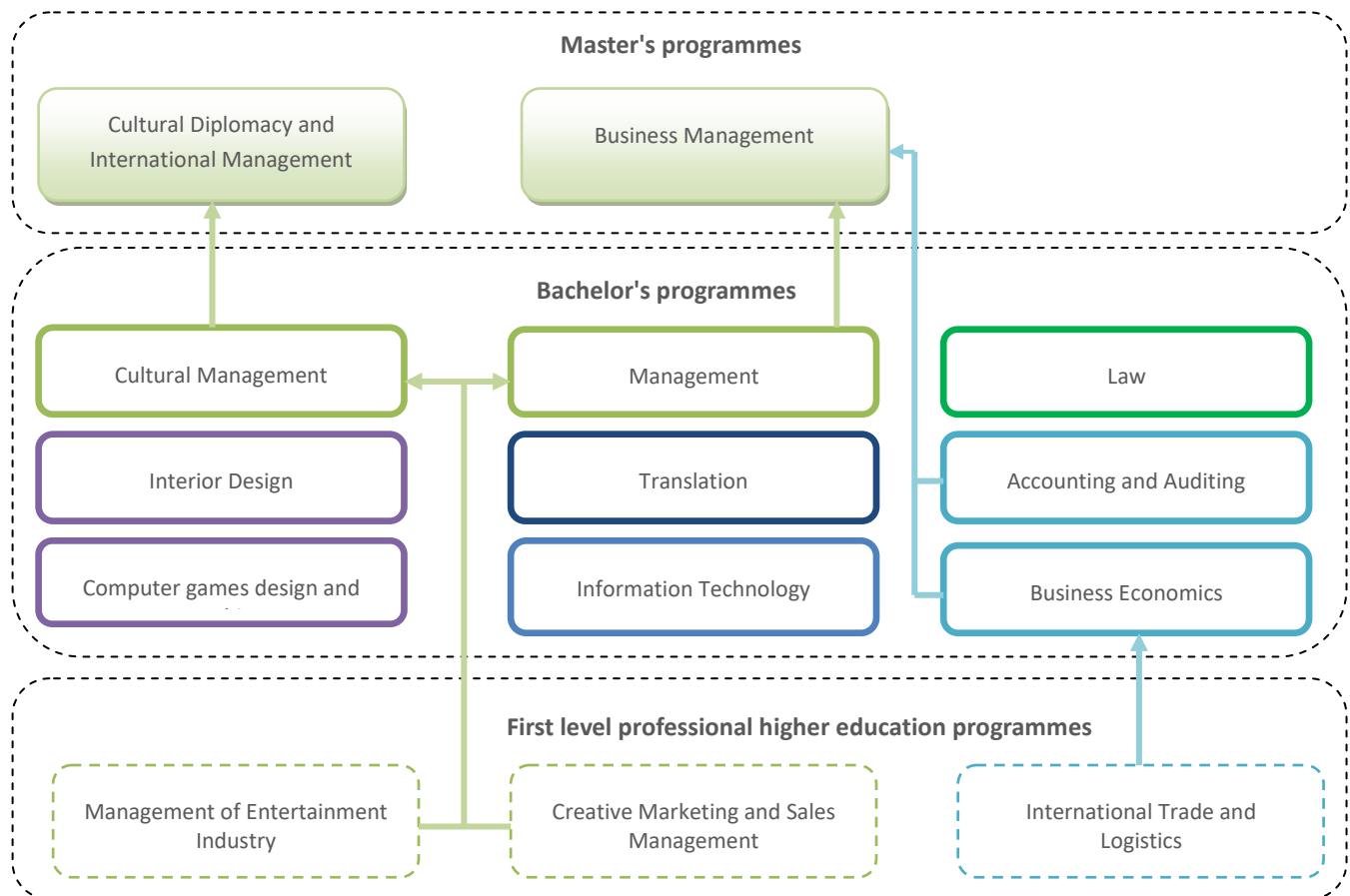
The emphasis is on quality assurance, using an integrated management system and process approach that ensures a systemic university and study directions' management. An internal quality assurance system based on the basic principles of the *ESG (European Standards and Guidlines for Quality Assurance in European Higher Education Area)* operates in EKA. This system includes quality policy, provision of internal quality system statute, process descriptions, students and teachers' manuals, as well as surveys. EKA has a Code of ethics and academic integrity for students and staff, which contains issues of plagiarism, as well. All regulations and other internal documents are available in the EKA's e-environment.

Every year, progress reports are made on the development of the study directions, which include information on achievements, including the implementation of recommendations received during the accreditation. Based on the information collected from the reports, development activities for the next year of studies are identified. Starting with 2017, implementation of the recommendations is also monitored in accordance with the implementation plan submitted by the Academic Information Centre.

3.2. DEVELOPMENT OF STUDY DIRECTIONS

EKA is carrying out 14 study programmes in six study directions. Three study directions implement one study programme each.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

Master's programmes

Cultural Diplomacy and International Management

Business Management

Bachelor's programmes

Cultural Management

Management

Law

Interior Design

Translation

Accounting and Auditing

Computer games design and

Information Technology

Business Economics

First level professional higher education programmes

Management of Entertainment Industry

Creative Marketing and Sales Management

International Trade and Logistics

The succession of EKA's study programmes, 2018 data

The total number of students on 1st October, 2018 has slightly decreased compared with previous years: In 2015, it was 1001 student; 2016 – 1080 students; 2017 – 1122; 2018 – 1101 student. However, separate study programmes have seen a significant increase in the number of students. The positive dynamics of the students' number has been achieved by changing the content of the studies, introducing new teaching methods, as well as developing a marketing strategy, opening new study programmes, and starting a foreign students attraction.

In the last four years, EKA has opened two new directions: "Information technology, hardware, electronics, telecommunications, computer management and computer science" and "Law", and a new professional bachelor's programme in the study direction "Art" – "Computer games design and graphics". In the previous strategic period, the implementation of five study programmes in foreign languages also began, which ensured student number growth in these programmes. During this period, the structure and content of all study programmes was changed to ensure that they are consistent with modern trends in the labour and education market.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

In 2017/2018, two study programmes' type was changed from professional to academic according to professional standards: the Law and Business Economics study programmes.
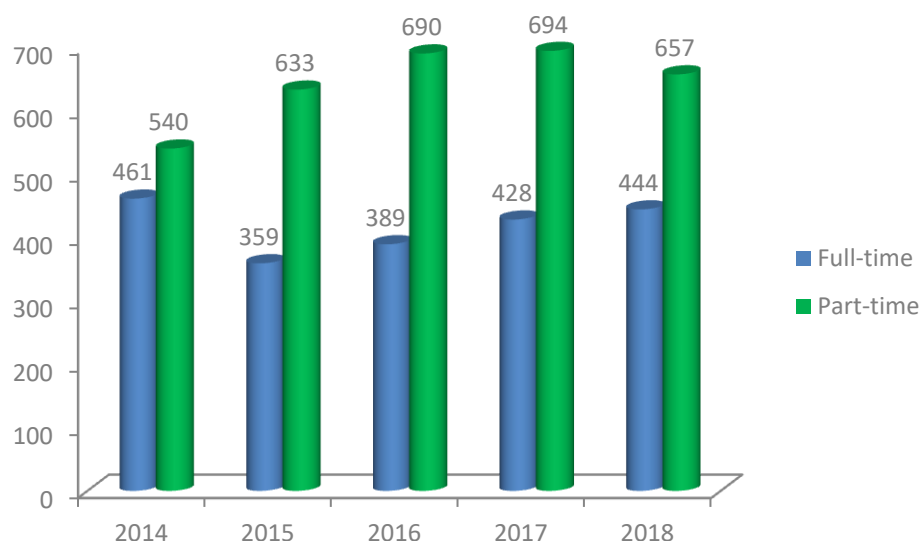

Student Number Dynamics in 2014-2018 (data of 1st October, 2018)

The structure of the change in the number of students shows an increase in full-time students' number, while part-time students' number is remaining unchanged. This tendency is due to an increase in the number of foreign students, which represents 15% of total students' number.

The average dropout rate for EKA is 19%, with the figure below 15% in the Latvian flow, but in the English and Russian flows, it is over 25%. The main causes of the dropout in the Latvian flow are social and economic factors (inability to combine studies with work, lack of financial resources, etc.), and lack of study motivation in a foreign students' flow, as well as insufficient level of preliminary knowledge. At the next strategic planning stage, EKA intends to increase the level of expertise in the foreground.

The most popular EKA programmes are "International Trade and Logistics", "Management", "Business Management" and "Computer Games Design and Graphics". The declining tendency in the students number observed in some programmes is mainly related to demographic, social and economic factors, as well as to the corresponding rates of study places at state universities financed by the national budget (e.g. the Translation programme).
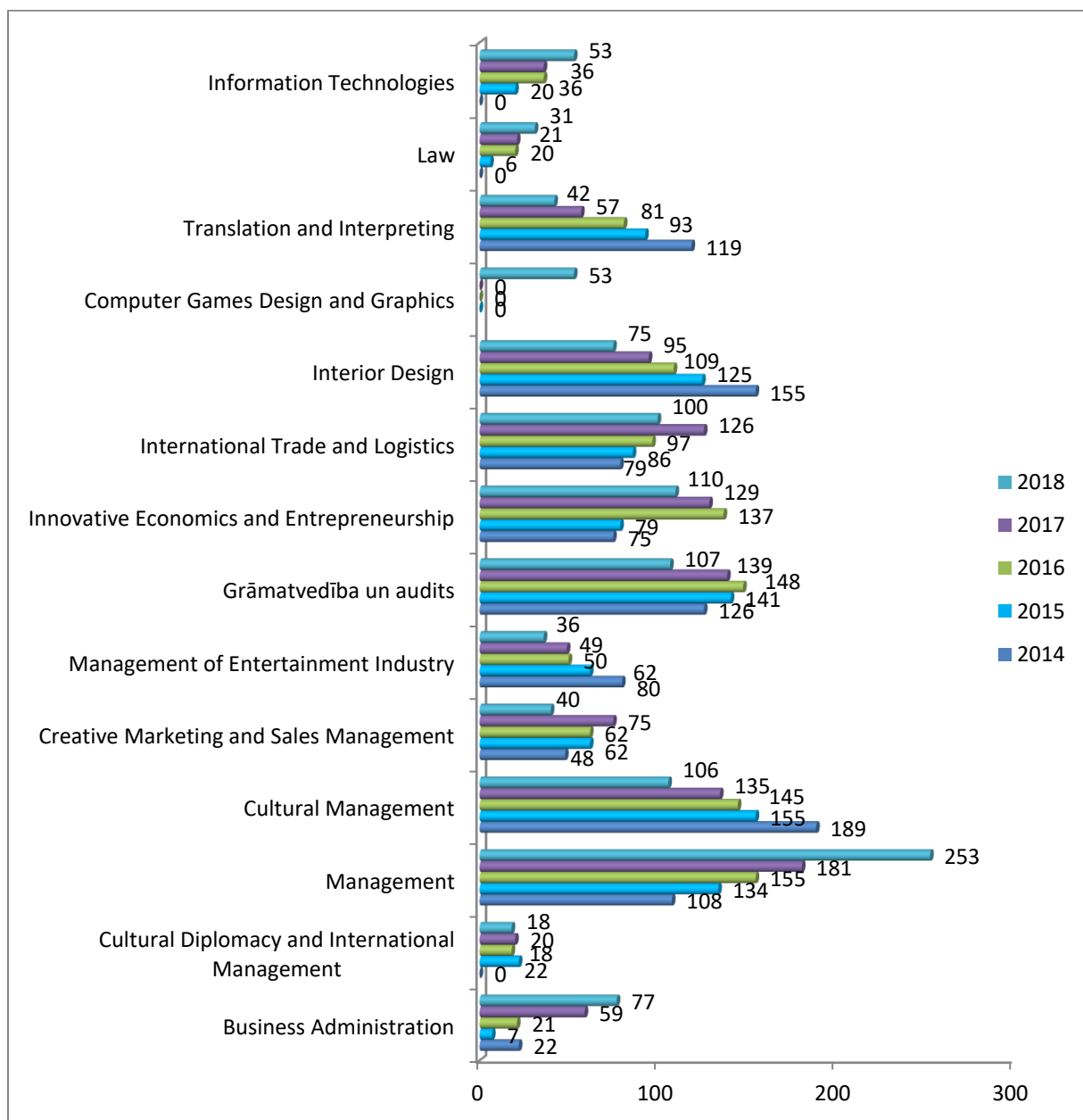
Number of students at EKA by study Programme (2014 – 2018) (data from 1st October, 2018)

