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Protocol No. 154



# **Baltic International Academy**

**Strategy of activities and development  
for 2022-2025**

## Introduction

The Baltic International Academy (hereinafter - BIA) offers the international academic and professional education to the Latvian and foreign students and provides the knowledge and skills required for achievement of success as a personality and as a professional, and the values that everyone needs. Education provided by the BIA helps to bring together the students from the EU countries, the East and the West.

The previous BIA strategy for 2016-2021 was adopted on January 12, 2016; the Senate Protocol No.124. The vision, mission, objectives and a number of priority areas for sustainable development of the BIA, competitiveness and integration of BIA and its branches in the Baltic, European Union (EU) and global education space. The BIA conducts studies in Riga, as well as in its branches located in different regions of Latvia (Daugavpils, Liepaja).

The BIA Development Strategy is a document that harmonizes the goals, objectives and activity priorities for the sustainable growth of the BIA from 2022 to 2025.

The Strategy is a medium-term planning document which is binding for planning of the BIA activities in the short term, preparing the BIA regulatory documents, organizing the BIA academic, research and business activities, and providing the BIA quality management system.

The BIA strategy considers the local, regional and national needs and opportunities by analyzing the existing resources and forecasting development opportunities. Owing to the purposeful guiding of the activities established in the BIA Strategy for 2022-2025 (organization and management, studies, science and innovation, creativity, culture and sport, lifelong learning, foreign communications, etc.) the sustainable development, competitiveness of the BIA and its branches and integration in the Baltic, European and global education space is provided.

The BIA strategy of activities and development for 2022-2025 has been developed in consideration of the education and science development policy guidelines set out in the EU and Latvian policy planning documents, and in compliance with the laws of the Republic of Latvia and other regulatory enactments, the Constitution of the Baltic International Academy and the BIA strategic specialisation.

The strategy is mandatory for *the lecturers and staff* to obtain information on the long-term goals and objectives of the BIA development, for *the BIA Senate* and *the bodies under its supervision* for study, research and budget planning, as well as for realization of the short- and long-term development objectives, tasks and projects.

# 1. The BIA mission and vision for the period till 2025

The Baltic International Academy is a higher education institution operating in the Latvian higher education area, which, owing to its prestige in the Latvian society, highly qualified personnel, modern technologies and advanced material and technical base, ensures the sustainable education of creative people. The BIA is a state-of-the-art educational institution, which provides various types and levels of higher education opportunities to the Latvian and foreign students in connection with its research in the humanities and social sciences.

## **Mission of the Baltic International Academy**

*The Baltic International Academy is a modern institution of higher education, where the main value is the person and which provides research-based, high-quality higher education.*

*The BIA aims to provide the Latvian economy and society with the internationally competitive high quality scientific research, higher education, technology transfer and innovation.*

The BIA combines the diverse study and research and innovation activities in order to provide the Latvian society with the internationally recognized higher education, to develop science and to strengthen the intercultural traditions. Successful operation of the BIA is included in the system of higher education and science of Latvia, sustainable development of the whole society, development of knowledge-based economy and social sphere, development of Latvia as a full-fledged partner in the common space of the EU.

By joining the EU Latvia has chosen the knowledge-based society model in which the higher education and research are the integral parts of society and an internationally recognized and important image elements of the country.

## **Vision of the BIA**

*The BIA guarantees students the opportunity to obtain high-quality higher education, develop professional competences that provide high added value.*

In order to realize its vision and to gain a decent place in the European single area of higher education the BIA has to analyze and identify the processes and phenomena in society, which are considered to be decisive for its vision:

- ✓ integration into the EU and activities in the European single area of higher education;
- ✓ necessity to follow and quickly adapt to the rapid development of education and research in Europe and the world;
- ✓ increasing competition in the higher education market in consideration of Latvia's integration into the European single area of higher education;
- ✓ unfavorable demographic situation, decreasing number of young people of the study age both in Latvia and in Europe as a whole;
- ✓ different levels of secondary education both in different schools both in Latvia and its neighboring countries;
- ✓ necessity to increase the competitiveness of the EU labour market by attracting the BIA reflectants and providing the educational and research resources;
- ✓ aging of the academic staff and limited resources for its renewal;
- ✓ necessity to be involved in the implementation of lifelong learning programmes and addressing the challenges facing the regions of Latvia;
- ✓ necessity to promote the development of the Latvian economy through its activities.

