

							Monitoring metrics – as at October	
No.	RISEBA's strategic priorities	Position	Tasks to be carried out to implement the strategic priorities	Task completion indicator	Deadline for task completion – specify the year (2024, 2025, 2026, 2027)	Comments	2025	2025 comments
1	Student recruitment and retention.	Process owner: Vice-Rector for Academic and International Affairs				Re point 1 – analysis of dropout rates. CRM system. A quality management system and analytics must be in place.		
1.1.			Review of the study programme portfolio and definition of target audiences;	Standardised structure of study programme content; A developed course catalogue and a corresponding study programme plan; a defined procedure for appointing teaching staff; A clear study programme portfolio, approved by the Senate, with defined target audiences		AACSB accreditation standards	40%	The structure of study programmes has been standardised; work has begun on developing the course catalogue. This work is to be continued and completed in 2026.
1.2.			Diversification and internationalisation of the international student body	A diversified composition of international students	2027		The number of countries represented by international students is monitored on an ongoing basis	Participation in international (non-European Union) higher education fairs continues, and individual contacts are being established with potential partners within the European Union.
1.3.			Streamlining the admissions process.	- Audits. - Formalisation of procedures with specific actions; - streamlining of internal regulations; F5			60%	In 2025, the admissions process was completely overhauled (as a pilot project, with the admissions function being separated out); the project has been successful (improvements in process speed, customer service, number of admissions) – the regulations for the new unit, the 'Admissions and Customer Service Centre', must be submitted for approval
1.4.			Accreditation of the 'Arts' study programme	The 'Arts' study programme has been accredited	31.12.2025.		100%	10 December 2025. Decision of the Study Quality Commission on the accreditation of the 'Arts' study programme for a period of 6 years
1.5.			Improvement of student support services	The process for handling student applications has been reviewed and improved			50%	Taking into account the redistribution of functions between the Study Department and the new organisational unit "Admissions and Customer Service Centre", the process has been initiated but is still ongoing
1.6.		Head of quality management	Based on the initial steps taken to implement the EFQM Excellence Model quality management system, draw up a plan for the further implementation of EFQM.	A plan for the implementation of EFQM has been drawn up and approved	30.06.2028.		100%	By Rector's Order No. 25/1.1-3/129 of 18 September 2025, a decision was taken to implement the EFQM standard, approving the implementation plan. Next steps: the standard must be implemented in accordance with the plan.
1.7.		Head of quality management	Initiate the AACSB accreditation eligibility process	Application prepared	30.06.2025.		15%	I. Ludviga, I. Sengikova and I. Kalniņa have taken part in AACSB standard training – prior to the commencement of the eligibility process, it is essential to significantly strengthen the capacity of academic staff; introduce a course
2	Renewal and development of staff (academic and general staff)	Process owner: Rector				AACSB standard – staff sufficiency		
2.1.		Rector	Formulate a human resources management policy	An employee remuneration and career management model has been established	30.06.2025.		30%	A draft has been drawn up for the job descriptions and planned workload of academic staff; draft job categories for general staff have been developed. Work will continue in 2026.
2.2.		Rector	Assess the effectiveness of human resources	An audit of general staff has been carried out.			0%	Given the change of Rector in the first half of 2025, a staff audit has not been carried out. As of October 2025, the focus of the task is shifting to assessing staff effectiveness alongside the introduction of a job catalogue and a remuneration system.

2.3.		Head of quality management	Improve process management	Clearly defined responsibilities, documented procedures and all processes assessed to determine which can be digitised (those not requiring an immediate significant financial investment have been digitised)	30.06.2028.		30%	In 2025, four new digitised processes were introduced, covering the circulation of regulatory acts, data management and the study process: RISEBAnet access to regulatory acts; Translation of regulatory acts using AI; Data synchronisation between information systems – data synchronisation was ensured between UNIMETIS and HORIZON, as well as between UNIMETIS and NAMEJS for certain functions; Digitisation of the admissions process – the entire main cycle, from the submission of an application to the conclusion of a study contract and the sending of the first invoice, has been digitised within the UNIMETIS system. In 2026, digitisation will continue with the introduction of digital attendance records for students and the automation of survey data processing. In the coming years, the focus will be on the use of AI in quality control, the introduction of a research data management system, the digitisation of audit processes, the automated preparation of management data and reports, and, in the long term, the full digitisation of the student lifecycle from admission to the awarding of a degree.