To connect with the working environment, sector involvement in the planning, implementation, evaluation, EKA collaborates with more than 60 employers and 8 professional associations. Some programmes have a strategic partnership with relevant industry organisations. The most active partners of EKA are the employers listed below by the study directions.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

Connection of study directions to the working environment, 2018 data

Directions	Most active employers	Types of connection with working environment
Management, administration and real estate management	*The Latvian Employers' Confederation, the Latvian Cinematographers' Union, Theatre of Gertrude Street, Talsi People's House, "PinsLab" Ltd. (SIA), "CULTURELAB", JSC "Latio", JSC "Latvian Gas"*	Providing traineeships, participation in study programmes' councils, participation in the state or final evaluation commissions, reviewers, teaching staff, guest lectures, excursions, discussions in the framework of EKA International Scientific Conference, the Organisation of competitions and olympiads, the participation of EKA in professional associations' work
Economics	*Financial Market and Capital Commission, "Rettenmeier Baltic Timber" LTD., Association of Latvian Business Consultants, Latvian Employers' Confederation, "4PL Solutions" Ltd., Auditing firm "Padoms" Ltd., JSC "ELKO Grupa", Latvian Association of Accountants, JSC "Norvik Bank"*	
Arts	*Latvian Artists' Union, Latvian Designers' Union, Latvian Association of Games, "Glass House" LTD.*	
Translation	*Pearson Central Europe Representative Office in Latvia, SIA "SDI Media" (Ltd.), SIA "Skrivanek", SIA "Linearis", SIA "Nordtext", SIA "Ad Verbum", SIA "Abyling"*	
Information Technology	*Latvian Open Technology Association*	
Law	*Latvian Employers' Confederation*	

Traineeships are provided in the framework of signed collaboration agreements as well as in working venues where the workplace corresponds to the profile of the study programme and the tasks of the traineeship programme can be fulfilled.

Traineeships have been prepared with a traineeship programme approved by the Board of the study direction. The programme will be further coordinated with the place of the traineeship, then a trilateral agreement on practice is signed. After the practice, the learner prepares an overview of the practice according to the approved programme. At the end of practice, the practice denominator provides a feedback on each trainee and participates in a satisfaction survey on the practice.

3.3.   HUMAN RESOURCES DEVELOPMENT

The planning of academic staff is carried out in accordance with regulatory requirements, the needs for study process and the EKA strategy of the development of science and creativity for 2016-2020 (hereinafter – ZRDAS2020).

Taking into account the rapid development of EKA in the previous strategic period (increase in the number of study programmes, attraction of foreign students in the English and Russian streams, etc.), the increase in academic staff has been prioritised in every study direction, and the recruitment of teachers with doctoral degree and scientific expertise. For this extend, the minimum number of qualified teachers for each direction is calculated by working out ZRDAS2020.

EKA academic staff during the study year 2017/2018 consists of more than 130 employees, of whom 47 were elected in EKA academic positions (30 employees (62%) with a doctoral degree).
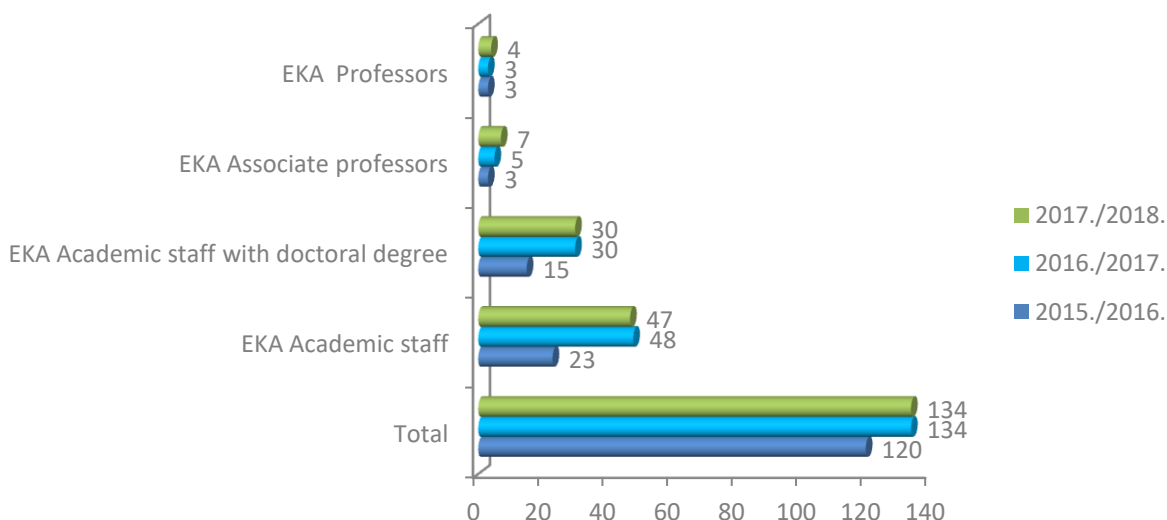
EKA's Academic Staff in 2015 – 2018

In order to facilitate the development of teaching staff, EKA promotes teachers' doctoral studies by supporting scientific and research activities. Master graduates are also motivated to study at a doctoral programme. Agreements have been concluded with some universities in Latvia on the EKA graduates' possibilities to continue studies in doctoral studies (e.g. RTU, RISEBA).

More than half of the representatives of EKA's academic positions with a doctoral degree have been awarded the rights of experts of Latvian Science Council (according to the data of 20.06.2018 - 52%).
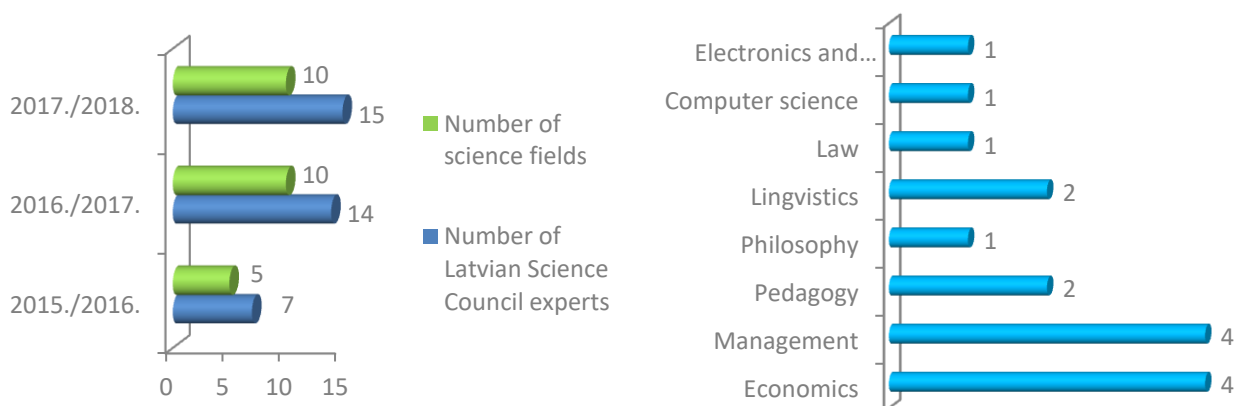
Number of Latvian Science Council experts among the EKA academic staff in 2015-2018

Academic staff of the university: number of science fields and LSC experts in 2017 – 2018

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

EKA regularly analyses the achievements of teaching staff in academic and scientific work. Based on achievements, the staff can be eligible for vacant academic posts.

In the selection of EKA personnel regulatory requirements, established priorities in the higher education strategy and other programming documents, as well as the responsibilities under the job descriptions re taken into account. The main criteria for the selection of staff shall be appropriate education, scientific and/or professional, pedagogical international and organizational experience. An invitation to compete for EKA academic positions is announced. Applications are examined and the EKA Senate takes the decision on the nomination of candidates for academic position.

To increase the skills of teachers, EKA organises a series of methodological and scientific events (seminars, conferences, lectures, etc.), and training courses and activities outside the University are provided to teachers, i.e. international mobility projects and the Erasmus + programme. EKA organises an annual training methodological conference aimed at analysing the latest developments in the organisation of the study process, the teaching of study courses, the use of teaching methods, the utilisation of digital solutions in the learning process, etc.

Every year, the international scientific conference ETECH takes place at EKA, attended by EKA scholars, as well as participants from other Latvian and foreign universities.

EKA participates in the implementation of international projects involving EKA teachers in accordance with their scientific and professional interests.

The EKA remuneration system is based on legislative requirements, providing for a differentiation of remuneration according to the level of education of teachers, academic position and study direction and study programme in which the teaching staff is employed (e.g. for the study programme "Information technology" a fixed coefficient for the calculation of staff remuneration is applied).