Working within the European single area of higher education and research and taking into account the objective political, economic and social development tendencies in Latvia, Europe and the world, the BIA is willing to realize its vision of development and therefore is creating its concept of development

which defines the key tasks of development of studies, science, institutional systems, infrastructure and external relations.

## 2. Strategic goals and objectives

### Headline target and targets of the BIA for 2025

The headline target of the BIA is to ensure the development of higher professional and academic education in Latvia based on the knowledge, professional competences and research, by improving the sustainable and balanced development of the BIA towards the status of an integrated university in Europe.

The features of the higher education establishment are the studies at all levels (short cycle, bachelor, master, doctor) in directions, research, integrated into studies, which is characterized by the regular staff qualification elevation by defending the doctoral theses and reaching at least 65% of the academic staff with doctoral degree, high proportion of research and project financing in the budget, creating its own scientific journals.

The BIA is supposed to be carrying out the preparatory work till 2025 in order to comply with the status of the scientific university also in terms of the Latvian legislation.

### I. Targets of the BIA for 2025

In order to achieve the defined headline target and vision the BIA has set the interdependent and synergistic target:

**Target 1:** Development of competitive study directions by increasing the quality of studies according to the needs of the Latvian state, regions and cities and the labour market forecasts.

**Target 2:** Integration of science and research in all study fields and ensuring the scientific excellence and international competitiveness in the priority research areas: involvement in the international projects, student and lecturer mobility, promotion of scientific activities, further development of doctoral studies.

**Target 3:** Strengthening the role of lifelong learning in education and ensuring the supply in line with the needs of state and regional population, monitoring of the labour market demand, cooperation between educational institutions in offering the lifelong learning programmes.

**Target 4:** Cooperation with the stakeholders, strengthening of the national and regional level cooperation, collaboration with entrepreneurs as future employers of the graduates, ensuring cooperation with the other higher education institutions and science centres in Latvia.

**Target 5:** Stabilization and expansion of the international dimension of the BIA in all spheres of activities: development of appropriate offers in order to attract the foreign students, visiting professors and visiting researchers, involvement in the international organizations, cooperation with the foreign universities and research institutes, involvement in the international projects.

**Target 6:** Development of the human resources at the BIA to ensure the improvement of the quality of academic and administrative staff by increasing the number of PhD staff, facilitating the transfer of experience to young researchers, and developing the doctorate.

**Target 7:** Increase of the capacity and financial efficiency of the BIA by improving the resource management, implementing the results management and developing the BIA infrastructure.

### II. Tasks of the BIA

#### *2.1. Development of competitive study directions*

##### Tasks in the field of studies

- 2.1.1. Improvement of the study directions and programmes, development of new study programmes, taking into account labour market demand and its tendencies.
- 2.1.2. Creation and development of the joint study programme including two diploma programmes in cooperation with the Latvian and foreign higher education institutions.
- 2.1.3. Introduction of new and flexible forms of studies in the study process (including development of the interdisciplinary part-time study programmes, module principles, distance learning and e-studies).
- 2.1.4. Strengthening of the practical component of study process, including the involvement of entrepreneurs and specialists in realization of the study courses, provision of appropriate student practice places, support of the development of business skills.
- 2.1.5. Improvement of education quality assurance system (feedback, student surveys, development of anti-plagiarism system).
- 2.1.6. Collaboration with colleges - offer to continue studying.
- 2.1.7. Development of the BIA branches in the regions of Latvia.
- 2.1.8. Development of the academic staff, involvement of the qualified lecturers, improvement of qualification (see Target 6).
- 2.1.9. Strengthening the feedback with the BIA graduates.
- 2.1.10. Development of the material resources and infrastructure of the studies (see Target 7).
- 2.1.11. Attracting foreign students to 25% - 30% by 2025 (see Target 6)

Attracting students, especially foreign ones, is an important area of the BIA work direction. This requires a whole set of activities.

