



# STRATEGY

for 2018–2020



# Introduction

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Founded in 1992, RISEBA was among the first private higher education institutions in Latvia established as a stand-alone business school. For over 15 years it operated as a traditional business school with a clear commitment to creating sustainable learning and providing students with knowledge and skills sufficient to become international level managers all over Europe.

However, the changes in the overall economic situation, a growing role of the creative sectors of the economy, globalisation trends in international education required cardinal changes to RISEBA's initial business model and called for serious changes to the overall concept and focus of the institution. In response to the trends RISEBA's programme portfolio shifted from a traditional business focus creative studies, though the major block of the study programmes remained business-oriented. This shift was a remarkably pioneering landmark in the transformation process from a small ambitious business school to the university that provides, in addition to business and management programmes, studies in communications, audio-visual media arts and architecture, thus transforming the institution into "the place where business meets art". Aiming to prepare competent professionals able to operate within a fast-changing and highly competitive international business environment RISEBA strives to ensure study programmes' integrity and achieve a higher level of synergy between business and art. Integrative in its nature, the new model that combines the quantitative analytical paradigm with creativity and innovation has facilitated the adoption of the multidisciplinary approach in education. The model ensures the interdisciplinary effect, enhances a student-centred holistic approach to education, encourages creativity and innovation, promotes an entrepreneurial culture and lifelong learning values, social cohesion in a multicultural environment based on trust, respect and responsiveness. Pioneering such an innovative model and continuously exposing to and engaging both dimensions in integrated art-based activities and projects of different scale, both internal and external, RISEBA provides diverse development opportunities to students and faculty, thus fostering unconventional approaches and developing the ability to drive and manage change, risk and diversity.

## Who we are

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**We are an educational institution** serving local and international undergraduate, graduate, and PhD students as well as graduates (alumni), researchers, individual professionals and companies (private and public, well established and start-ups). We also serve pupils and graduates of the RISEBA University secondary school Victoria and other secondary schools as our potential students and customers.

**We have the unique ability** to provide those services in 3 languages (Latvian, English and Russian), using a variety of study forms (full and part-time, distance learning). We offer a democratic, creative and state-of-the-art study environment, involving highly qualified professional local and international faculty and experts from various fields and industries in the study process and research development. We utilize a strong network of partner universities from all around the world in launching joint, double degree programmes, research projects and international conference events, in addition to our own programmes and projects with the local corporate world, promoting our international accreditations and ranking achievements. We are able to react quickly to the changes in the clients' needs and conform to ever-changing market desires, thus enhancing our graduates' employability.

**Our ultimate purpose** is to develop entrepreneurs, leaders and professionals for Latvian and worldwide businesses, enterprises and public institutions through being a unique and outstanding international university and providing high-quality, multidisciplinary, student-centred, interactive and research-based undergraduate, graduate and executive education integrating business, art and technology. We strive to be an international centre of excellence and expertise in these areas and to form a bridge between the West and East in terms of culture and philosophy.

# What is happening externally and internally



We project that in the near future the environment will change in the following ways:

- The availability of mobile computing, open learning materials and creative learning methods (games, social media, etc.) will increase the demand for e-learning, blended learning and flipped learning, which will need to be integrated into the study process.
- Differing student backgrounds and changing learning habits will increase the demand for personalized learning paths and sensitivity in learning formats.
- New kinds of devices (virtual reality, wearable devices) will lead to new learning methods and new forms of learning content.
- Textbooks will be replaced by digital materials and online services.
- The trend towards bioeconomies and creative industries will increase.
- Students will increasingly choose a modern study environment (campus, study group rooms, modern classrooms, multi-purpose rooms for group work or individual studies, etc.).
- Demand for joint international diplomas will change and requirements for accreditation will change as well.
- Mobility opportunities will grow and there will be more international students coming on exchange or to study towards a degree.
- The number of immigrants in the country might grow, creating the need for their education.
- The need to accommodate people with special needs (various forms of disability) in higher education will grow.
- Due to the demographic situation, the number of Latvian students will decrease.
- The availability of studies financed by the state budget will decrease.
- The readiness of business to finance (partially or fully) the studies of capable students will increase.
- Competition among higher education institutions is increasing (only 60 higher education institutions in Latvia) in both the public and private sector.
- Many competitors are oriented towards attracting foreign students (both Russian-speaking and English-speaking) and utilizing an e-learning format for studies.
- Around 41% of students in Latvia pay tuition fees for their studies; the rest receive scholarships.
- Due to the financial crisis, tuition fees were not increased for a number of years; only this year has the tuition fee been increased slightly. Our tuition fees are in the middle or upper-middle range in comparison with our main competitors.