In the previous strategic period, a motivating system to support the activities of the staff active in EKA's e-environment when developing e-courses was used. In order to promote the involvement of staff in scientific and research activities, support in the framework of research under the ZRDAS2020 is being carried out, and their results publication in *Scopus and Web of Science* databases.

EKA has developed a staff evaluation system, which is planned to be implemented in the next planning period.

3.4.   INTERNATIONALISATION

The key objective of the internationalisation of the EKA is to enhance its international competitiveness by promoting students and academic staff mobility, strengthening international cooperation and providing its sustainability, involving foreign academic staff and supporting integration of international students into the university, thus contributing to the international reputation of the university and providing high quality multicultural learning environment.

The vision of EKA internationalisation: EKA is an internationally competitive and recognised, science-based and innovation-oriented higher education institution:

- where internationally recognised and qualified employees are attracted to perform scientific and academic activities;
- where multicultural environment has been provided and students and academic staff are competitive both in the local and international labour markets;
- where international scientific and creative activities take place on regular basis,
- which actively collaborates with other universities, institutions and employers in Latvia and abroad in the field of research and study process.

In 2017, the EKA internationalisation strategy for 2018-2020 (EKAIS2020) was developed, which defined EKA's priorities for internationalisation:

- student and staff international mobility;
- international cooperation in the field of studies, research and creative activities
- extension of international dimension
- international recognition

Since 2015, the implementation of several study programmes in foreign languages has started: Russian and English. The offer of study programmes in foreign languages is oriented on foreign students' attraction. In the previous strategic period, the following study programmes were implemented in foreign languages:

1) Master's study programme "Business Management" in English.
2) Professional Bachelor's programme "Innovation Economy and Entrepreneurship" in Russian (on 4th September, 2018 changes to the study programme were accredited: the name of the programme "Business Economics" and the way - an academic bachelor programme).
3) Academic Bachelor's programme "Management" – in English and Russian.
4) Professional Bachelor's programme "Information Technology" – in English (first admission was held for the year 2018-2019).
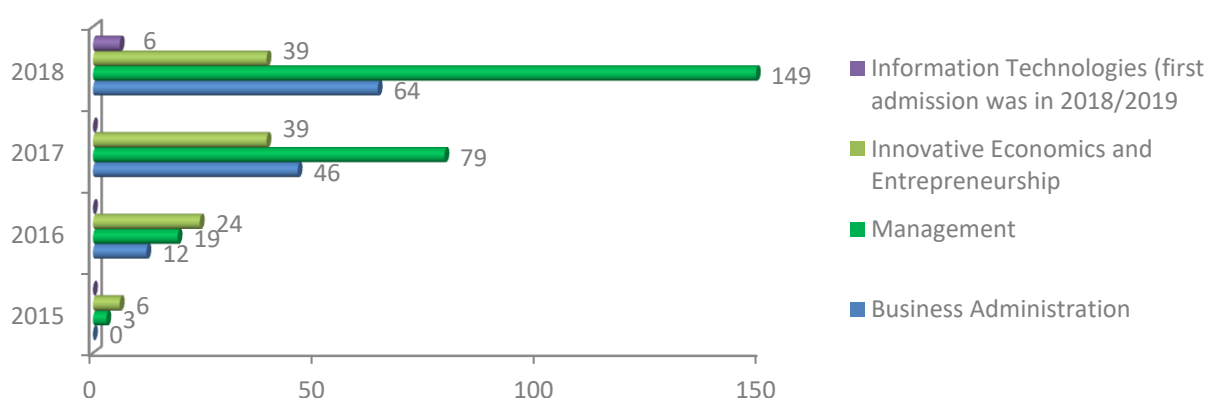
EKA Students Number Dynamics in 2015-2018 (data of 1st October, 2018)

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

EKA foreign students represent Uzbekistan, India, Kazakhstan, Armenia, Belarus, Ukraine, Russia, Azerbaijan, Morocco, Jordan, Nigeria, Georgia.

In the previous strategic period, EKA employed four foreign scholars, two of whom taught courses in the Masters' programme "Business Management", and two academics were involved in the study programme "Information Technology", participating in international projects.

The International Academic Week is held annually at EKA, which is a series of foreign teachers' lectures for students of all study directions. For example, in the year 2017 – 2018, 12 foreign teachers from Hungary, Lithuania, Poland, France, Russia conducted courses for EKA students.

In the next strategic phase, it is planned to attract foreign teachers to all directions, using external funding sources as well.

EKA International cooperation forms are the exchange of personnel and students in the framework of mobility programmes and projects, international projects, international scientific conferences and seminars, international academic weeks, participation in international associations.

EKA has signed agreements on collaboration in joint scientific projects, organisation of conferences and seminars, exchanges of experience within the study direction with several foreign universities: the Wrocław University of Economics (Poland), the Integrated Business Institute of Skopje (Macedonia), the University of Vilnius, the Faculty of Humanities (Lithuania), Higher Education College of Šiauliai (Lithuania), the Klaipeda Higher Education College (Lithuania), Walsh College (United States), Kazan National Research Technical University named after A.N. Tupolev – KAI (Russia), etc.

In general, more than 70 co-operation agreements were signed on the student and staff exchange with universities from Germany, France, the United Kingdom, Slovenia, Hungary, Poland, Spain, Turkey, Bulgaria, Lithuania, Croatia, Italy, Holland and other countries.


The geography of the EKA International Partners' Universities in 2014 - 2018

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

In 2018, an agreement on cooperation in research and studies with the *Lithuanian Accounting Educators and Researchers Association* was signed. EKA is an active member of the *Baltic Management and Development Association.*

Students and staff's Erasmus + mobility statistics shows that there has been an increase in the number of foreign staff in the last years, who came to EKA both to conduct lectures and to participate in trainings (e.g. within the Staff Training Week, which EKA has organised in cooperation with Alberta College since 2015).
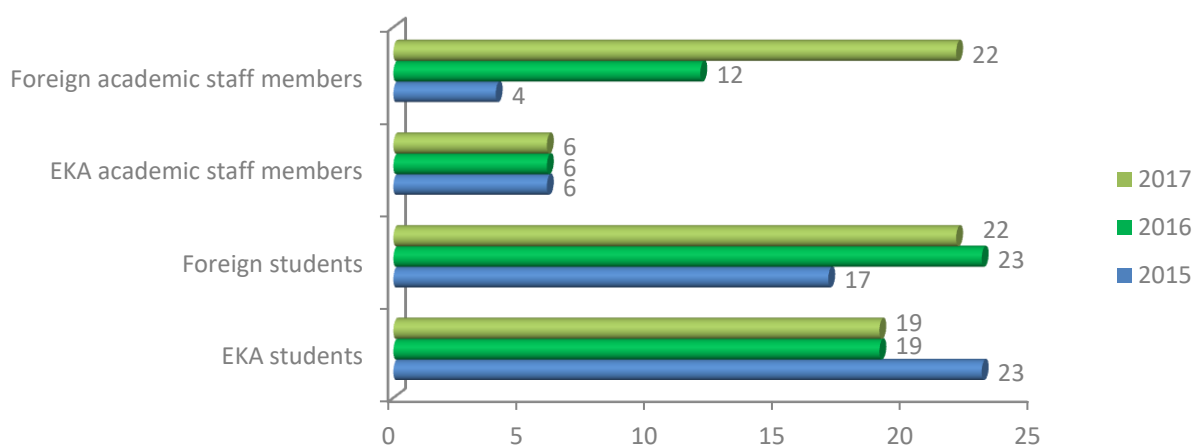
EKA students and staff mobility within the framework of Erasmus + in 2015/2016 – 2017/2018

During the next strategic period, EKA will continue to develop international cooperation in the following directions: attracting foreign trainers for teaching courses and conducting scientific studies, implementing international projects, setting up joint study programmes; organising summer schools.

3.5.   COLLABORATION

In Latvia, EKA collaborates with a number of organisations: enterprises, governmental and non-governmental organisations, professional associations, universities, colleges, secondary schools, etc. (more detailed information is in the self-assessment reports of study directions). Main collaboration directions:

- participation in the development of study directions and study programmes;
- providing practice places;
- ensure bachelor themes;
- participation in scientific, research and creative activities;
- organising guest lectures and creative workshops;
- participation in the final state examinations;

- olympiads and competitions for high school students;
- career days in secondary schools;
- scholarships for students.

Strategic partners in Latvia:

- educational institutions: Alberta College (resource sharing, participation in science, research and creative activities), RISEBA University of Applied Sciences (participation in scientific, research and creative activities);
- employers: Pearson Central Europe Representative Office in Latvia, "Like A Coffee", "SKRIVANEK Baltija", "Mēness Aptieka", etc. (see In the reports on the development of the study direction - available on www.augstskola.lv);
- industry associations: Employers' Confederation of Latvia, Association of Private Universities, Rectors' Council, Higher Education Export Association, Latvian Open Technology Association, Latvian Designers' Union, Latvian Association of Games developers;
- State and local institutions: Riga City Council ("Rīga's courage grant"), Ministry of Education and Science;
- Other organisations: Bank of Latvia (Financial Olympiad), Finance and Capital Market Commission (Financial Olympiad, Project on financial literacy), Academic Information Centre (recognition of diplomas), Quality Agency for higher education (accreditation issues) Vītoli Fund (scholarship in the "Computer Games Design and Graphics" study programme).
- Secondary Schools (Olympiads, contests, guest lectures, career days).

In foreign countries, EKA collaborates with a number of universities and organisations, engaging in scientific, research and creative activities. Cooperation takes place within the framework of signed contracts and memoranda, as well as participating in international events and conferences.