The ever-increasing role of direct marketing is to be emphasized as well, because the student satisfaction with studies is becoming increasingly important, so the quality of training and feedback on it should be constantly improved.

Another direction of work aimed to increase the number of students is the introduction and development of distance learning, hybrid learning forms and e-studies.

Work with schoolchildren is also important. In cooperation with schools it is necessary to offer schoolchildren the preparatory courses. At the same time the schoolchildren should be informed about the BIA studies and the BIA science and research achievements by offering them the practical labs and lectures in classrooms.

The BIA achievements in science and research development, modern infrastructure, renovated laboratories and state-of-the-art science and study equipment can attract the interest of future students and motivate them to choose the BIA studies.

The BIA can offer the study programmes in English to develop the international direction, perform the internationalization of study programmes and involvement of the foreign students and lecturers.

Collaboration with graduates is another priority of the BIA which is currently being used insufficiently.

## ***2.2. Integration of science and research in all fields of study***

### Tasks in the field of science and research

#### ***2.2.1. Further ensuring of scientific excellence and research development in the BIA priority areas and smart specialization areas:***

- ✓ Organization of regular international scientific conferences and seminars dedicated to the BIA research directions;
- ✓ Establishing of cooperation with the other Latvian scientific institutions, the Baltic Sea Region, European and world science centres;
- ✓ Participation of the BIA in the EU and other international programmes and projects;
- ✓ Participation of the BIA in the Latvian projects and national research programmes;
- ✓ Motivation of the teaching staff to prepare and submit the scientific publications especially to the publishers included in internationally recognized databases (Web of Science, Erih+, etc.);

- ✓ The BIA articles in Scopus, development of collections of articles (Baltic Journal of Legal and Social Sciences, Administrative and Criminal Justice (Juridisko un Sociālo Zinātņu Baltijas Žurnāls, Administratīvā un Kriminālā justīcija) and their inclusion in internationally quoted databases;

**2.2.2. *Integration of science into studies, strengthening and increasing the number of scientific personnel, in particular, through the use of postdoctoral grants:***

- ✓ Involvement of students in the research and preparation of publications, ensuring the principle of continuity in all fields of study implemented by the BIA;
- ✓ Introduction of new and modernized study courses in all fields of study, making use of the modern laboratory facilities;
- ✓ Involvement of the doctoral students in the implementation of study courses in bachelor's and master's study programmes;

**2.2.3. *Conducting the research works requested and supported by employers at the BIA:***

- ✓ Incorporation of practically oriented tasks into the study course in order to ensure the involvement of students in research and projects important for the business sector and to identify the possible places for student practice;
- ✓ Developing cooperation with entrepreneurs in the national economy sectors and priority scientific areas important for economic development and preparing the joint publications (LDDK (Employers' Confederation of Latvia), etc.);
- ✓ Development of knowledge transfer;
- ✓ Ensuring effective collaboration with the industry competence centres and associations.

**2.3. *Strengthening the role of lifelong learning in education and ensuring the supply***

Tasks in the field of lifelong learning

- 2.3.1. Organization of non-formal education, interest education, free choice, “Silver university” and professional development courses, seminars and summer schools, etc. for personal and professional development of the city and county citizens to satisfy the demand of the entrepreneurs and individuals.
- 2.3.2. Development of the study course listener registration system, accounting for credit points, and equating of the courses with the lifelong higher education programmes.
- 2.3.3. Offering the international foreign language and other certificates and the BIA ECL Certification Centre (ECL - EUROPEAN CONSORTIUM FOR THE CERTIFICATE OF ATTAINMENT IN MODERN LANGUAGES).
- 2.3.4. Diversification of the course offer by attracting guest lecturers of international level to provide courses for upper and middle level executives and specialists (10%-15% until 2024).
- 2.3.5. Collaboration with the municipal and local companies in the field of student and graduate career development.
- 2.3.6. To establish the Lifelong Learning Centre which will offer multiple courses in both language training and general personality development according to individual preference.