2.4.		Rector	-To establish a fair, performance-based staff remuneration and motivation system	A performance appraisal and motivation system has been developed.			30%	A draft has been drawn up for the job descriptions and planned workload of academic staff; draft job categories for general staff have been developed. Work will continue in 2026.
2.5.			Establish procedures, designated responsible persons and decision-making processes regarding staff selection, recruitment and performance management, as well as data monitoring relating to staff, to ensure the university's operations comply with the requirements of external legislation	Decisions regarding staff are taken in such a way as to ensure that RISEBA's staff comply with the legislative standards of the Republic of Latvia and international legislation.			30%	A draft has been drawn up describing the roles of academic staff and their planned workload; a draft has been drawn up setting out the job categories for general staff. Agreement is needed on the direct management of academic staff and visiting lecturers. Overall, work is to continue in 2026.
3	Framework for knowledge dissemination and qualification management	Process owner: Vice-Rector for Research and Development						
3.1.		Vice-Rector for Research and Development	Development of a targeted system for research management and knowledge dissemination	1) Science strategy for 2025–2030 approved 2) Audit of research areas and staff carried out, results implemented through relevant regulatory documents and communication, ensuring a focus on strategic specialisation priorities and the recruitment of qualified staff in line with these, including a research support system and a quality control system 3) The RIMS (Research Information Management System) has been implemented and is in use, providing reliable and complete data for the NZDIS and accreditation purposes in 2026	1) Q1 2025 2) Q2 2025 3) Q1 2026		70%	1) The 2025–2030 research strategy has been approved – it has been drawn up 2) An audit of research areas and staff has been carried out; the results have been implemented through relevant regulatory documents and communication channels, ensuring a focus on strategic specialisation priorities and the recruitment of qualified staff in line with these, including the science support system and the quality control system – progress is being held up by the development of a new job classification and remuneration system. 3) The RIMS (Research Information Management System) has been implemented and is in use, providing reliable and complete data for the NZDIS and accreditation processes by 2026 – RIMS has been developed but not fully implemented, as a centralised (national) RIMS is to be developed and the university's internal system will be integrated with it.
3.2.		Vice-Rector for Research and Development	To ensure high-quality and internationally competitive scientific work	1) In the 2025 international research accreditation, the research institution receives a rating of '3' in the specialisation areas submitted for assessment 2) Development of JBM and ADAMArts: ensure regular publication and achieve indexing in at least one of the Latvian scientific quality framework databases (WoS, Scopus, ERIH+) for each publication 3) Targeted development of doctoral programmes: a doctoral school has been established based on the Social Sciences (2026), a PhD programme in business management is being implemented (20 students per year, 2027) and a PhD programme in the arts is being run in collaboration with an international partner (10 students per year, 2027); the feasibility and capacity to implement a PhD programme in architecture have been assessed (2027) 4) An annual increase of +10 per cent in the number of research outputs is ensured, whilst maintaining and improving the quality of these outputs	1) Q1 2026 2) 2027 3) 2027 4) 2027		No deadline specified	1) In the 2025 international scientific accreditation, the university received a rating of '3' in the specialisation areas submitted for assessment 2) Development of JBM and ADAMArts: regular publication of issues has been ensured, and indexing has been achieved in at least one of the Latvian science quality framework databases (WoS, Scopus, ERIH+) for each issue 3) Targeted development of doctoral programmes: a doctoral school has been established based on the Social Sciences (2026), a PhD programme in business management is being implemented (20 students per year, 2027) and a PhD programme in the arts is being run in collaboration with an international partner (10 students per year, 2027); the feasibility and capacity to implement a PhD programme in architecture have been assessed (2027) 4) An annual increase of +10 per cent in the number of research outputs is ensured, whilst maintaining and improving the quality of these outputs
3.3.		Rector	Ensure that RISEBA, as a university of applied sciences, complies with the type specified by the Founders	Following the AIC evaluation, RISEBA has been granted the status of a university of applied sciences	30.12.2024.		0%	Following the AIC evaluation, RISEBA University's status has been changed to that of a university of applied sciences
4	Provision of infrastructure for sustainable development (or Provision of infrastructure to support sustainable development)	Process owner: Rector						
4.1.			Review and analysis of the utilisation of existing infrastructure and definition of new business needs	Known utilisation of premises and the quantity of equipment required for the coming academic year	15.01.2025.		100%	The space utilisation and the quantity of technical equipment required for the coming academic year are known. Budget expenditure is planned in accordance with the known technical equipment plan

4.2.		Rector	Review and adjustment of RISEBA's strategy	Adjustments made to RISEBA's strategy	30 August 2025 – following the university's acquisition of university status		0%	The results of the scientific accreditation have not yet been received
4.3.		Vice-Rector for Research and Development	Building a sustainable RISEBA brand that supports RISEBA's strategy	1) Ensuring an increase in the recognition and positive perception of RISEBA's image amongst the Latvian public, based on external survey data for 2027 compared with 2025 2) International recognition of RISEBA's performance – a 4-star rating in the Eduniversal ranking (2025–2027) and a rating in at least one other leading international ranking (2026); 3) Investment in marketing resources is targeted and effective – supporting student recruitment in line with established priorities, with controlled and increasingly cost-effective expenditure per student (2027 compared to 2024)	1) 2027 2) 2027 3) 2027		No deadline specified	The university has once again been included in the 'Eduniversal' international ranking of universities and business schools, achieving a 4-palm rating.