Forms of cooperation and examples of cooperation with foreign strategic partners in 2017/2018

Activity	Name of the activity	Partner
Conference	International conference ETECH 2018 co-organisers	*Walsh College (USA)*
Conference	International conference ETECH 2018 co-organisers	*University of Economics in Katowice (Poland)*
Project	*"Strategic Partnership for Innovation and Development of Entrepreneurship" (SPIDE)*	1. *Integrated Business Institute (Macedonia)* 2. *University of Ljubljana (Slovenia)* 3. *Hochschule für Öffentliche Verwaltung Kehl (Germany)*
Project	*"InVent – Partnership to develop VET educators in event management with learner-centred approach"*	Coordinator: *Gecko Programmes LTD (UK)*. Partners: 1. *Television and Radio Industries Club of the Milands (UK)* 2. *Fakulteta za commercialne in Poslovne vede (Slovenia)* 3. *EKTC Maribor (Slovenia)* 4. *Hochschule Hannover (Germany)*

Activity	Name of the activity	Partner
		5. *The German Entertainment Technology Association (Germany)* 6. *Centro Superior De Formacion Europa Sur – CESUR (Spain)* 7. *Fundación Coremsa (Spain)* 8. *Latvian Culture Employees' Union (Latvia)*
Project	*"Promoting E-Learning for Adults to Improve Quality and Availability of Life-Long Education"*	1. *Insurance and Risk Management Institute (Lithuania)* 2. *Copenhagen Business School (Denmark)*
Project	*"Online Master Programme for Circular Economy" (CIRCECO)*	1. *European University – Skopje (Macedonia)* 2. *Green Infrastructure (Croatia)* 3. *Fakulteta za commercialne in Poslovne vede (Slovenia)* 4. *YES Foundation (Macedonia)*
Project	"Mobility of individuals between programme and partner countries in the higher education sector"	*Kazan National Research Technical University named after A.N. Tupolev – KNRTUKAI (Russia)*
Workshop for Staff	*"Creating of Educational Quest*", Prof. A. Svirina	
Research	1. "Z Generation values", carried out in the project coordinated by the Republic of Tatarstan "Strategic management of talents in the Republic of Tatarstan" 2. "*E-teaching perception by the academic staff*" in the framework of the EKA research direction "Digital learning environment: challenges and opportunities" 3. "Database management systems (cluster and parallel database systems)", which is one of the most important research directions in the array analysis of data (*Data Mining, OLAP*)	
Lectures at a foreign university	1. "*Intellectual Capital Investments*", Assoc. prof. O. Lentjušenkova 2. "*Data Mining*", lect. D. Finaškins	
Engagement of a foreign teacher in a study programme	1. Study courses: "*Management theories*", "*Business Risk Management*", Prof. A. Svirina 2. "*User image analysis in contemporary it technology*", lect. J. Jefimova 3. "*Inter-Vehicle cooperative perception system*", lect. A. Gavrilovs	
International Scientific Conference	Participation of the EKA teachers as *Keynote Speaker "25th International Scientific Conference on Economic and Social Development"*	*Russian State Social University – RGSU (Russia)*
International Students Conference	RGSU students participation in the EKA Students Conference	
Academic staff exchange visits	RGSU teachers' experience exchange visit to EKA	
Staff training	*Staff Training Week* 2017	*Lithuanian accounting educators*

Activity	Name of the activity	Partner
Conference	Participation in EKA International Scientific Conference ETECH2018	*and researchers association*
Foreign teachers' guest lectures	"*Evaluation of investment projects*", Prof. R. Kanapickiene	*Vilnius University*
Lectures at a foreign university	"*Accounting of fixed assets, valuation, revaluation, depreciation and taxation*", Prof. V. Zariņa	
Foreign teachers' guest lectures	"*Navigable spaces and the management of communicative resources by translators*", "*Image and the profession of translation*", lect. Marlena Iwona Bielak	*Stanislaw Staszic University of Applied Sciences (Poland)*
Technical support	Translation Cloud Platform "*Memsource Academic Edition*"	"*Memsource*" *(Czech Republic)*
Experience exchange	*Meeting with representatives of the department, discussion on collaboration opportunities*	*University of Split (Croatia)*
Seminar	*Translating Europe Workshop* "*Eurolects: Language contact and variational dynamics across European legislative corpora*", Assoc. prof. G. Dilāns	*Università degli Studi Internazionali di Roma – UNINT (Italy)*
Experience exchange	Teachers' visit to EKA	*Schmalkalden University of Applied Sciences (Germany)*
Foreign teachers' guest lectures	"*Administration of new degree programme in el. engineering*", Prof. Marcus Hornung	
Experience Exchange	Experience of study programme realisation, lect. J. Radionovs	*Kaunas University of Technology*
Engagement of a foreign teacher in a study programme	Study course topics: *Software Engineering*, Prof. A. Targamadze	
Foreign teachers' guest lectures	"*International Business Law*", lect. Solene Ringler	*The University of Valenciennes and Hainaut-Cambresis (France)*
Experience exchange	Teaching methods, participation in the Conference, doc. I. Stankeviča	*Vilnius Gediminas Technical University (Lithuania)*

EKA maintains a relationship with alumni by tracking their progress. Graduates' surveys are regularly organised to identify graduates' achievements in professional life. A number of EKA graduates are employed by EKA as teachers (e.g. lecturer E. Čerkovskis) or as general staff (e.g. the head of the EKA Business incubator, D. Kristiņa). In EKA operates an alumni association, with support of which graduates lecture to the students (e.g. K.Mažāne's guest lecture), creative workshops are organised as well as graduates involvement in the review of students' final work and state examination commissions. Several graduates, who have become employers, provide traineeships for students, and take students to their businesses during study excursions. In the next strategic period, cooperation with graduates is planned to be expanded by organising targeted study and creative activities.

3.6. SCIENCE AND RESEARCH

The main objective of the EKA ZRDAS2020, which was worked out in 2015/2016, is the development of science and research is to enhance the competitiveness of the university in building a strong base of scientific infrastructure and human resources, strengthening the cooperation between science and business sector, developing the transfer of research results to business, thus contributing to the achievement of the Latvian national strategic development goals. ZRDAS2020 has been developed in line with national level development planning document - the aims and tasks of priority direction "Advanced

Research, Innovation and Higher Education", included in the Latvian national development plan for 2014-2020 (NAP2020), "Guidelines for the development of education in 2014-2020" and "Guidelines for science, technology development and innovations in 2014-2020".

EKA has defined its scientific vision for 2020: The EKA University of Applied Sciences is a science-based and innovation-oriented higher education institution recognised in Latvia and Europe:

- *where highly motivated and qualified employees (mainly holding a doctoral degree) are attracted to perform scientific and academic activities,*
- *where interdisciplinary research areas have been developed,*
- *where students are actively involved in research and creative activities,*
- *where international scientific and creative activities take place regularly,*
- *which actively collaborates with other universities, institutions and employers in Latvia and abroad in order to strengthen research capacity.*

ZRDAS2020 has defined priorities in science, research and creative activities:
1. *increasing the scientific potential of academic staff;*
2. *increasing brand value and visibility in Latvian and international scientific community;*
3. *development of research and creative activities in each study direction;*
4. *enhancing the innovative potential of the university and improving the scientific infrastructure.*

EKA scientific priorities for 2020

Priority	Reason	Objective of the priority:	Priority's lines of action (LA)
EKA staff	Higher education institutions have the duty to perform scientific activity (Law on Scientific Activity, section 19). In order to perform a scientific activity, a higher education institution requires academic staff with scientific qualifications.	To increase the number of the university's staff involved in science	"Increasing the number of academic staff involved in science" "Enhancing the scientific qualification of the EKA academic staff"
Scientific reputation of the EKA	The scientific reputation is a prerequisite for the improvement of the overall image of the university in the academic environment, which, in its turn, promotes the visibility of the university among students, facilitates collaboration with other universities and institutions, and provides the loyalty of the academic staff.	Ensure visibility of EKA in Latvia and Europe	"Promotion of scientific events organised by the EKA" "Optimising the EKA publishing activity"
Research and creative activities of the EKA study directions	One of the criteria for the evaluation of a higher education institution is "student scientific research activity and/or creative activity as a part of the study process" (Cabinet of Ministers' Regulation No 407, Annex 3 "Assessment criteria of higher education institutions and colleges", article 6,	To increase research capacity in each study direction of the EKA; to ensure the involvement of the academic staff and students of each study programme in research and creative activity.	"Research development in each study direction" "The involvement of EKA's academic staff in research and creative work"

Priority	Reason	Objective of the priority:	Priority's lines of action (LA)
	point 6).		"Involvement of the EKA's students in research and creative activity"
Infrastructure	Research infrastructures are essential for enhancing research and innovation capacity and ensuring competitiveness.	Develop the research infrastructure and the material-technical base of EKA.	"Development of research infrastructure and material-technical provision in each study direction"

Taking into account the study programmes provided by the EKA and on the basis of the priority directions in science for the time period from 2018 to 2021 (Ministry of Education and Science, 2017), the priority research areas of the EKA have been defined.

EKA research directions in 2018 - 2021

Name of the research direction	Study direction
Computer Linguistics	Translation Information Technology
Language, literature and translation	Translation
The challenges and opportunities of digital learning environments	Information Technology Management, administration and real estate management
Financial literacy	Economics Management, administration and real estate management
Intellectual capital: understanding, management, protection	Management, administration and real estate management Law
Corporate social responsibility: understanding and management	Management, administration and real estate management Law
Impact of sociocultural factors on business development	Management, administration and real estate management
Developing creative industries as a precondition for sustainable development in Latvia	Management, administration and real estate management Economics
Cybersecurity	Information Technology Law
Current trends in law	Law

The EKA priority in science is interdisciplinary research. This means that several research projects can be carried out within one study direction involving the academic staff and students from different study directions. The Study Board of the respective study direction approves research directions. The Vice Rector of Science of the EKA approves the list of research directions. A coordinator is appointed for each research direction, who leads the work of the research group and is responsible for research results in the direction. The priority research areas for each academic year are defined in the Action plan of the Development Strategy for Science and Creative Activity 2020 (in Latvian - *Zinātnes un radošās darbības attīstības stratēģija 2016.-2020. gadam*, acronym - ZRDAS2020).

Every year, a student conference with students from all EKA study directions takes place in EKA. During the 2017/2018 year, the conference work was organised in 10 sections. In general, 41 EKA student submitted research abstracts. The "Art" section presented 14 creative works of the EKA "Interior Design" programme students – paintings and design objects. EKA students submitted 27 full-text articles for EKA/AK Students' articles proceedings.

Students are offered the opportunity to participate in various creative activities during their studies: projects (e.g. "Demola Latvija"), competitions (e.g. "Skrivanek Baltija" translators' competition, in 2017 the first prize was acquired by an EKA student), exhibitions (e.g., EKA's students organised a painting exhibition at the Culture Palace "Ziemeļblāzma"), etc.

As part of the study process, students are developing research papers and graduation theses, which is a study of various current events related to the field of study. The structure of the paper and the research methods to be used are regulated by the Regulation on the development and defence of research, project and graduation papers. Students of Master's programmes are required to participate in a Students' research conference with a scientific paper that reflects the results of a study carried out during the development of a master's thesis.

The best student works are sent to participation in various competitions in Latvia, e.g. in 2018 the Latvian Designers' Union Award was received by EKA graduate Patrick Leo Palins in the category "Design in research".

In EKA operates an ethical and academic fairness and control policy. An ethical and academic code of honesty has been developed, which must be respected by all students and scholars in the study, scientific and research activities. All students' graduate papers before the defence, as well as scientific papers submitted to the EKA scientific journal, are tested by the anti-plagiarism system.

ESA has access to the databases, as well as material and technical support that every student and staff member can use. Remote access to databases has been ensured.