**2.4. *Stabilizing and expanding the international dimension of activities of higher education establishments in all fields of activity***

Tasks in the area of cooperation

- 2.4.1. Participation of entrepreneurs in the improvement and provision of the study process, participation of their representatives at the exams and work defense commissions and in the development of final work topics in bachelor's and master's study programmes.
- 2.4.2. Implementation of the study programmes in the foreign languages (from 10 to 12 programmes until 2025).

- 2.4.3. Piloting of cooperation with the foreign universities, including the establishment of joint study programmes with foreign universities.
- 2.4.4. Participation in the international educational exhibitions and marketing in the foreign countries to attract the local students;
- 2.4.5. International involvement of the BIA academic staff;
- 2.4.6. Organization of the international student summer schools.
- 2.4.7. Participation in the ERASMUS + programme (more than 120 partner universities until 2024).

Being the university of continuous development the BIA is aware of the demands of globalized world competition and, without losing its highly developed national self-confidence, will intensify its work in the international dimension utilizing the available developments in translation, business and operational lines.

Intensification of the student exchange with ERASMUS + and the other mobility programmes which enable students to apply the acquired knowledge in practice in the Latvian, foreign and international companies both in Latvia and abroad. As a result both the students, university and the employers will be benefiting from that.

The extremely important task is to strengthen and develop the BIA international dimension in order to realize the BIA vision for the future and ensure the international competitiveness. The international dimension in understanding of the BIA strategy is both the cooperation with foreign universities and research institutes, membership in the international organizations, implementation of the joint research projects and attracting of the foreign students. Recognition of the BIA at the Baltic, European and global levels depends on its international cooperation. The BIA actively attracts the foreign students. By 2025 it is planned to increase this figure to 25% of the total number of students.

## ***2.5. Human resource development at the BIA***

### Tasks in the field of human resources

- 2.5.1. Increasing the proportion of academic and scientific staff with a doctoral degree till 65% (until academic year 2024/2025).
- 2.5.2. Involvement of the doctoral students and young scientists in the BIA research.
- 2.5.3. Involvement of the foreign visiting lecturers in the implementation of study programmes (at least 12% of the total number of elected lecturers).
- 2.5.4. Professional development of academic and administrative staff (p.4.3.).

### 3. Characteristics of the BIA environment

#### 3.1. Competitive advantages

In the current economic situation, the competition between higher education institutions will inevitably intensify, the inter-university competition for students will become more aggressive and methods of attracting students, balancing on the verge of ethics, will be used. Maintaining the current number of students will be a priority over the other goals for the next few years. The competitive advantages in comparison with the other high schools operating in the higher education market of Latvia:

- ✓ International activities visible for the foreign students;
- ✓ Special, distinctive, quality product;
- ✓ Loyal students, social network;
- ✓ Loyalty of the staff and partners;
- ✓ Recognized lecturers;
- ✓ Ability of self-presentation in the international higher education market;
- ✓ Financial independence, good service and modern infrastructure;
- ✓ Well-organized academic and administrative procedures which are convenient for students and lecturers.

#### 3.2. Analysis of internal environment of the BIA

##### 3.2.1. Study programmes

The BIA provides higher education through:

- ✓ Short cycle study programmes;
- ✓ Bachelor's study programmes;
- ✓ Master's study programmes;
- ✓ Doctoral study programmes.

##### 3.2.2. Academic staff

Activities of the BIA as of 02.12.2021 are provided by 150 lecturers and researchers, including 9 professors, 13 associate professors; the number of lecturers with a doctoral degree reaches 56% of elected lecturers.