4.4.		Vice-Rector for Research and Development	Project and procurement work purposefully supports scientific and financial objectives	1) Effective management of the project portfolio is ensured – a) external audits and project handover reports are free of deficiencies; b) the project portfolio aligns with research areas, and there is documentary evidence of the integration of results into the study process; c) the project portfolio grows by +10 per cent annually 2) Procurement delivers lasting value to the research and study infrastructure: a) the annual value of procurement secured through competitive tendering is at least EUR 300k; b) all projects generate a return, reduce staff costs or result in long-term investments.	1) 2027 2) 2027		No deadline specified	There are no financial corrections, contractual penalties or late payment interest. The allocated funds are being used for the projects in the planned amounts.
5	Re-evaluation and consolidation of functions and processes	Process owner: Head of quality management						
5.1.		Rector	Implementation of consolidation	All stages of the consolidation plan have been implemented in accordance with the consolidation plan (approved by the Senate on 15 November 2023).	Structural and post changes at senior management level – by 30 December 2023; structural changes at other hierarchical levels of the organisation – by 30 December 2024.		50%	Study programmes have been fully implemented, ensuring 100% fulfilment of the Consolidation Plan; however, the indicator's fulfilment in October 2025 is recorded as 50 per cent, as, from the second half of 2025, the university no longer plans to have the post of Vice-Rector for Studies and International Cooperation (with responsibilities redistributed amongst the deans, the Rector and the External Relations Department), and a new post of Head of Human Resources and Administration has been introduced – to successfully manage change in relation to human resources policies and systems, and to ensure the targeted and systematic implementation of established human resources policies. In 2026, we will continue work on reviewing process owners in connection with the newly introduced posts and the redistribution of functions among existing posts.
5.2.		Rector	Implementation of a model for the effective management of business processes and staff	Clear staff responsibilities and reporting lines at all levels; document storage and workflow in accordance with Latvian legislation and RISEBA's internal regulations	30.06.2025.		50%	Work on reviewing process owners will continue in 2026, in connection with newly introduced posts and the redistribution of functions among existing posts.
5.3.		Vice-Rector for Academic and International Affairs	Process – Preparation, approval and entry into the system of the study plan for the new academic year; recruitment of teaching staff, process, staff involved; – review and improvement	Reviewed and improved processes – Preparation, approval and entry into the system of the study plan for the new academic year; recruitment of teaching staff, process, staff involved;	2026		0%	Bearing in mind that the Head of the Study Department took up their post in September 2025, the following processes: <i>the preparation, approval and entry into the system of the study plan for the new academic year; the recruitment of teaching staff, the process involved and the staff concerned</i> ; – and, taking into account the ongoing changes in the redistribution of responsibilities between the Vice-Rector, the Dean, the Head of the academic field and the Head of the Study Department, the review is postponed until 2026
5.4.		Head of quality management	Review and refine quality measurement indicators	Approved indicators	2027		0%	Quality indicators are to be defined through the development of a Quality Manual, to be carried out in 2026