In some programmes, there has been a successful collaboration between industry and the university, which has led to the creation of a product that the company will use in its activities (e.g. a children's computer game about a healthy lifestyle "the Moon Pharmacy").

Since 2016, in EKA has worked a business incubator. Two students have successfully worked on their idea development, and the ideas have transformed into a business: *Wooden Toys (www.facebook.com/busyboard.riga), Costume rental (www.facebook.com/Kostimunoma).* In 2018, the incubator was active in the Riga's Courage Grant programme, which is implemented by the Riga City Council.

In the future, it is planned to further develop the business incubator's activities and to promote cooperation with industry in carrying out an applied research.

3.7.   MANAGEMENT

ESA respects the principles of democracy and stakeholders' engagement. The decision-making bodies of EKA involve administrative staff, general staff, academic staff, students and employers' representatives.

3. ANALYSIS OF EKA PERFORMANCE IN 2014-2018

For example, the EKA Senate is based on certain principles, with both representatives of the administration and academic staff, as well as students' representatives.

A study direction Board has been formed in each direction, including administrative staff, general staff, academic staff, students and employers' representatives.

Working out the budget, the Rector consults with all EKA's departments on the need for a material technical base and an increase in the volume of resources during the planning period. After consultations, an EKA budget plan is established, which is coordinated by Rector with the departments and submitted for approval to the Management board.

EKA regularly conducts meetings in which the departments responsible for the matters covered by the meeting, as well as other bodies affected by the decisions taken, take part. Decisions taken are communicated to all involved parties through the EKA e-environment.

EKA has developed a Quality policy and an internal quality assurance system based on *ESG* guidelines. Quality assurance is carried out through surveys system, planning of implementation of accreditation commissions and monitoring of regular results. During monitoring, the results of students' studies, the views of teachers, the views of employers and practice supervisors are analysed.

Before the beginning of the study year, planning of a specific year's aims and tasks takes place, preparing an annual calendar of activities and responsible persons. Plans are discussed at meetings with staff (general meetings, administration and scientific meetings). Achievements of the annual aims are monitored monthly. Each year, the achievements of pre-defined objectives and tasks is controlled. If necessary, the targets are adjusted.

The University's budget consists mainly of fees. The funds obtained are used to finance the activities of the University, taking into account certain development priorities. Funding for scientific and research activities is planned under the ZRDAS2020, while funding for the student self-governing activities is foreseen in accordance with the regulatory requirements and the students' self-governing budget demand.

7,82%

92,18%

- Income from tuition fee
- Attracted funds (projects, Erasmus etc.)
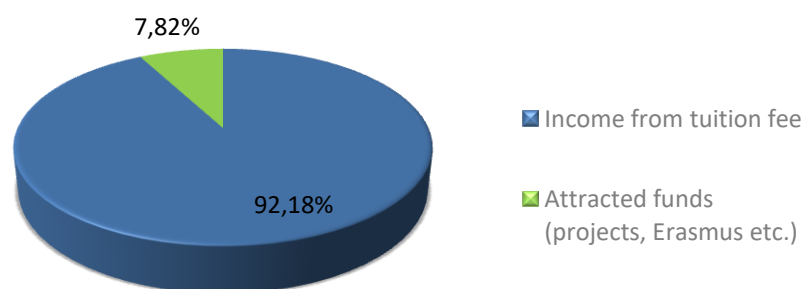
The EKA income structure in 2018

In addition, the University budget provides funding for academic staff qualification development, such as scientific and research activities and training programs, etc.

The pie chart legend:
- Infrastructure, incl. maintenance and repair
- Equipment and software
- Staff (academic, administrative and technical)
- Staff training (exl. research)
- Information provision
- Research and creative activities
- Erasmus +
- Students Council
- Marketing and advertising
- Other expenditures
- Unforeseen expenditures

Chart values: 5,70%, 2,82%, 5,00%, 0,70%, 8,99%, 5,55%, 6,91%, 6,37%, 55,36%, 1,51%, 1,00%

The EKA expenditure structure in 2018

Every year, when analysing the budget implementation, the revenues and expenditures of each study direction are evaluated taking into account the contribution of the study direction to the overall revenue structure. Based on the results of this analysis, strategic decisions are taken on the activities of the University.

3.8.   RESOURCES

3.8.1.   INFRASTRUCTURE AND REAL ESTATE

EKA is located in a building with a total area of 3 107 sq. m., on the land owned by it (area of 5 747 sq. m.). This building is rented by EKA under the real estate rent contract until the end of 2026.

In the last five years, extensive investments have been made in the modernisation of the EKA premises and creation of specialised premises. The high school infrastructure is being improved every year based on the results of the student survey, advice from the academic staff and personnel, as well as the needs of the study programmes. There is a café on the university premises as well as coffee machines installed for visitors' needs. There are four computer rooms, a conference hall with simultaneous translation equipment, as well as a drawing room available.

On evaluating the activities and trends of the university, as well as the recommendations of students and teachers during the period from 2014 to 2018, EKA has set up rest corners for the students, a recreation room for academic and administrative staff, and an additional relaxation corner for students with the support of Swedbank. A courtroom for the needs of the study process, business incubator

premises, culture space, logistics study, additional computer classes and a testing lab for computer games DigLab are created.

During the previous strategic period, a renovation of all premises was done, all computers and multimedia projectors in all classes were changed, as well as e-learning with e-platform and online lectures was introduced . The investments made are the founder's funding. When assessing the capacity of premises, it is concluded that the premises are almost completely loaded on Saturdays and partly loaded on weekdays. There are still insufficient areas for creating specialised rooms and workshops.

Investments in infrastructure have provided an increase in the quality of the university's activities, with new computers and other solutions such as e-studies being used. Similarly, the investments made have provided new directions of study and a new offer of study forms at EKA.

3.8.2. MATERIAL - TECHNICAL BASE

EKA has set up special rooms for each study direction and specialised equipment has been purchased to enable practical training, e.g. a study of simultaneous translation and translation platforms "Memsourse", "Trados" are available for students and teachers of the study direction "Translation".

EKA has a developed e-environment (Moodle, videoconferencing system and website), which provides all the methodological information for each study course, and students have the opportunity to familiarise themselves with their assessments of studies and the final evaluations of their study courses. For video lectures management in real time and recording them, the videoconferencing system *Big Blue Button* is used.

The University has its own library, with a reading room and subscription. The EKA library provides information resources for study and scientific work. It is an automated, free access library with an electronic user service. At the beginning of the study process all learners are introduced to the library's terms of use, open-access electronic resources and subscribed resources, an excursion to the National Library of Latvia is organised with the purpose to be acquainted with its informative resources' use opportunities. Study materials are available in Latvian, Russian, English, German, French and other languages. Printed sources in the library are freely available in the reading room, as well as they can be borrowed for the use at home. There is also an *EBSCO* database available in the library, which can be used remotely. Other *Open Access* information resources are also available, information of which is available in the EKA e-environment. Currently the Study papers digital library is being created, to acquaint the learners with other students' papers and their principles of writing, as well as publish their best papers.

EKA has contracts on collaboration, including resource sharing, with several Latvian higher education institutions. The EKA's strategic partner for resource sharing is Alberta College, with which EKA shares an e-environment for study and research, both institutions' students and teachers can jointly use library resources, facilities and other infrastructure and equipment.

In addition to the improvements in the infrastructure listed above, existing material technical equipment has been modernised, new equipment and software have been purchased, i.e.:

- all computers and their software for both study and scientific work, as well as administrative work, have been changed;
- all classrooms are equipped with multimedia projectors;
- a wireless internet connection is established;
- the software for administrative work, including the students' database, is changed;
- an e-environment comprising a website, *Moodle*, videoconferencing system, personnel database, and the repository of the scientific works of the academic staff is established;
- a computer games testing laboratory with the necessary devices (smartphones, tablets, computers, television, etc.) is established;
- an Information Technology Laboratory (equipment for study courses "Computer Networks" and "Computer Architecture") is established;
- an additional computer class (20 PCs with software) is created;
- a logistics study with the possibility to study logistics information systems (i.e. additional 20 computers with special software) is created;
- a culture room with a stage and special lighting and sound equipment is created;
- a courtroom (with specially designed furniture) is created;
- specialised software for design and computer games study programmes are bought.

The founder's financial resources finance the investments made, without attracting additional external financing. It should be highlighted separately that EKA has received the translation platform "*Memsource*" and accounting cloud software "*Pay Traq*" as gifts.

4. SWOT ANALYSIS

Strengths	Weaknesses
HIGH REPUTATION AND RECOGNITION: - The University and all its study directions are accredited for the maximum possible deadline - Experience and university recognition in Latvia - The study programmes are demanded **QUALITATIVE STUDIES MEETING CURRENT NEEDS OF THE INDUSTRY:** - Varied study programmes offer - A successful cooperation among the team of professionals (from the academic environment and industry) - Involvement of a wide range of industry professionals and EKA collaboration with employers in the implementation of the study process (incl. guest lecturers, traineeship providers, qualification paper advisors and reviewers, etc.) - Effective monitoring of the quality of studies and management of the academic staff - High (94%) employment rate of graduates in a short term after graduation **INTERNATIONALISATION** - Study programmes in English - International environment and students - A wide range of foreign languages offer for learners **MODERN DIGITAL SOLUTIONS INTEGRATED INTO THE STUDY PROCESS:** - Use of the latest information communication technologies in the study process. - Automated key support processes, data tracking and analysis **MODERN STUDY ENVIRONMENT AND INFRASTRUCTURE** - Fully modernised and multi-media-equipped classrooms - Modern technical support of the process of learning - Special infrastructure for each study direction **OPEN AND SUPPORTIVE ORGANISATION CULTURE:** - The principle of democracy in the work with students and among the staff - The principle of open doors and positive working atmosphere - Close cooperation with student self-government - Flexible payment schedule - Permanent long-term patronage (grants for students) - An active staff management and motivation (bonus) system.	**INSUFFICIENT INTERNATIONALISATION OF THE TEACHERS:** - Insufficient international teaching experience of the academic staff. - Insufficient number of foreign teachers **INSUFFICIENT RESEARCH AND INNOVATION RESOURCES:** - Low involvement of academic staff in scientific work and research - Insufficient number of research and innovation results for the industry - Insufficient students engagement in research and innovation projects