##### 3.2.3. Material and technical support

The BIA activities are carried out in the following premises in Riga and in its branches:

	Area, m <sup>2</sup>
<b>Total area</b>	14,386
of which: area of the study and research premises	10,080
area of sports and recreation facilities	831
area of commercial premises	339
area of the service hotel	320
area of the other premises	2,816
Part of the total area leased to the other users	1,303



### 3.3. SWOT analysis

#### SWOT analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. The opportunities for students to use the study resources available at the BIA and its branches (computer classes, relevant software, libraries, databases of scientific journals, e-courses, lecturers' research potential, cooperation with the foreign universities, etc.);</li> <li>2. High qualification and experience of the BIA administrative staff;</li> <li>3. Qualified academic staff, including well-known practitioners who are interested in the development of the BIA;</li> <li>4. Scientific activity that corresponds to the goals of the study programmes;</li> <li>5. Lecturers' ability to work using new technologies and to look for new innovative teaching methods (BBB, Moodle, etc.);</li> <li>6. Active participation of lecturers in EU grants, international projects, conferences, seminars.</li> <li>7. Opportunities for professional development both in Latvia and abroad. Successful, versatile and growing cooperation with the foreign universities.</li> <li>8. Traditional involvement of the guest lecturers in Riga and branches;</li> <li>9. Modern lecture reading technology in Riga and the regional branches as well as the use of the newest seminar, practical and laboratory work management techniques.</li> <li>10. The international cooperation (ERASMUS +, including participation in international organizations, working groups, conferences, seminars, etc.) has been established which gives the opportunity to transfer the newest experience and knowledge;</li> <li>11. Excellent library in Riga and branches;</li> <li>12. Stable financial resources;</li> <li>13. The BIA has partners and agreements worldwide.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of teaching staff - human resources, especially in the certain sectors, slow change of generations;</li> <li>2. Insufficient improvement of the age structure of lecturers (increase of the proportion of young lecturers);</li> <li>3. The public is not informed about the activities of the BIA;</li> <li>4. Natural decline of the number of applicants in the coming years due to the demographic processes in Latvia;</li> <li>5. Insufficient funding for applied and scientific research;</li> <li>6. Insufficient motivation of students to obtain the higher education. ;</li> <li>7. Insufficient number of lecturers and local students who know foreign languages;</li> <li>8. No public funding.</li> </ol>

Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Lecturers' potential, experience and modern research equipment allows to participate in the national research programmes, the EU and other international projects, as well as to involve the EU structural funds subsidies, private and the other sources of financing;</li> <li>2. Unlimited co-operation opportunities with the international co-operation partners in solving the theoretical and research issues of education, opens up new and broader opportunities for international recognition of research on relevant topics;</li> <li>3. Improvement of IT and other technical equipment which will allow to use modern methods in the study process;</li> <li>4. Increased competition between the higher education institutions will facilitate the introduction of new, innovative, competitive technologies;</li> <li>5. The BIA can use various forms of cooperation with social partners, regional governments and its graduates to find solutions with respect to the labour market demand and resource development.</li> <li>6. Continuous strengthening of knowledge and skills of academic staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. The constant decline in the population of the Republic of Latvia and the rapidly falling number of persons willing to study;</li> <li>2. Students, using the advantages of mobility, migrate to other countries;</li> <li>3. In case the state support for innovation in education does not increase, the industry growth and competitiveness will suffer;</li> <li>4. Priority sectors of the national economy related to the further development of higher education and requirements of the labour market are unclear;</li> <li>5. Slow introduction of applied research and new knowledge poses a serious threat to the rapid development of education, including the higher education in Latvia;</li> <li>6. In case the connection between education and science does not improve, financial interest in joint research projects for industry and scientists will be lost;</li> <li>7. In case the international recognition of the research conducted in Latvia and the publication of its results in the internationally recognized scientific publications is not ensured the competitiveness in the EU research area will be reduced;</li> <li>8. Insufficient state funding to upgrade and improve the material and technical base to reach the level of the EU higher education institutions.</li> </ol>

The present SWOT analysis shows that the strengths of the BIA are stable, it has qualified academic staff, collaborative students, organization of the study process, financial sustainability and good infrastructure. On the other hand, weaknesses are insufficient workload and scientific activity of the academic staff, student employment at work.