# Opportunities

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These environmental changes result in:

- the need to re-design or improve classrooms, labs and e-learning tools to support studies
- the need to consider online book subscriptions and the creation of a digital library
- the need to consider employing new learning methods, personalized learning paths and sensitivity in learning formats
- the need for faculty and administrative staff to be proficient in 3 languages
- the need for resources to be divided based on clear priorities
- the need to position ourselves better than our competitors in attracting foreign students and providing study programmes in English and Russian
- the need to attract more students (including internationally) might result in a considerable difference in initial levels of knowledge, which could complicate the study process significantly
- the need to maintain strong connections with the corporate world in order to assure the employability of our graduates
- VICTORIA programmes do not correspond exactly to RISEBA programmes, and graduates of Victoria do not realize what interesting new features they could benefit from in continuing their education at RISEBA University. Therefore, they are going to other universities.

# Where we are going and how are we going to get there



In light of our unique capabilities coupled with the need to address critical internal and environmental factors, over the next 3 years, it is imperative that we:

- develop a systematic service and product portfolio for our strategic clients in order to increase client satisfaction and revenue generation
- systematically work on integrating business, art and technology in order to implement the concept “Business Meets Art”
- correlate study programmes with programmes at Victoria in order to increase Victoria graduates’ enrolment at RISEBA University
- develop stronger connections with the alumni network
- communicate better to the market that we are not as expensive as perceived and provide value for money
- develop a transparent and flexible organizational structure based on well-defined responsibility areas as well as key performance indicators for measuring performance
- develop a comprehensive system for recruitment and development of qualified faculty and administrative staff, which would firstly result in an increase in full-time faculty
- develop a sustainable motivation (including remuneration) system based on clear, transparent and objective appraisal of faculty and administrative staff performance
- develop a more efficient and effective internal communication system within RISEBA University and its departments
- develop better support for international students (study process, coaching, mentoring)
- update classrooms and learning facilities in order to be better equipped for students’ needs and interactive learning methods
- increase requirements for knowledge levels at the admission stage

# Values



We will fulfil this mission by maintaining the following values:

We work and operate in an **open-minded** and **morally healthy environment**, based on mutual trust and respect.

We **cooperate** and partner with academic and professional foreign and local partners in order to promote the professional growth of our faculty, staff and students.

We promote the **continuous personal and professional development** of our students and partners as well as ourselves.

We ensure a **diverse, inclusive and multicultural environment** by offering various study programmes, forms of study and training in different languages.

We act as a **socially responsible organization** and train **socially responsible leaders and professionals**, making every effort to help students understand the role of entrepreneurship in the creation and maintenance of highly ethical practices in the professional environment and society as a whole.

We focus on **excellence of service** and high **quality** performance in all our activities.

We act in order to make a positive **impact** on the rapid and sustainable development of society.

And by developing the following values:

openness to **innovations and creativity** with an entrepreneurial spirit and attitude,

continuous interaction and cooperation with our **alumni**,

**sharing of knowledge** and professional experience among faculty, staff and students.

We would also like to drop the following values:

tolerance for not respecting deadlines set for any work we need to do,

poor and unclear communication among colleagues and between departments.

# Strategic priorities



## **1. Study programmes' portfolio consolidation in line with modern trends and future challenges**

Provide the high level of professional education as well focus on interdisciplinarity and skills acquired according to OECD and World Business Forum future trends on skills demanded in the labour market (complex problem solving, critical thinking, creativity, people management, coordinating with others, emotional intelligence, judgment and decision making, service orientation, negotiation, cognitive flexibility).

## **2. Research and Innovation**

We are committed to disciplinary excellence – across the social and communications sciences, audiovisual media sciences and architecture; as well as interdisciplinary research that could impact society on a national and European scale. We are going to continue extensive collaboration with leading universities, public institutions and businesses in Latvia and internationally. We aim to develop research, teaching and creative activities by engaging RISEBA faculty and students in interdisciplinary research, thus becoming a strong internationally recognised centre of excellence.