4. SWOT ANALYSIS

Opportunities	Threats
DEMAND: • A growing inhabitants' desire for high-quality education in a modern study environment with effective study methods • Employers' demand for high-level professionals • The needs and interest of the representatives of different professions to be retrained in the EKA's field of study **COLLABORATION:** • Industry's (employers') interest in the engagement in the development and implementation of study programmes (guest lectures, internships, research, etc.) • The responsiveness of strategic cooperation partners (local and international) to the implementation of joint study and research projects • Opportunities to share resources with Alberta College, including the use of scientific databases, etc. • Opportunities of development of lifelong learning products in cooperation with partners or partners' needs **ATTRACTING EXTERNAL FINANCING for:** • Attracting foreign teachers and researchers • Strengthening science, research and creativity • Providing traineeships for academic staff • Establishing Student Scholarship Fund for supporting students	**THE INSTABILITY OF HIGHER EDUCATION DEVELOPMENT POLICY:** • Unpredictable reforms have a negative impact on the planning and implementation of EKA activities **DEMOGRAPHIC CHALLENGES, HIGH MIGRATION AND DETERIORATION OF THE ECONOMIC SITUATION IN THE COUNTRY:** • Reduction in the number of secondary education graduates • Population decline • Population solvency reduction • Problems of the country image (attracting foreign learners) **UNFAIR BEHAVIOUR OF COMPETITORS:** • Copying study programmes and advertising strategies; • Price dumping. **INCREASE OF COMPETITION:** • Entry of new competitors into the market • Foreign competitors with a free-of-charge study offer

5. STRATEGIC DEVELOPMENT PLANS

5.1. EDUCATION PROGRAMMES DEVELOPMENT PLAN FOR 2019-2023

Task		Deadline	Indicator	Person in charge:
P1J1U1	To ensure successful accreditation of study directions, duration of accreditation in years	2020, 2022, 2023	6	The Rector
P1J1U2	Broadening the offer of masters' courses in the existing study directions	2022	3	The Rector
P1J3U3	Expanding the offer of study programmes in foreign languages at Bachelor and Master level	2022	4	The Rector
P1J1U4	Implement international professional certificates and/or the Programme International Accreditation in the content of the economic and management direction study programmes	2023	2	Heads of study directions
P1J5U5	Ensure the participation of EKA and/or economic and management direction study programmes in international ratings	2023	1	
P1J1U6	Perform and update the content of study programmes based on modern trends in education and the labour market	Continuously	-	Directors of study programmes
P1J1U7	Ensure the use of globally recognised, modern and effective methods of learning and digital solutions, as well as their regular review and actuality in the study process	Continuously	-	
P3J1U8	Develop the offer of courses for independent listeners, number of courses available per year	2019	30	
P1J1U9	To ensure students' participation in competitions organised by national, international, professional associations, number per year	Annually	3	
P1J1U10	To encourage students' interest to continue their studies at the next study level in successive programmes at EKA.	Annually	15%	
P1J1U11	To expand language learning opportunities, number of foreign languages available	2020	6	The Rector

5.2. DEVELOPMENT PLAN FOR SCIENTIFIC AND CREATIVE ACTIVITIES 2019-2023 YEAR

Task		Deadline	Indicator	Person in charge:
P2J1U13	To ensure the number of publications in internationally quoted databases *Scopus* and *Web of Science*	Annually	35	Vice Rector of Science and international relations
P2J1U14	To ensure the number of other publications in other internationally quoted databases	Annually	15	
P2J1U15	To publish the EKA staff's prepared books/monographs	2023	4	
P2J1U16	To ensure implementation of research/innovation projects	Annually	2	
P2J1U17	To ensure the registration of technology rights (rights on design templates, software copyright, patents, etc.)	Annually	2	Directors of study programmes
P2J1U18	To ensure joint collaborative research/project implementation in each direction	2023	6	Heads of study

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
				directions
P2J5U19	To ensure the inclusion of EKA journal into the internationally quoted database *Scopus*	2023	1	Vice Rector of Science and international relations
P2J5U20	To provide the established number of publications in the EKA journal	Annually	30	
P2J2U21	To plan and motivate the work of research teams of the academic staff and the working out of scientific articles for publication in internationally quoted scientific journals.	Continuously	-	Managers of the research directions
P2J2U22	Promote and support the participation of EKA teachers in the EKA International Scientific Conference *ETECH*	Annually	80%	Vice Rector of Science and international relations
P2J5U23	Encourage the creation of an active *Research Gate* and/or *Orcid* account by the EKA academic staff	2023	40%	
P2J1U24	To provide a certain number of students' publications	Annually	40	Directors of study programmes
P2J1U25	To ensure the implementation of students' research within the approved research directions	Annually	5	Managers of the research directions
P2J1U26	To ensure the formulation of study, project, and the final theses' sample topics in accordance with approved research directions	Annually	-	Directors of study programmes
P2J1U27	To promote students' participation in the EKA International Student Conference, students number per year	Annually	65	

5.3. STAFF DEVELOPMENT PLAN 2019-2023

Task		Deadline	Indicator	Person in charge:
P1J2U28	To increase the number of professors or associates	2023	20	Vice Rector of Science and international relations
P2J2U29	To provide the proportion of the teaching staff with the doctoral degree out of the total number of teachers	2023	60%	Heads of study directions
P2J2U30	To ensure the defined proportion of th=he Latvian Council of Science experts, from the total number of teaching staff with a doctoral degree	2023	40%	Vice Rector of Science and international
P1J3U31	To ensure the attraction of foreign teachers to the study process, as a percentage of the total	2023	5%	

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
	number of the EKA academic staff			relations
P2J3U32	To ensure the attraction of foreign teachers and researchers to scientific and creative activities, as a percentage of the number of the EKA academic staff	2023	2%	
P1J2U33	Promote the participation of staff in the methodological activities organised by EKA	2023	100%	
P1J3U34	To ensure the participation of academic staff in international professional skills development events, incl. International conferences, etc. abroad at least once during the strategic period.	2023	90%	The Rector
P2J2U35	To promote the involvement of EKA teachers in scientific and creative activities, proportion of teaching staff	2023	100%	Vice Rector of Science and international relations
P2J2U36	To provide a defined proportion of trainers with publications in internationally quoted databases *Scopus* and *Web of Science*	2023	60%	
P1J2U37	To promote participation of teaching staff in local and international competitions, proportion of teaching staff	2023	20%	
P3J2U38	Encourage staff involvement in lifelong learning services provision, proportion of teaching staff	2023	20%	
P3J2U39	To promote the participation of EKA staff in lifelong learning services, proportion of teaching staff	2023	95%	The Rector
P1J2U40	To promote traineeships for EKA teaching staff in the industry, proportion of teaching staff	2023	10%	
P1J2U41	To organise activities to develop pedagogical and scientific competences of teaching staff, number of activities	Annually	4	

5.4. GOVERNANCE DEVELOPMENT PLAN 2019-2023

Task		Deadline	Indicator	Person in charge:
P1J1U42	To ensure comprehensive quality management and continue improving quality management system.	Continuously	-	
P1J1U43	To ensure the necessary resources, procedures and involvement of stakeholders in the implementation of the strategy, as well as monitoring the levels of achievement of the strategic objectives.	Continuously	-	The Rector
P1J5U44	To define priority marketing strategic orientations and forms of advertising	2019	-	Advertising and Communications Department
P1J1U45	Ensure students number increase	Annually	5%	The Rector
P1J5U46	To provide the determined number of students enrolled at EKA from the Alberta College, as a	Annually	25%	Advertising and

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
	percentage of the students enrolled in later stages			Communications Department
P3J1U47	To provide independent listeners' attraction to offered courses	Annually	25	
P3J1U48	To ensure the continuous functioning of the system of the recognition results of previously obtained learning outcomes or the recognition of non-formal learning outcomes (proportion of students benefiting from such a service)	Annually	30%	Directors of study programmes
P3J1U49	To ensure implementation of custom-made lifelong learning projects, number of projects	Annually	3	The Rector
P3J5U50	To promote the number of EKA lifelong service recipients	Annually	50	Advertising and Communications Department
P3J5U51	To ensure the representation of EKA personnel in lifelong learning activities organised by other organisations (conducting seminars, presentations, public lectures, etc.), the number of events	Annually	4	The Rector
P1J1U52	To foster a high level of employers' satisfaction with the EKA students and graduates performance.	Continuously	95%	
P1J1U53	To raise the level of satisfaction of EKA graduates with their acquired education and its impact on their career development.	Continuously	95%	Directors of study programmes
P1J1U54	To raise the level of satisfaction of EKA students with the curriculum of their study programme and its sequence.	Continuously	90%	
P1J1U55	To reduce the average student dropout rate	Annually	18%	The Rector
P3J1U56	To ensure a high level of satisfaction of lifelong learning service participants	Continuously	90%	Directors of study programmes
P1J5U57	To activate EKA's public activities activities in Latvian secondary schools and youth centres	Annually	40	Advertising and Communications Department
P1J5U58	To provide planned activities in which at least one educational contest or a creative project for secondary schools is carried out within each bachelor study programme (through cooperation between the Director of the study programme, the marketing specialist and the study programme students)	2019	12	Vice Rector of Science and international relations
P1J5U59	To ensure participation of secondary school pupils in the activities organised by EKA, the number of pupils	Annually	400	Advertising and Communications Department
P1J5U60	To create a library of students and graduates' success stories and publish it on a website and social networks	Annually	-	
P1J5U61	To implement the principles of a corporate socially responsible organisation, including the	Annually	-	The Rector

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
	implementation, promotion and care for nature, as well as involvement of the EKA staff, students and cooperation partners in various socially responsible projects			
P1J5U62	To ensure the support for the best students by activating the EKA Support Fund, and to develop a support (patronage) programme by attracting patronage scholarships and grants	Annually	-	
P1J5U63	To attract additional patronage to EkA students' support, number of patrons	2023	15	
P1J4U64	To promote resources, i.e. rooms, specific software, etc. sharing with Albert College	Continuously	-	
P1J6U65	To promote quality of e-study courses in accordance with EKA guidelines	Continuously	95%	E-Study Coordinator
P1J5U66	To foster understanding among staff, students and stakeholders of the EKA values and strategic directions and to promote the continuation of the culture and traditions of EKA as an open organisation.	Continuously	-	The Rector
P1J6U67	To improve the students' and employers' survey content and develop computerised systems for conducting, data processing and storing (following the model of student surveys), which include also automatic reminders of the time of surveys	2019	-	
P1J6U68	To complete the whole document and the possible process, including ensuring the possibility of signing applications, orders and other documents electronically, digitisation	2020	-	
P1J2U69	Assess and update the criteria of the variable components of teachers' remuneration in order to contribute to achievement of the objectives set in the strategy	2019	-	
P1J2U70	To improve the payment system for administrative staff when determining the criteria for the variable payment part	2019	-	
P1J2U71	Improve the implementation of the staff assessment system	2020	-	