The most important external opportunities are the high demand for higher education in Latvia, continuing popularity of social sciences among persons willing to study. At the same time, the main threats were identified as a decrease in the solvency of the population and a decrease in the number of students, a reduction in the higher education sector.

## 4. Strategic directions of development of the BIA

Study development directions:

- ✓ to improve the organization of the study process and quality assurance;
- ✓ to conduct a regular survey of students, graduates and employers regarding the improvement and development of the study process;
- ✓ to promote the work of academic staff for the development of study programmes;
- ✓ to improve the evaluation system of the study process, taking into account the opinions of the students;
- ✓ to improve the operation of BIA branches with the aim of ensuring the availability of qualitative education in the regions of Latvia;
- ✓ to improve students' professional competence and personal growth opportunities;
- ✓ to work out and develop lifelong learning and continuing education programmes with the aim of providing the knowledge required in the labor market.

The priority of the BIA is to prepare the the top-level specialists who will be competitive in the educational space of Latvia, the EU and the world.

The core of the bachelor programmes is the joint study courses of the science groups. Specialization of professional bachelor studies and employment of graduates in the labour market is determined by professional specialization study programme as well as the optional programmes of the study course including the intermediate direction which broadens the professional horizons of students and graduates and provides the additional opportunity to acquire the key competences increasing the competitiveness of graduates in the labour market. These programmes offer the specially prepared courses from another group of sciences as well as the language courses.

In order to obtain qualification in the professions offered by the BIA the requirements of the relevant regulatory documents for the study organization are observed.

The BIA offers the first-level higher education programmes, academic and professional undergraduate programmes, as well as the highest level master's and doctoral programmes.

Directions of study development:

- ✓ to improve the organization and quality assurance of the study process;
- ✓ to follow systematically the implementation of the BIA programme studies;
- ✓ to take the necessary measures to update the study programme in accordance with the international standards;
- ✓ to develop the unified regulatory and methodological guidance package on the study process;
- ✓ to conduct the regular surveys of students, graduates and employers on the improvement of the study process;
- ✓ to promote the work of the academic staff for the development of study programmes;
- ✓ to improve the system of evaluation of the study process taking into account the students' opinions;
- ✓ to improve the operation of the BIA branches in order to ensure the availability of quality education in the regions of Latvia;
- ✓ to improve the students' professional competence and personality development opportunities.

The BIA conducts scientific research within its strategic specialization, in which its staff finds the opportunities and orders to fulfil the BIA mission.

Scientific research activity is a requirement for all the BIA academic staff mainly within the research programmes and on the basis of the projects, grants, contracts, etc.

In line with its priority research areas and its commercialization capabilities the BIA:

- ✓ promotes the development of applied market-oriented and company-commissioned research by involving the investments in such research.
- ✓ ensures the development of new research carried out by or with the participation of its staff;
- ✓ prepares the publication of an internationally recognized collection of scientific papers and journals (Erich Plus+).

Directions of scientific research activities:

- ✓ to promote the development of collaborative scientific infrastructure (development of scientific-research laboratories, psychological assistance centre, etc.);
- ✓ to promote the research activities of the lecturers and students within the BIA strategic specialization, especially in the directions which are important for the further growth of the Latvian economy and culture;
- ✓ to cooperate with the business structures in order to develop the applied research and projects;
- ✓ to develop and expand the scientific and methodological cooperation with the Latvian and foreign higher education institutions in order to perform the joint scientific research;
- ✓ to involve the EU structural funds and social funding for scientific research of the BIA academic staff;

### **4.3. Characteristics and development of the staff**

Operating in the free competition market of education services the BIA promotes a flexible and attractive recruitment policy. The work of experienced but having no scientific degrees practitioners is also used. In order to improve and diversify the study process, first of all the use of teaching staff and guest lecturers on a short-term contract basis is to be supported.