## **3. Internationalisation**

To have a Global Presence.

To ensure RISEBA is recognised internationally as a provider of high quality education and international centre of excellence in learning, teaching, research and corporate connections.

## **4. Personnel development**

Highly qualified, skilled and competent staff ensures the excellence of education. RISEBA academic staff are professionals in their fields of expertise, they apply cutting-edge teaching methods, are able to deliver study courses in at least 2 languages, are involved in scientific research (or in artistically creative processes), are able to inspire students and are actively engaged in the activities of the university beyond their direct teaching responsibilities (i.e. contact hours).



## **5. Alumni relations**

RISEBA is the place where alumni connect, grow and remain engaged with the university and each other through meaningful programmes, benefits, services and communication. By developing relations with its graduates RISEBA wants to build a dynamic global alumni community whose members are committed to each other, devoted to their alma mater and involved in building RISEBA's future.

## **6. Executive Education**

To ensure a wide offer of different study courses to satisfy the customers' needs and desires. To ensure that the courses have been taught by the high quality academic staff, professionals of a particular field, business leaders that are able to inspire students to acquire new knowledge and skills. To develop up-to-date study environment that would reflect the university's ability to be the place where the business meets art.

## **7. Creation of technically advanced, supportive of multi-disciplinary teaching and learning environment**

We aim to create and maintain the teaching and learning environment supporting the modern university in the digital age. It involves the usage of the recent technological instruments and tools for interactive, collaborative and innovative learning experience, that builds on and develops faculty' and students' competence, knowledge skills and a modern pedagogical model ensuring students' excellent qualification and readiness for the labour market.

## **8. Strengthening brand recognition**

To strengthen RISEBA's reputation and enhance its visibility locally and internationally.

## **9. Contribution to the development of society at large**

RISEBA throughout its impressive growth has been striving to develop towards sustainability and diversity, which is evidenced by our activities, achievements and accomplishments. The competencies acquired during the years of studies at RISEBA build a solid platform for students' imagination, intuition, creative thinking and inspiration.

# Studies

## Performance Indicators

### 1. Students:

- Total number of students – 3500.
- Proportion of international students – 25%.
- Alumni employability – 96%.
- Alumni are employers (established company) – 40%.
- Students' drop-out rate – 14%.

### 2. Studies:

- Study programmes available in different languages – 95%.
- Average score of study courses by students (study course assessment surveys) – 4.4.
- Double-degree programmes – 5.
- Joint degree programmes – 4.
- Learning Environment – 95% academic staff actively uses Moodle platform.
- Interdisciplinarity – 2 study courses are introduced in all bachelor's degree programmes, and it intends the joint students' projects of different study programmes.
- New study programmes developed:
  - In the study direction (field) "Economics and Finance" a Bachelor programme "Innovation Economics and Financing" and a Master programme "Big Data Analysis" are launched.
  - In the study direction (field) "Management, Administration un Real Property Management" a Bachelor programme "International Tourism and Hospitality Management" is launched.
  - In the study direction (field) "Art" a doctoral programme is launched.
  - Life-long learning and professional development programmes – 2% annual participants growth compared to the previous year.

# Research and Innovation

## Performance Indicators

### 1. Research and applied projects:

- Projects' funding – EUR 7000 of a FTE academic staff unit.
- Academic staff involved in projects – 70%.

### 2. Research Output:

#### Research Papers:

- Number of publications in Web of Science/SCOPUS database – 1 of a FTE academic staff unit.
- Publications' citation in Web of Science/SCOPUS database over the last 3 years – 0,2.
- Number of publications Web of Science/SCOPUS database in collaboration with international staff over the last 3 years – 0,2 of a FTE academic staff unit.
- Number of publications in other databases (excl. Web of Science/SCOPUS database) over the last 3 years – 1 of a FTE academic staff unit

#### Conference Contribution:

- Participation of academic staff in international research conferences over the last 3 years (FTE) – 0,3 of a FTE academic staff unit..
- Participation of academic staff in international academic conferences over the last 3 years (FTE) – 0,1 of a FTE academic staff unit.
- RISEBA international research conference is held annually.
- RISEBA international student research conference is held annually.