5.5.		Head of quality management	Improve process management	Clearly defined responsibilities, documented procedures and at least 40% of processes assessed to determine which can be digitised (those not requiring an immediate significant financial investment have been digitised)	2026		20%	In 2025, four new digitised processes were introduced, covering the circulation of regulatory acts, data management and the study process: RISEBAnet access to regulatory acts; Translation of regulatory acts using AI; Data synchronisation between information systems – data synchronisation has been ensured between UNIMETIS and HORIZON, as well as between UNIMETIS and NAMEJS for certain functions; Digitisation of the admissions process – the entire main cycle, from the submission of an application to the conclusion of a study contract and the sending of the first invoice, has been digitised within the UNIMETIS system. Taking into account the changes taking place in the redistribution of responsibilities between the Vice-Rector, the Dean, the Head of the academic field and the Head of the Study Department, a new post of Head of HR and University Office has been introduced; changes are planned in connection with the establishment of a new unit, the 'Admissions and Customer Service Department'; the review of process owners has been postponed until 2026
5.6.		Head of quality management	Improve internal controls (monitoring of decision implementation, monitoring of deadlines, information flow; data collection and compilation systems)	An internal control plan has been drawn up (including monitoring of compliance with deadlines set out in external and internal regulations)	2026		100%	An Internal Control Plan for the 2025/2026 academic year has been drawn up

5.7.		Head of quality management	Improve the regular survey process relating to the study process	Develop a system for regular surveys, define responsibilities and integrate the organisation of surveys into a logical reporting and data compilation system	30.06.2025.		30%	A systematic website for storing survey results has been developed and implemented; changes to the survey system are planned for the 2025/2026 academic year
5.8.		Head of quality management	Develop a Quality Management Manual	Harmonised structure of the Quality Management System handbook	2026		0%	Taking into account the change of Rector, as well as the redistribution of responsibilities between the vice-rector, the dean, the Head of the academic field and the Head of the Study Department, a new post of Head of HR and University Office has been introduced; Changes are planned in connection with the establishment of a new unit, the 'Admissions and Customer Service Department', and the development of a quality management system manual is scheduled for 2026
5.9.		Head of quality management	Develop and implement a dropout monitoring process	A mechanism has been developed for data collection and utilisation to support the process	30.06.2025.		30%	A systematic website for the collection of student statistical data has been developed and implemented; the calculation methodology may be introduced once the data required for the calculations has been collected.
5.10.		Head of quality management	Develop a structure for self-assessment reports	Determination of the scope of data for self-assessment reports, setting of preparation deadlines and inclusion in a logical sequence of reporting and data compilation	30.06.2025.		100%	The structure for self-assessment reports on fields of study and progress reports on study programmes has been developed and established.
5.11.		Head of quality management	Update the university's internal regulatory documents and incorporate changes to the university's structure into them	70 per cent of internal regulatory acts relating to the organisation of the study process have been reviewed and updated	30.06.2025.		30%	Taking into account the redistribution of responsibilities between the Vice-Rector, the Dean, the Head of the academic field and the Head of the Study Department, a new post of Head of HR and University Office has been introduced; changes are planned in connection with the establishment of a new unit, the 'Admissions and Customer Service Department'; internal regulations relating to the organisation of the study process are being reviewed and updated more slowly than planned.
6.	Improvement of financial management	Process owner: Director Of Finance						
6.1.		Director Of Finance	Diversification of revenue	Attract EU funding in the form of projects totalling EUR 500,000	2027		100%	Eight new contracts were concluded for a total amount of EUR 519,067
6.2.		Director Of Finance	Conduct an audit of operational expenditure (cost-effectiveness)	An audit of operational expenditure has been carried out and the efficiency of expenditure has been reviewed.	2027		70%	An audit of operational expenditure has been carried out and the efficiency of expenditure has been reviewed. The workflow for reconciling HoPa invoices has been improved and accounting improvements have been made in Horizon.