The optimal structure of the BIA staff is based on its objectives and tasks. In total, among the academic staff supporting the BIA mission in 2025 should be: at least 65% of the academic staff providing the BIA core activities must have a PhD.

Staff development directions:

- ✓ to promote the development of pedagogical Technologies of the lecturers - to combine the traditional teaching methods with the innovative ones; involvement of guest lecturers of the EU higher education institutions in the study process, to increase the number of the guest lecturers to 12% in 2025.
- ✓ to train new lecturers ensuring the highest level of lecturers' studies and regular internships in the foreign higher education institutions;
- ✓ to expand the number of the academic staff in the branch with outstanding professionals, the qualification of which is determined by the branch council of professors;
- ✓ to create the databases on the participation of each lecturer of the BIA in the continuing education events, conferences, studies, publications, etc., for planning of the further staff development;
- ✓ to improve the staff remuneration system, to create the BIA personnel work motivation system (during the 2023/2024 academic year).

### **4.4. Institutional development**

The BIA mission is implemented by the academic activities of its structural unit study programmes. The BIA units are organized in the transparent and logical hierarchy.

The BIA academic staff contributes to the study process, management, research and institutional governance. The principles of collegiality in the strategic decision-making and the principle of individual responsibility for one's activities form the basis of the management of the BIA.

The BIA administration manages and maintains the academic process within the academy and ensures its development. The main task of the administration is to facilitate the BIA mission and increase the competitiveness of the BIA. The priority of the administration is establishment and development of the BIA quality management system. The BIA supports programme quality self-assessment activities which involve the social partners and the public on a voluntary basis.

Rector, Vice Rectors, Heads of study directions, program directors and study department staff of the BIA provide the administrative support and service to the academic process and ensure its supervision.

In order to meet the growing market demand for obtaining the education closer to home, BIA opens branches in the regions of Latvia. BIA is establishing branches in the Latvian regions.

The BIA academic library diversifies the services offered to the employees and students of the BIA, reorganizes its work in such a way as to maximize the independent fulfillment of educational tasks, expands the range of work tasks in its branches and expands the use of the services of the BIA students as a workforce.

The BIA develops the latest information technologies and ensures their use in all directions. The amount of electronically available information and services provided in the BIA and its branches continues to grow.

The BIA publishes study literature, conference proceedings, scholarly articles, teaching staff monographs and textbooks for students taking care of the uniform style of the BIA, high quality, collaboration with distributors, and its bookstore.

Working in the free education market the BIA offers a wide range of academic and other services for the public and the BIA employees. The structural units are stimulated to create an offer for continuing education and increase of qualification.

Directions of institutional development:

- ✓ constant adjustment of the BIA management structure in accordance with the requirements of the Law on Higher Education and other existing and new normative documents, the education market requirements;
- ✓ improvement of the information exchange and collaboration between the students and programme management, in particular through the information technology;
- ✓ improvement of the effective quality assurance and evaluation system;
- ✓ methodological provision of the study process in the branches, organization of informative methodological seminars and conferences in Riga and branches.

#### **4.5. Development of international relations**

International cooperation has to be one of the cornerstones of the institutional strategy. International cooperation activities of the BIA are mainly focused on the EU.

The BIA promotes:

- ✓ mobility of students and teaching staff with the aim of improving the quality of studies and qualification of the staff;
- ✓ participation in the international academic and professional organizations (including associations, for example, World Tourism Organisation (master's study programme “Management of Communication in the Leisure and Entertainment Industry”);
- ✓ attracting the foreign students by increasing the proportion of courses taught in foreign languages;
- ✓ active participation in the international scientific and educational exhibitions, conferences, seminars, in-service training courses and the other events;
- ✓ development and implementation of the summer school and International Week programmes with the international study courses;
- ✓ development of the transnational higher education study programmes;

- ✓ participation in the international education and research programmes and projects.