#### Books, Monographs, Scientific Journals:

- 1 monograph/ book is published at least once a year.
- Over the last 3 years co-authored monographs/books are published – 0,1 of a FTE academic staff unit.
- Over the last 3 years teaching materials, case studies are published – 0,3 of a FTE academic staff unit.
- The scientific journal "Journal of Business Management" is published twice a year and included in Web of Science or SCOPUS database.
- Scientific journal "ADAM Arts" is published once a year.

### 3. Doctoral studies:

- The number of doctoral degrees awarded in the doctoral programme "Business Management" – 4.
- The total number of students in the doctoral programme "Business Management" – 40.

### 4. Art related outputs and projects in Architecture are being implemented annually – at least 5.

### 5. Impact on Policy Makers:

Speeches in press statements, conferences and other public events (FTE) – 0,2 of a FTE academic staff unit.

# Internationalisation

## Performance Indicators

- 1. STUDENTS:** Number and diversity of full-time international students relative to the total number of students (including breakdown by nationality/ level of education/ field of study).
- 2. STUDENTS:** Number and diversity of incoming and outgoing short-term/exchange/double-degree international students relative to the total number of students (including breakdown by nationality/ level of education/ field of study).
- 3. STAFF:** Number and percentage of incoming and outgoing academic and administrative staff from non-LV background (including breakdown by nationality / department).
- 4. PARTNERSHIPS:** number of high quality international strategic partnerships (including breakdown by region/ department).
- 5. RECOGNITION:** number of internationally recognised accreditations and rankings.

- To ensure the international student mix is well-balanced (no monogroups) and have representatives from RISEBA target markets (CIS countries, Georgia, Ukraine, as well as EU, MENA, India, Srilanka, and China) – 25% by 2020.
- To expand the agents' network and have at least 2 active partners in each of the countries listed above.
- To be in the top 5 Latvian HEIs by the number of incoming students.
- To be in the top 10 Latvian HEIs by the number of outgoing students.
- To have at least 1 Double Degree arrangements in every study programme.
- To increase the number of institutional level strategic partners (e.g. Fulbright, BAFF, etc.) by 5% annually.
- To have at least 3 international short programmes annually.
- To have 150 active Erasmus+ partner institutions in EU and beyond by 2020.
- To increase the number of outgoing students for studies & internships, academics, and staff by 5% annually.
- To reach a wider international recognition by means of international accreditations and rankings (to be reaccredited by iQA and EPAS, to gain AACSB eligibility status, "4 Palmes" in Eduniversal ranking, to be included in QS and Multirank etc.).

# Academic staff

## Performance Indicators

1. Full-time academic staff (core faculty) holding a doctoral degree – 72%.
2. Full-time academic staff (core faculty) elected as Professors and Associate Professors – 40%.
3. Full-time academic staff (core faculty) from abroad – 10%.
4. Part-time faculty (visiting faculty) from abroad – 70%.
5. 60% of study courses are taught by core faculty.
6. Full-time academic staff (core faculty) younger than 65 years of age – 85%.
7. Research/professionally oriented staff – 92%.
8. Full-time researchers – 5%.
9. Full-time academic staff (core faculty) that are experts in Latvian Scientific Committee – 18%.

# Vocational School VICTORIA

## Performance Indicators

### Vision:

to become an independent professional school, not only nationwide but also in European Union, that prepares high quality, competitive specialists who are able to use up-to-date technologies in their field. To develop the school in a way that the appropriately qualified and creative tutors and specialists work there.

### Mission:

The professional school VICTORIA educates high level specialists in such fields as business and art where the study process has been supported by favorable, international, state of the art learning environment

#### 1. Pupils:

Total number of pupils – 500.

#### 2. Studies:

- The module system is introduced in all professional programmes.
- Two-year programmes in Logistics and Interior Design are launched – in academic year 2018/2019.
- Pupils' professional skills are developed – a cooperation agreement is signed with the Employers' Confederation of Latvia for internships – 2018 and for workplace-based studies – 2018.

#### 3. Facilities:

- Office places are equipped for the programmes' "Logistics", "Banking and Finance" and "Secretariat and Office Work" – 2018;
- 1 training lab is equipped for the programme "Hotel Services" – 2019.

# Finance

## Performance Indicators

Financing for sustainable development and implementation of an efficient business model

1. Revenue EUR 8 300 000
2. Revenue structure:
  - Tuition fees – 77%
  - Mobility and study projects – 8%
  - Research – 7%
  - Life-long learning – 3%
  - Infrastructure development projects – 5%