6.2.1.		Director Of Finance	Environmental sustainability	efficient use of resources and minimisation of environmental impact, ensuring an accessible and inclusive environment; over a three-year period, limit the increase in electricity consumption to ≤15 per cent, reduce water consumption by ≥10 per cent and reduce the volume of household waste by ≥20 per cent	2027		Reduction in water consumption: -5.1% (target: ≥10%), reduction in household waste: -45.6% (target: ≥20%) and increase in electricity consumption: +9% (target: to limit the increase to ≤15%)	Measurements are based on results for the 2024/2025 academic year compared with consumption in the 2022/2023 academic year. Resource consumption and trends in consumption growth are monitored on a monthly basis; furthermore, this monitoring covers not only electricity but also gas and heat consumption and their trends

RISEBA Strategic KPIs 2022–2027

No.	Objective / key strategic initiatives / compliance with external requirements	Strategy slide	Indicator	Deadline	Benchmarking			
					2024	2025	2026	2027
1	To consolidate its position as the leading private university of applied sciences in Latvia, specialising primarily in the Social Sciences – business management, communication, psychology and sustainable urban development	8	<i>Latvia's leading private university of applied sciences</i>	2027				
	<i>Retaining the university-type model for applied sciences</i>	8	is / is not a university of applied sciences	2025	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>The highest-ranked Latvian university of applied sciences in at least one subject area in the U-Multirank, QS Ranking and Times HE rankings</i>	11	Highest ranking in at least one subject area in the U-Multirank, QS Ranking and Times HE rankings	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>The first choice for graduates wishing to study business management, communication, psychology and sustainable urban development (research to be conducted)</i>	8	More than 50 per cent first choice among fee-paying degree programmes in Latvia	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>AACSB accreditation obtained</i>	11	AACSB accreditation obtained	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>Performance equivalent to the highest Baltic rating in the Eduniversal Business School Rankings: at least 4 Palmes of Excellence</i>	8, 9, 11	4 Palms of Excellence	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>The total number of graduates from study programmes in business management, communication, psychology and sustainable urban development has increased by 10% (compared to 2022)</i>	8	number	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
2	In the arts and Humanities And Arts Sciences , RISEBA will build on its strengths in the fields of media and communication to promote interdisciplinarity in RISEBA's education and research and to increase RISEBA's influence in joint projects and educational programmes with other higher education institutions, as well as in the field of lifelong learning.	8	<i>Interdisciplinarity in education and research has been promoted, and RISEBA's influence has been increased in joint projects and educational programmes with other higher education institutions, as well as in the field of lifelong learning</i>	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>RISEBA indicators of interdisciplinarity in education</i>	8		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>Indicators of interdisciplinarity in RISEBA's research</i>	8		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>Increase in RISEBA's impact in joint projects</i>	8	(EUR/human resource/role as lead partner)?	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
	<i>Increase in RISEBA's impact in the field of lifelong learning</i>	8	(indicators – number of participants/revenue/number of new course programmes)	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			
3	RISEBA will focus on developing leaders for the digital society , incorporating ICT management and digital business into its range of programmes, and will also consider establishing joint programmes with partners who are strong in these fields.	8	<i>RISEBA is a significant partner in the field of ICT and digital business training</i>	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities			

Establishing cooperation between ITK management and partner institutions in digital business	8	At least 3 cooperation agreements concluded with employers in the sector	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Launch of an IT management education programme (for students/trainees)	8	Licensed degree programme / continuing education programme launched	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Bachelor's and Master's degree programmes in digital business management are provided	8, 11	Accredited degree programme	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
4. RISEBA will provide high-quality business study programmes at all levels of study, thereby consolidating its position as the leading business school in the region. To ensure sustainability, we will monitor market trends	RISEBA is the leading business school in the Baltic region			
4 and adapt our programmes to future demand.	8, 9		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
First choice for graduates seeking business studies (research to be conducted)	8, 9, 11	More than 50% first choice amongst fee-paying study programmes in the Baltic region	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Performance equivalent to the highest Baltic rating in the Eduniversal Business School Rankings: at least 4 Palms of Excellence	8, 9, 11	4 Palms of Excellence	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
The total number of graduates from business study programmes has increased by 10% (compared to 2022)	8	number	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Employment rate for graduates of business study programmes is at least 90%	8	number	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
5 5. RISEBA Sustainable Growth	11			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Sustained revenue growth	11	>/=+2% compared to the previous year		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Return on capital at the level of industry leaders	11			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Total number of active students across all degree programmes	11	4000	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Drop-out rate due to RISEBA-related factors	11	<10% of those who have withdrawn	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Sustained growth in the number of RISEBA students progressing to the next level of study	11			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
85% of full-time lecturers aged 65 or under	11	85% of full-time lecturers aged 65 or under	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
75% of full-time lecturers hold a PhD	11	75% of full-time lecturers hold a PhD	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Sustained growth in RISEBA's employer reputation rating	11	>/=+1% compared to the previous year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Gold category achieved in the National Sustainability Index	11	Gold category achieved / not achieved	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
6 6. International competitiveness	11			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