5.5 COLLABORATION DEVELOPMENT PLAN 2019-2023

Task		Deadline	Indicator	Person in charge:
P1J4U72	Increase the number of strategic partners in the industry for each study programme and promote collaborative activities, the total number of partners	2020	65	Directors of study programmes
P1J4U73	To promote the involvement of employers in the development and provision of study programmes and their realisation, evaluation and improvement of the quality of studies, as well as in patronage.	Continuously	65	
P1J4U74	Promote active EKA's participation in the appropriate professional associations	Continuously	6	Heads of study directions
P1J4U75	To ensure active EKA representation in relevant Latvian higher education associations.	Continuously	-	The Rector

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
P1J4U76	Take full advantage of strategic partnership opportunities	Continuously	-	
P1J4U77	To deepen cooperation with the existing strategic cooperation partners for the implementation of joint study modules or programmes, mobility of teachers and students, joint organisation of conferences, research, etc.	Annually	-	Directors of study programmes
P1J4U78	To assess the establishment of joint study programmes with strategic partner universities	2022	1	The Rector
P2J4U79	To encourage cooperation with other universities in Latvia for the development of interdisciplinary research groups, exchange of teachers and their involvement in the evaluation commissions, resource sharing, etc.	Annually	-	Heads of study directions
P2J4U80	To promote the involvement of international partners in joint research	2023	15	Vice Rector of Science and international relations
P3J4U81	To attract strategic partners to implementation of lifelong learning projects	2021	2	The Rector
P2J4U82	To promote the participation of partner universities in the EKA International Scientific Conference *ETECH*	2020	50%	Vice Rector of Science and international relations

5.6 INTERNATIONALISATION PLAN FOR 2019 - 2023

Task		Deadline	Indicator	Person in charge:
P2J4U83	To expand cooperation in research between EKA and foreign universities and organizations, number of contracts signed	2023	4	Vice Rector of Science and international relations
P1J4U84	To expand cooperation for implementing international mobility with universities and organisations in Europe and beyond, total organisations number	2023	100	
P2J3U85	To implement international projects, including *Erasmus+* and K107, number of projects	Annually	1	
P2J3U86	To ensure EKA participation in international projects where EKA acts as a coordinator or partner, number of projects	Annually	1	
P1J3U87	To implement the provision of study programmes in a foreign language in each direction, the proportion of study programmes	2023	50%	Heads of study directions
P1J3U88	To ensure the provision of study modules or separate courses in a foreign language in each study	2023	100%	Directors of study

5. STRATEGIC DEVELOPMENT PLANS

Task		Deadline	Indicator	Person in charge:
	direction			programmes
P1J2U89	To promote international competences and knowledge of English of the teachers by ensuring the professional skills development events abroad	Annually	-	The Rector
P1J3U90	To promote the mobility of teachers in each study direction	Annually		Heads of study directions
P1J3U91	To assess and ensure the effective participation of EKA and its teachers in international organisations (associations)	2020		The Rector
P1J3U92	To ensure the attraction of foreign teachers to the study process, as a percentage of the total number of the EKA academic staff	2023	5%	Vice Rector of Science and international relations
P2J3U93	To ensure the attraction of foreign teachers and researchers to scientific and creative activities, as a percentage of the number of the EKA academic staff	2023	2%	
P1J3U94	To encourage students to participate in international activities, including participation in *Erasmus+* mobility programmes, international week activities, etc.	2023	8%	Directors of study programmes
P1J3U95	To promote attraction of foreign students, the proportion of students in the total number of students	2023	30%	Foreign students Department
P2J3U96	To ensure the participation of foreign university students at the EKA International Conference, number of participants	Annually	5	Vice Rector of Science and international relations
P1J3U97	To organise an international academic week by providing a wide range of foreign universities representation, the number of universities	Annually	10	
P1J3U98	To organise an international staff training and exchange of experience with the participation of faculty of foreign academics, number of participants	Annually	20	
P3J3U99	To organize the teachers' Summer School	2021	-	Heads of study directions
P3J3U100	To organise students' Summer School	2022	-	

5.7 RESOURCE DEVELOPMENT PLAN 2019-2023

5.7.1. INFRASTRUCTURE DEVELOPMENT PLAN 2019-2023 2019 - 2023

Task		Deadline	Indicator	Person in charge:
P2J6U101	To ensure the development of specialised training and research facilities, number of newly created ones	Annually	1	The Rector
P2J6U102	To ensure the expansion of specialised art rooms, number of rooms	2020	2	

5. STRATEGIC DEVELOPMENT PLANS

5.7.2. MATERIAL TECHNICAL BASE DEVELOPMENT PLAN 2019-2023

Task		Deadline	Indicator	Person in charge:
P1J6U103	Further develop e-learning environment for the use of interactive study courses and integrated teaching methods, the proportion of the study courses	Annually	95%	Heads of study directions
P2J6U104	To ensure the necessary updates of the latest software necessary for achieving study results and to regularly update the computer hardware	Continuously	-	The Rector
P2J6U105	To broaden learners ' access to space and equipment suitable for research and learning	Continuously	-	
P1J6U106	To promote and train students to use scientific databases available at the Latvian National Library	Annually	-	Heads of study directions
P1J6U107	Ensure expansion of library collection as a percentage of EKA overall budget	Annually	1,5%	Library
P2J6U108	Ensure a scientific database at the university	Annually	1	
P2J6U109	Ensure availability of open scientific and information resource bases	Annually	5	
P2J6U110	To provide specialised research software	Annually	2	IT Department

5.7.3. REAL ESTATE DEVELOPMENT PLAN 2019-2023 2019 - 2023

Task		Deadline	Indicator	Person in charge:
P1J6U111	Assess the need and opportunities for the acquisition of additional premises for the purposes of study process, research and lifelong learning	2020	-	The Management Board
P1J6U112	Ensure efficient premises load	Annually	95%	Study Department

5.7.4. INVESTMENT ATTRACTION PLAN 2019-2023 2019 - 2023

Task		Deadline	Amount of funding	Person in charge:	Sources of funding
P2J3U113	Ensure investment in attracting foreign researchers, EUR	2023	400000	The Rector	SAM 8.2.2, Erasmus+
P1J3U114	Ensure investment in attracting foreign staff, EUR	2023			
P1J3U115	To ensure that investment is tied to training activities for the teaching staff abroad, EUR	2023			
P1J6U116	To ensure investment in the development of the material technical base (software, specialised facilities, etc.), as a percentage of the total EKA budget	Annually	10%	The Rector	University funding
P1J3U117	Ensure investment in foreign student attracting, as a percentage of the total EKA budget	Annually	2%	The Rector	University funding, LIAA

5. STRATEGIC DEVELOPMENT PLANS

5.7.5. FINANCIAL MANAGEMENT PLAN 2019-2023 2019 - 2023

Task		Deadline	Indicator	Person in charge:
P1J1U118	Ensure regular budget implementation analysis	Annually	-	Finance Department
P1J1U119	Ensure cost-effectiveness analysis of studies directions and study programmes	Annually	-	
P1J1U120	To ensure revenue analysis from the provision of lifelong learning services, the share of total revenue	Annually	1%	
P1J1U121	To ensure revenue analysis from the provision of research services, the share of total revenue	2023	2%	
P1J1U122	To ensure evaluation of attraction of external funding, incl. the EU Structural Funds	2019	-	The Rector

6. LINKING THE STRATEGY 2019 - 2023 WITH NATIONAL DEVELOPMENT PLANNING DOCUMENTS

EKA's strategic objectives are clearly linked to EKA's role in achieving the objectives and targets set in Latvian development planning documents. This chapter provides aspects, the implementation of which is relevant to EKA, as well as the corresponding key strategic tasks of EKA, aimed at promoting the development of Latvia.

Aspects which implementation concerns EKA	*Linking to EKA objectives and areas*
Sustainable Development Strategy of Latvia until 2030	
Increasing the share of higher education graduates in the 30 to 34 age group (%)* (* according to Europe 2020 Growth strategy, at least 40% of people aged 30 to 34 must obtain higher education)	P1, J1, J5
Promotion of participation of the population (25-64 years old) in adult education (% of the total population of the age concerned)	P3, J1, J5
(Latvija 2030; 92) Participation in an effectively functioning national qualifications standards and credits system that would enable individuals to combine several qualifications in the longer term in a more flexible manner according to their needs, so reaching the full standard, implementation	P3, J1
(Latvija 2030; 165) Introducing an Open University practice	P1, P3, J5, J6
(Latvija 2030; 167) Organising events for education of merchants	P3, J1, J4, J5
(Latvija 2030; 179) Collaboration between scientists and enterprises in the field of research Business and science representatives should be involved in the management of science and research in order to jointly define research priorities, and identify future technological developments	P2, J4
(Latvija 2030; 184) Open knowledge and science. Open access virtual business incubators and digital knowledge transfer networks and digital platforms should be developed for everyone, in which experts, trainers and scientists share their knowledge, facilitating access to knowledge, while respecting the interests of intellectual property holders	P2, P3, J1, J5
(Latvija 2030; 442) Organising discussions on topical issues in society	P1, P2, J5
National Development Plan 2014-2020	
Action direction "Advanced research, innovation and higher education"	
Priority "Economic growth"	
[NAP 174] Increasing the number of students who have received a degree or qualification	P1, J1
[NAP 175] Increasing the rate of tertiary education graduates in the age category 30-34 y.o.	P1, J1
[NAP 182, 183] Implementation of applied research, mobility of academic and scientific staff to facilitate the development of commercialised projects in Latvia	P2, J1, J2
[NAP184] Ensuring access to higher education	P1, J5, J6
[NAP 190] Competitiveness and consolidation of higher education, development of material technical base (equipment), improvement of the internal quality system of universities and colleges, motivating the increase in the number of academic publications of university staff, development of international scientific journals, increasing the efficiency of the management system	P1, J6
Priorities "Human safety"	
[NAP 248] Promoting youth employment through career education and integration in the labour	P1, J5

market	
[NAP 291] Creating opportunities for talent discovery and development, incl. support for the provision of training camps for school pupils, scientific seminars, competitions and scientific projects	P1, J1, J5
[NAP 338] Promoting quality civic participation	P1, J5
Priorities "Territories supporting growth"	
[NAP 341] Maintaining the identity of Latvians living abroad, incl. access to education and culture	P1, J1, J6 (e-studies)
[NAP 415] Creation of digital content and other products and the development of e-services by expanding the opportunities for access and use of services in economic activities	P1, P3, J6
Latvian smart specialisation strategy	
Strengthening human capital	
Priority 5: Modern and future labour market education that promotes the transformation of the economy and the development of competencies, entrepreneurship and creativity required to implement the CSF priorities at all levels of education	P1, J1
The concentration of human capital at workplaces with growth opportunities and adequate remuneration	
Priority 4: Modern ICT system in the private sector	P1, J6
Priority 6: Developed knowledge base and human capital in areas of knowledge where Latvia has comparative advantages and which are important for the transformation of the economy: in the areas of knowledge related to technology and engineering, ICT sector development (Implementation of IT study programme)	P1, J1
Education Development Guidelines 2014-2020	
Direction of action: 1.1. Development of competence-oriented, creativity and a healthy lifestyle-promoting education content	
Updating study content according to established or updated profession standards and/or professional qualification requirements (1st-3rd level of professional qualifications)	P1, J1
Direction of action: 1.2. Raising the motivation and professional capacity of teachers and academic staff	
Increased professional capacity of the academic staff and involvement of foreign lecturers (percentage of foreign academic trainers' (main work) ISCED of 5th-6th level of the total number of staff employed	P1, J2, J3
Direction of action: 1.3.Providing 21st century adequate educational environment and education process	
Improved institutional infrastructure for the implementation of a modern training/study process (share of study programmes fully implemented in e-environment, percentage of the total number of programmes)	P1, J6
Education Development Guidelines 2014-2020	
Direction of action: 2.1. Development of a unified career education system	
The process of education is ensured according to the work-changing requirements of the market (unemployment rates for graduates (bachelor and master) 18 months after graduations, as a percentage of the unemployment rate of all education establishments' graduates)	P1, J1
A set of career information and support measures for young people is provided	P1, J5
Direction of action: 2.2. Reduction of early school leavers and people without education	