Participation of the BIA academic staff and students in the ERASMUS +, K 103, K 117 and ERASMUS-PLACEMENT programmes (co-operation agreements with different universities in EU countries have already been concluded) will enable the BIA to expand the international contacts and opportunities for education and professional development, advanced education programmes and distance learning.

The BIA will contribute to the development of regional economic and social studies.

In the field of international scientific cooperation the BIA has to provide all the lecturers with up-to-date information on the research programmes and potential funds, their application and approval conditions, and to streamline the application process for various research projects, as well as to achieve the attraction of several fund resources for the higher education institution.

#### **4.6. Infrastructure development**

In order to create the preconditions for the fulfillment of the BIA mission it optimizes and modernizes the infrastructure of academic activities - premises and equipment necessary for academic activities and research.

Infrastructure development directions:

- ✓ to contribute to the replenishment of the BIA library fund with the latest literature, to subscribe to new journals from the EU and the United States;
- ✓ to issue new teaching aids in the field of psychology, business, social work, etc.;
- ✓ to purchase new equipment for the laboratory of applied psychology and psychophysiology, to develop tourism and design laboratories;
- ✓ to promote the improvement of material and technical IT facilities in the BIA in Riga and in branches.

#### **4.7. Financing opportunities**

The BIA has unified budget. The principles of budgeting and allocation of total funding for the implementation of the functions of the BIA are approved by its founders.

The BIA budget consists of:

- ✓ student tuition fees;
- ✓ financing of scientific activities (project financing);
- ✓ income from scientific work;
- ✓ means from the EU Structural Funds;
- ✓ means from the Latvian and international grants;
- ✓ leasing of the BIA immovable property.

The BIA budget priorities for core academic activities are:

- ✓ support of development of the study programmes and structural optimization, establishment of the necessary infrastructure for these processes;
- ✓ support and updating of the academic staff (training at the master's and doctoral levels);
- ✓ support of scientific research.

The BIA budget priorities apart from the core academic activities are:

- ✓ co-financing of the EU-supported projects, as these projects significantly contribute to the implementation of the common objectives of the BIA;
- ✓ increasing of safety (health insurance, occupational and environmental safety);
- ✓ creating the programme of social support networking of the BIA staff;
- ✓ creating the image of the BIA.

The BIA budget is established through a dialogue between its founders, the BIA management, the academic staff and students.

The BIA has a unified salary system that is competitive in the labour market and provides for certain restrictions on the staff group remuneration.

The salary system and the social support programme facilitate the formation of a loyal academically strong core of the professors in all study directions and at the same time it provides the opportunities to involve new lecturers. The activities of the BIA employees are stimulated by raising funds both in the form of research projects and tuition fees, while maintaining the quality of the services offered and the ethics of academic work.

The academic staff engaged is paid for its work in accordance with its qualification and quality of work.

## **5. Evaluation and monitoring of strategy implementation**

In order to implement the BIA strategy the progress towards the achievement of goals has been evaluated and the indicators were set to achieve the strategic goals. The Operational Management Plan of the BIA contains these indicators which are planned for a certain period of time and at the end of this period they are centrally measured to compare the actual results achieved with the planned ones.

Every year the BIA executives and those responsible for the implementation of the specific tasks measure the values of all indicators and compare them to the planned ones; and the values of indicators that should be achieved in the next period are determined or adjusted in order to contribute to the achievement of strategic goals.

During the implementation of the strategy, the indicators for the measurement of the performance of the tasks and the evaluation of the progress of the achievement of the goals can be adjusted and supplemented. This is the regular work of the responsible heads of the structural units and of the heads of the study directions. The Strategy document gives the direction to the indicators and their target values.