30% of the total student population are international students (from within and outside the EU)	11, 16	30 per cent of the total student body are international students	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Competitive programme fees	16	</= comparable to equivalent programmes in the Baltic region	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
65% of study programmes are delivered in English	11	65% of study programmes are delivered in English	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
er cent of full-time lecturers are international lecturers (including those teaching via a hybrid format)	11	at least 15 per cent of academic staff are foreign lecturers	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
20 per cent of visiting lecturers are foreign lecturers (including those teaching via a hybrid format)	11	at least 20 per cent of guest lecturers are foreign lecturers	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities

At least five per cent of the university's academic staff are visiting professors, associate visiting professors, visiting senior lecturers, visiting lecturers, Professors, Associate professors, Assistant professors and Lecturers who, over the past five years, have been employed continuously for at least one year in an academic post at one of the accredited higher education institutions in the European Union, the European Economic Area or the Organisation for Economic Co-operation and Development (OECD) countries, excluding Latvia, at higher education institutions (including through a hybrid format)	Article 3(7)(d) of the AL	5 per cent of academic staff are visiting lecturers	2025	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
15 RISEBA courses in English are available on leading international MOOC (Massive Open Online Course) platforms	11	at least 15 RISEBA courses are available on leading international MOOC platforms	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
7 7. Digital transformation				Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
An ever-increasing proportion of profits is reinvested in IT development (excluding investment in the replacement of depreciated fixed assets)	11		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
50% of RISEBA study programmes are available, either partially or in full, in a distance learning format	11	At least 50 per cent of RISEBA's study programmes are available, either partially or in full, in a distance learning format	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
50 per cent of staff have a high level of digital skills	11	At least 50 per cent of staff achieve high-level results in the general digital skills test	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
35 per cent of full-time lecturers are authors and tutors of distance learning courses	11	35 per cent of full-time lecturers are authors and tutors of distance learning courses	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
RISEBA's open courses in Latvian are available to the general public	11	Number of course participants??	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
8 8. Business impact				Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
The highest employer rating amongst Latvia's universities and higher education institutions specialising in applied sciences	11	Highest employer ratings	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
85% graduate employment rate	11	At least 85% graduate employment rate	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
At least one cohort per year graduates from the EMBA programme taught in English	11	At least one cohort per year graduates from the EMBA programme taught in English	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
% of the lecturers recruited are middle and senior managers or recognised professionals in their field	11	80% of the lecturers recruited are middle and senior managers or recognised professionals in their field	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
300 RISEBA students participating in the career development programme	11	At least 300 RISEBA students to be involved in the career development programme between 2022 and 2027	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Increased graduate engagement and positive mentions of RISEBA on social media	11	RISEBA has been mentioned positively xx more times on social media, and this is linked to content created by non-RISEBA staff	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
9 9. Study programmes (key strategic initiative)				Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Review and optimisation of existing study programmes and their delivery formats to better meet the future needs of society and businesses ; Article 1(18) of the L	15	Study Process Development Plan approved by the Senate	2025	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities

<i>We will develop new programmes that will be in demand in the future, such as 'Digital Transformation', 'Green Economy' and 'Global Business'</i>	15	Accredited degree programmes or approved continuing education programmes such as 'Digital Transformation', 'Green Economy' and 'Global Business'	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will focus on developing internationally competitive Executive Master's (EMBA) and doctoral programmes for top-level executives, and will offer study programmes across all of RISEBA's areas of specialisation at all levels</i>	15	RISEBA offers study programmes across all of RISEBA's areas of specialisation at all levels	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will prioritise a hybrid learning format to combine the opportunities offered by digital transformation with a high-quality face-to-face learning experience</i>	15, 19	At least 75 per cent of RISEBA's study programmes are delivered in a hybrid learning format		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will collaborate with other educational institutions to offer them our unique expertise, for example in the field of digital media, and to effectively attract the expertise we lack</i>	15			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will coordinate and integrate study programmes in such a way as to encourage current students to continue their education at the next levels of study</i>	15	A coherent, well-thought-out structure for study programmes within each field		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will continue our efforts to secure highly regarded accreditation for business study programmes, such as AACSB accreditation, by 2027</i>	15	AACSB accreditation		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>We will continue to integrate the Vocational School VICTORIA more closely and will consider offering internationally competitive study programmes there, such as the International Baccalaureate Diploma Programme (IB Diploma Programme)</i>	15			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>pportunities to acquire other educational institutions to strengthen our leading position in the Baltics</i>	15	Management Group's assessment and decision		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>The curriculum is of high quality</i>	16	In course evaluations, at least 85 per cent rate the content as high quality	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>The educational content meets the rapidly changing demands of today's labour market</i>	16	In graduate surveys, at least 85% rate the content as meeting the demands of the labour market	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>Innovative methods are introduced and utilised in the delivery of the educational content</i>	16	In course surveys, at least 85 per cent rate the implementation and use of innovative methods in the delivery of the curriculum	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>In the fields of digital management, communication and media studies, we will collaborate with leading universities to enhance our expertise through joint projects</i>	16	At least one collaborative project with a leading university in each field, ensuring the enhancement of expertise	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>A hybrid learning format, which provides students with a high-quality learning experience and convenience in the study process, will become a key advantage of RISEBA's offering</i>	16	At least 80 per cent of respondents in surveys rate the hybrid format as one that ensures convenience in the study process	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