6. LINKING THE STRATEGY 2019 - 2023 WITH NATIONAL DEVELOPMENT PLANNING DOCUMENTS

Direction of action: 2.3. Extension of non-formal education to children and young people	
Implementation of skills development of young people (number of training courses for young people/number of young people)	P1, P3, J1, J5
Direction of action: 2.4. Expanding education opportunities for adults	
Increased involvement of adults in educational activities (proportion of persons enrolled in adult education at 25-64 years old)	P1, P3
Improving the professional competence of employed people	P3
Direction of action: 3.1. Improvement of the education quality monitoring system	
To be among the number of educational institutions involved in quality monitoring of education	P1
Education Development Guidelines 2014-2020	
Getting involved in the newly created system for monitoring graduates of higher education institutions' progress	P1, J1
Engage in the newly created unified higher education information system, including academic and scientific personnel records, students, diploma records and a database for the needs of accreditation	P1, P2, J1
Direction of action: 3.3. Education establishments network development and service availability	
Education Development Guidelines 2014-2020	
Increased access to education services (share in % of population of 30-34 year-olds with higher education).	P1, J6 (e-studies)
Support for higher education for socially vulnerable groups, including scholarships and grants to cover students' fees	P1, J5
Direction of action: 3.4. International competitiveness of education in the context of globalisation	
Increased proportion of foreign learners (within mobility) from the total number of students (%)	P1, J3
Provision of professional development and international - exchange of experience (number of academic staff who have participated in mobility activities)	P1, J2,J3
Provided international practice of training and studies/ Increased number of university students who have participated in mobility activities/ Increased percentage of higher education graduates who have studied or have been in practice abroad during study period as a share of the total of graduates	P1, J1, J3
National concept for development in higher education and higher educational establishments of Latvia for the period of 2013 -2020	
Implementation of the triple spiral concept in all higher education, public administration and industry cooperation levels	P1, J4
Linking higher education to the demands of the individual, labour market and the future labour market (HEIS does not only respond to actual changes in the labour market, but stimulates changes by fostering the creation of working places in a knowledge economy and positive changes in the labour market.) /The need to improve the quality and relevance of higher education in order to respond to the needs of individuals, the labour market and future professions, as well as stimulating and rewarding excellence in studies and research/ Foster partnership and cooperation with business as a key activity of higher education institutions (European Commission (EC) higher education reform strategy)	P1, P2, J1

6. LINKING THE STRATEGY 2019 - 2023 WITH NATIONAL DEVELOPMENT PLANNING DOCUMENTS

National concept for development in higher education and higher educational establishments of Latvia for the period of 2013 - 2020	
Engage in the development of a modern internal and national external quality assurance system (building internal and external quality assurance systems that meet the new dynamic roles of HEIS and at the same time ensure full study, research and innovation implementation process quality management)	P1, J6
Development of the EKA internationalisation strategy in line with the Latvian HE internationalisation strategy for the internationalisation of higher education	P1, J3
The acceptance of global challenges – open, random access higher education (democratisation of knowledge and knowledge acquisition, high and open global competition for HE market and sources of financing, digital technologies, global mobility and HE Integration with industry, incl. HE cooperation with industry, at the same time being part of the industry)	P1, J1, J4, J6
Regional policy guidelines for 2013 – 2019	
(1.5.) Engaging citizens' satisfaction with the availability and quality of services available in different regions (in the case of EKA - by offering e-learning)	P1, P3, J6 (e-studies)
Riga planning region sustainable development strategy 2014 - 2020	
(8.3.2.) Raising the employment rate in knowledge-intensive sectors (in the case of EKA – by ICT study direction)	P1, J1 (IT programmes)
(8.3.3.) Development of support mechanisms for the employment rate of self-employment, the creation of new company products and services	P1, P3, J1
Employment of higher education graduates, according to the economic sector (85%)	P1, J1
To be among the organisations in which research work is carried out	P2

7. THE PROCESS FOR PROVIDING STRATEGY IMPLEMENTATION AND MONITORING

The EKA strategic management is performed in accordance with the continuous PDCA cycle (Plan-Do-Check-Act). This chapter provides information on the stages of the EKA strategic management cycle, as well as the related risks and their mitigation measures under this cycle.

7.1. PLANNING

The aim of the strategy is to ensure the growth of EKA within the next five years, in line with the expected results to be achieved, based on the analysis of EKA's internal and external environment, as well as the evaluation of the previous strategy. The strategy defines the mission of EKA, identifies the main directions of its development, objectives and tasks for their implementation, as well as the results to be achieved and their implementation indicators for each year. The draft strategy has been developed in cooperation of EKA administration, the Senate and the Management board, as well as representatives of interested parties. The implement tation of this strategy is provided by the Rector of EKA, under the monitoring of the Management Board.

The following main risks and their prevention measures are identified during the implementation phase:

Risk	Risk impact	Probability of accession	Risk prevention measures
Insufficient representation or low activity of the parties involved	medium	low	- Organisation of strategic planning seminars - Planned individual interviews of the strategy parties' representatives
Disproportionality of objectives with the EKA resources and capacity	high	low	- Assessment of the internal and external environment - Involvement of different level staff in strategic planning - Harmonisation of financial and non-financial objectives
Errors committed in the determination of directions, objectives, tasks or forecasts	high	medium	- Conducting an evaluation of the implementation of the previous strategy - Analysis of the higher education development policy documents and trends in related industries - Alignment of the draft strategy with the stakeholders
Determination of unfriendly external environment factors	high	medium	- Regular evaluation of the external and internal environment - Budgeting for contingencies - Diversification of the study offer

7.2. IMPLEMENTATION

Following the approval of the strategy, information activities related to the entry into force and content of the strategy are held. In line with the current strategy, EKA policies and procedures are developed or updated respectively. The tasks defined in the strategy are included in the annual action plans and other programming documents for different periods, according to the expected results for the year in question and the obliged

entities. During the implementation phase, continuous data accumulation, analysis and operational activities are ensured.

The following main risks and their prevention measures are identified during the implementation phase:

Risk	Risk impact	Probability of accession	Risk prevention measures
Insufficient awareness of EKA's staff and stakeholders of its strategic directions and objectives	high	medium	- Planned information activities on the new strategy - Discussion of employees' roles in the implementation of the objectives during the evaluation procedure. - Procedure has been developed for introducing new staff with the strategy
Lack of necessary resources for the implementation of planned tasks (financial, material and technical, human)	high	low	- Budget control - Reservation of means for contingencies - Attraction of external financial resources
Communication and cooperation problems between stakeholders in the implementation of the strategic objectives	medium	low	- Organisation of team-building events for staff and students
Insufficient achievement of objectives (level)	high	high	- Monitoring the implementation of operational tasks within a year - Strategic monitoring and Strategy update
Effects of unforeseen circumstances	high	high	- Monitoring the continuous implementation of the strategy - Budgeting for contingencies - Diversification of university activities

7.3. CONTROL

Progress on the implementation of the strategy is monitored at least once a year or more frequently if needed, by the **Working group for Strategy control**, delegated by the Rector (hereinafter referred to as the Working group), which involves representatives of the Board, Rector, staff representatives, as well as a students' representative. The Working group appoints the Chairperson and the Secretary. The Working group's secretary prepares a summary of all the indicators for the implementation of the objectives set in the strategy, as well as provides the Working group with necessary information on current industry trends and the situation in higher education and EKA study directions. Strategic monitoring includes updating of the SWOT analysis and controlling the implementation of strategic tasks, including comparison of the results achieved with the planned ones. According to the Working group findings, if necessary, the Working group prepares proposals for EKA Board for amendments to the strategic directions, objectives, tasks, indicators of the results to be achieved or their forecasts. The strategic planning stage is being implemented at this stage. The Working group also identifies the need for incorporating current information into the Strategy and deletion of outdated one. The Working Group presents the Strategic Control Report to the EKA Senate and to the Management Board, which decides on the drafting of

the amendments and subsequently on the approval of them. The Working group may involve any representative of the employees and of the university stakeholders in the framework of strategic control.

The following main risks and their prevention measures are identified during the control phase:

Risk	Risk impact	Probability of accession	Risk prevention measures
The monitoring teams were unable to work together	High	Low	- Careful selection of the Working Group members - Selecting an experienced chairman of the Working Group - Involvement of the Management Board in the context of the Working Group in cases of unresolved issues
Insufficient or poor quality entry data for performing control	High	Medium	- Quality Management, incl. digital data processing and regular data accumulation

4.4. DEVELOPMENT

The development of amendments to the Strategy and their submission to the EKA Senate and Management Board, awareness-raising activities on the updating of the Strategy, as well as updating/ developing of related documents are provided by the EKA Rector. In cases where no need to amend the Strategy has been identified, the Strategy implementation phase continues until the next strategic control stage.

The following main risks and their prevention measures are identified during the revision/ updating phase:

Risk	Risk impact	Probability of accession	Risk prevention measures
A need for additional costs for implementing amendments to the Strategy in order to achieve the set tasks	High	Medium	- Use of funds from unforeseen events - Directing dividends to investments; - External fund attraction
Insufficient staff awareness of amendments to the Strategy and their nature	High	Low	- Planned information activities on amendments to the Strategy - Discussion of employees' roles in the implementation of the objectives during the evaluation procedure.