<i>Using the audiovisual media production facilities, develop high-quality digital content for RISEBA's learning environment and MOOCs (Massive Open Online Courses)</i>	16	At least 100 study modules have been developed using high-quality digital content	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities

<i>Staff skills are being enhanced, with a particular focus on the ability to deliver engaging learning content that utilises a wide range of digital tools, using a variety of teaching methods.</i>	16	At least 85 per cent of respondents to course surveys have rated the course as using a wide range of digital tools	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Engagement of graduates in further studies</i>	16	At least 60 per cent of applicants for Master's and PhD programmes are RISEBA graduates	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Engagement of graduates in lifelong learning programmes</i>	16, 27	At least 12 per cent of participants in lifelong learning activities are RISEBA graduates	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Development of an alumni loyalty programme</i>	16	No fewer than 100 companies participating in the alumni loyalty programme	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
10 10. Research and Innovation (key strategic initiative)	17			<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>We will raise the quality of research at RISEBA by strengthening our local and international competitiveness, improving integration into the European Research Area, and implementing effective and evidence-based policies on research, technological development and innovation</i>	17; AL 3. ³ p.3.d.5.p.	has achieved a rating of at least three points in international evaluations of scientific institutions' performance in areas of strategic specialisation	2025	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>We will support high-quality publications by RISEBA researchers (indexed in WoS and Scopus) with the aim of reaching at least 25 publications per year by 2027, of which at least 50 per cent are in ABCD and ABS journals</i>	17	RISEBA researchers will produce at least 25 publications per year, of which at least 50 per cent will be in ABCD and ABS journals	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Research-oriented academic staff</i>	17	At least 80 per cent of full-time researchers have 3 or more publications indexed in WoS or Scopus each	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>We will work to increase the Hirsch index of RISEBA researchers</i>	17	50 per cent of RISEBA researchers have a Hirsch index exceeding 2, and at least 10 researchers have an index exceeding 5	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Inclusion of RISEBA publications in the WoS database (Journal of Business Management, ADAM Arts)</i>	17	Inclusion of RISEBA publications in the WoS database	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Improving the quality of RISEBA publications</i>	17	Attracting an increasing number of high-quality publications through the RISEBA Open Journal System	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Increasing RISEBA's influence as a research institution (in RISEBA's primary research fields) within the business community and wider society</i>	17	Implementation of the Research and Innovation Strategy approved by the Senate	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Development of doctoral programmes of international standard</i>	17	Implementation of the study process development plan approved by the Senate	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>Promotion of postdoctoral research</i>	17	At least one person who has obtained a doctoral degree in the last three years is involved in a research project each year	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
11 11. Digitalisation (key strategic initiative)	19			<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>

We will integrate our MOOCs (Massive Open Online Courses) in English and open courses in Latvian into RISEBA's study programmes, ensuring that credits are recognised towards academic or professional study programmes, thereby strengthening the motivation to be a RISEBA student	19	A plan has been drawn up and a solution defined to ensure the recognition of credits towards study programmes	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
of the commercialisation of the developed distance learning and lifelong learning programme courses	19	Development of a unified standard for the hybrid learning format of distance learning and lifelong learning programmes	2025	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Ensuring the development of RISEBA staff's digital skills	24	The development of RISEBA staff's digital skills is being implemented in accordance with the approved competence development plan	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
We will implement a leading RIMS (Research Information Management System) Improvement and development of the LMS (Learning Management System), based on the open-source and widely supported Moodle system	24	RIMS has been implemented		Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
	24			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Expanding access to open data and repositories of leading subscribed information resources	24			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Improvement of governance – increasing administrative capacity and efficiency	24	Implementation of the consolidation plan	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Using machine learning solutions to forecast the future labour market	24			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Encouraging RISEBA staff to participate in international digital transformation programmes	24			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
12 12. Lifelong learning (key strategic initiative)	19			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Expanding the range of lifelong learning opportunities	20	1,000 participants per year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
ge of lifelong learning provision, in collaboration with the industry (in response to employer demand)	20	12 new commercial courses (commissioned) per year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Expanding lifelong learning provision by attracting foreign lecturers	20	At least 3 courses taught by foreign lecturers per year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Digitisation of lifelong learning provision; improvement of content quality	20	At least 5 courses offered per year utilise expertise and technical resources in the field of audiovisual media	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting the international competitiveness of lifelong learning provision	20	At least 15 RISEBA courses available in English on leading international MOOC (Massive Open Online Course) platforms	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
13 13. Projects (key strategic initiative)	19			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Participation in international research projects, involving RISEBA researchers and lecturers	21	Number of projects: an increase of 2 projects compared with the previous year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Participation in professional development projects, involving RISEBA researchers and lecturers	21	Number of projects: an increase of 2 projects compared with the previous year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Participation in expert projects, involving RISEBA researchers and lecturers	21	Number of projects: an increase of 2 projects compared with the previous year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
High-quality preparation of EU project applications	23	At least 30 per cent of submitted project applications result in contracts for project implementation	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities

Promoting an increase in funding attracted as a result of the projects	21	an increase of 10 per cent compared with the previous year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting participation in international projects	21	funding amounting to 5% of RISEBA's total turnover	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
14 14. Tenders (key strategic initiative)	19			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Participation in the implementation of high added-value projects by submitting tenders	22	At least 70 per cent of tenders submitted result in concluded procurement	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Development of an employee motivation scheme to encourage their involvement in the preparation of tender proposals and the implementation of contracts	22	Approved staff incentive scheme	2025	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
15 15. RISEBA and society (brand strategy)	19			Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	RISEBA's overall Net Promoter Score (NPS) >30%	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	According to student assessments, more than 60 per cent consider it the best university in their field of study	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	More than 75 per cent are proud to be part of the RISEBA student community	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	The average rating of course lecturers is no less than 4.5 (out of 5)	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	At least 12 articles or media publications per year, including on social media, which provide a positive assessment of the learning experience at RISEBA and are not produced by RISEBA staff	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA students' satisfaction with the quality of their studies	27	Gold level on the National Sustainability Index	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
RISEBA's contribution to society is significant and has gained recognition	27	30 active sustainability projects	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting participation in sustainability projects	27	At least 85% in the KANTAR reputation rating	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Promoting RISEBA's visibility and reputation	27	At least 92 times a year	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Annual participation of RISEBA lecturers in media and panel discussions	27	At least 300 employers in the RISEBA careers programme	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Increasing employer engagement	27	At least 80 per cent of the lecturers recruited are experts in their field	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Increasing employer engagement	27	Ranked no lower than 5th in employers' ratings of educational institutions	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Graduates' suitability for labour market requirements	27	Ranked no lower than 3rd in the employers' ranking of educational institutions for RISEBA's specialisation	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Graduates' suitability for labour market requirements	27	A quality assurance system is in place that ensures the involvement of students, graduates, employers and the wider public in expressing opinions, providing feedback and taking decisions	2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
Involvement of students, graduates, employers and the wider public in expressing opinions, providing feedback and decision-making	26		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities
RISEBA implements its internal quality assurance system to ensure a positive outcome 16 in the institutional accreditation assessment, including:	Article 5, paragraph 2. ¹ of the AL		2027	Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities

<i>establishing policies and procedures to ensure the quality of higher education;</i>	Article 5, paragraph 2. ¹ of the AL	The quality policy is up to date. Procedures are kept up to date and are reviewed on a regular basis	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>developing mechanisms for the design, internal approval, monitoring and periodic review of study programmes;</i>	Article 5, paragraph 2. ¹ of the AL	The procedure for developing study programmes is defined and is reviewed periodically	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>establishes and publishes criteria, conditions and procedures for assessing students' academic performance, which ensure that the intended learning outcomes are achieved;</i>	Article 5, paragraph 2. ¹ of the AL	The criteria are established and are reviewed periodically	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>establish internal procedures and mechanisms to ensure the qualifications and quality of work of academic staff;</i>	Article 5, paragraph 2. ¹ of the AL	The procedures and mechanisms are established and are reviewed periodically	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>ensures that information is collected and analysed on students' academic performance, graduate employment, student satisfaction with study programmes, the effectiveness of academic staff, available study resources and their costs, and key performance indicators for the university's operations.</i>	Article 5, paragraph 2. ¹ of the AL	The scope of information and data to be collected, analysed and used in decision-making has been defined	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
<i>A comprehensive quality management system is in place, which is certified and complies with ESG standards</i>	ESG standard	A QMS certificate/accreditation has been obtained	2027	<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>
Improving RISEBA's governance to build capacity – simplifying, streamlining and digitising processes				<i>Decision of the Management Group of 21 October 2024 on the review of the strategy and the setting of five priorities</i>