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Nothing is as permanent as change - 2020 has clearly proved the truth of this concept. However, Turība University has demonstrated its ability to adapt not only to continuous changes, but also to ambiguous competitive conditions for more than 27 years. The university has proved that in such conditions it is not only able to exist, but also to develop and improve, and is ready to transfer these skills to others.

The development strategy for the next five years is clearly a story of development and paradigm shift on several levels in a world of change: on one hand raising awareness of the business environment and economic processes, the importance of sustainable living, and the importance of green technology. On the other hand creating the university as a space not only for studying, but also for spending free time, establishing valuable contacts and developing personality, as well as a place where the acquired skills, competencies and knowledge are further disseminated, without losing contact with the university even after its graduation and continuing to participate in its development.

Turība University
DEVELOPMENT STRATEGY
2021-2025

Vision: Turība University - a modern and internationally competitive business education institution in the Baltic region, the ideological driving force behind the development of entrepreneurship in Latvia.

Mission: To implement successful, sustainable business practices and teach them to others, thereby strengthening the idea of socially responsible entrepreneurship in Latvia and increasing public knowledge and understanding of sustainable development, responsible environmental attitudes, and their impact on the economy and society in the future.

Values: Freedom. Resolve. Competence.

Main goal: Studies at Turība University are characterized by interdisciplinarity, internationalization, green technologies, and personality enrichment development experience.

Keywords: sustainability, digitization, green technologies, applied science.

DESCRIPTION OF THE CURRENT SITUATION (INFLUENCING FACTORS)

- Turība University is the largest private university in the Baltic States. According to the data of the Ministry of Education and Science for 2019¹, the total number of students was 3,333 (of which 3,333 students in a place of study paid for by private funds). **Due to the economic globalization processes, the internationalization and the export of higher education is increasing**, therefore ensuring the competitiveness of higher education requires not only national but also international quality and recognition, where science and research, inter-university cooperation, participation in transnational projects and foreign lecturers play an important role.

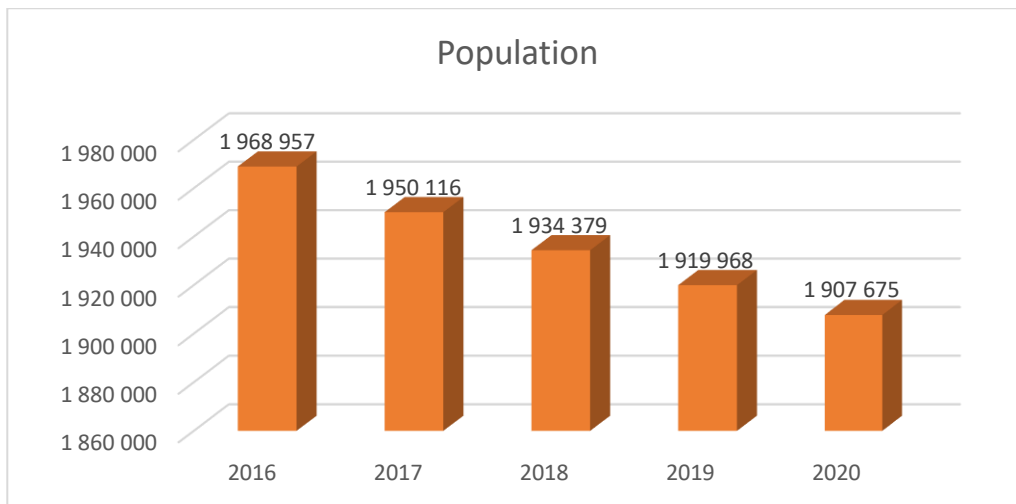
-The Government Declaration has intended the inclusion of one Latvian university in the world's TOP 500 as one of the goals. Although there are doubts among experts about the true ability of various ratings to correctly assess the quality of higher education, **university ratings** will exist and play an important role both in the national and international level. Therefore, it is necessary to promote Turība University positions in various national level researches and evaluations, for example, in the top of the Employers' Confederation of Latvia, entrepreneurs' assessment of the most recognized business schools, etc., as well as at the international level, promoting internationalization of higher education.

-The current situation is also characterized by **decisions of education policy makers**, which point to the need for closer cooperation with policy makers and Latvian higher education institutions, which ensures a responsible and sustainable approach to education exports, thinking about both the quality of studies and the country's common interests, continuous and proactive. monitoring decision-making processes, more active lobbying of the interests of private universities and Turība University through various tools, including public relations.

- A significant influencing factor is the **demographic situation in Latvia** - at the beginning of 2020, 1,907,675 inhabitants were registered in Latvia².

¹ An overview of higher education in 2019

² Data of The Central Statistical Bureau of Latvia



Source: data of The Central Statistical Bureau of Latvia

The population of Latvia continues to decline - during the last eight years (since the beginning of 2010) the population has decreased by 200 thousand. By analysing the economically active population in different age groups, it can be clearly seen that the potentially largest target groups that could be interested in studies are the population aged 30-34 and aged 35-39.

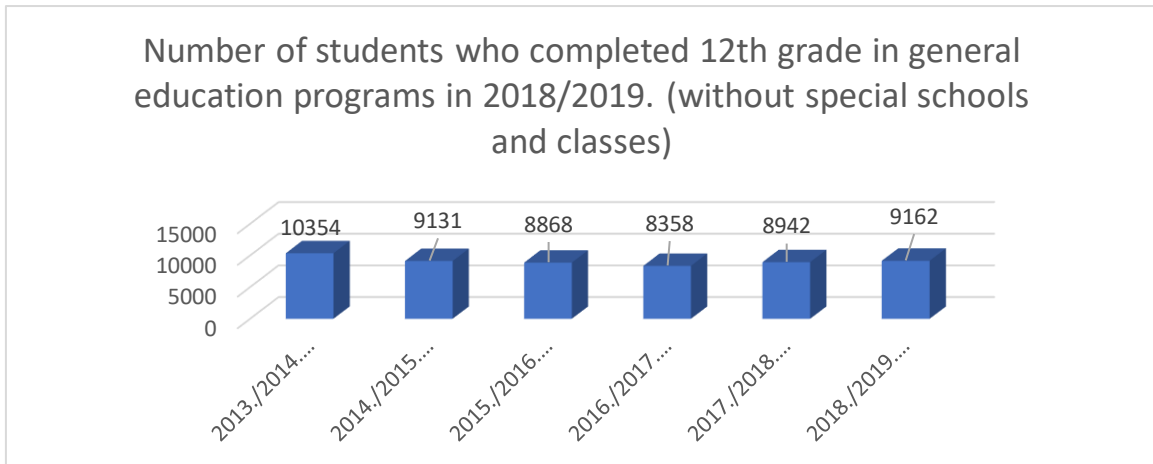
Age group	Population
20-24	83 996
25-29	115 546
30-34	137 794
35-39	130 379
40-44	124 087
45-49	131 906
50-54	127 715
55-59	138 282
60-64	131 847
TOTAL	1 121 552

Source: data of The Central Statistical Bureau of Latvia

Although a positive trend is observed in terms of the number of students who finished 12th grade in general education programs in the academic year 2017/2018 and 2018/2019³. However, the number of university graduates remains lower than in the academic year 2013/2014. While also analysing number of students in 9th-11th grades, it can be concluded

³ Report of the Ministry of Education and Science on secondary education, 2018 and 2019

that in the coming years a significant increase in the number of 12th grade graduates is not expected.

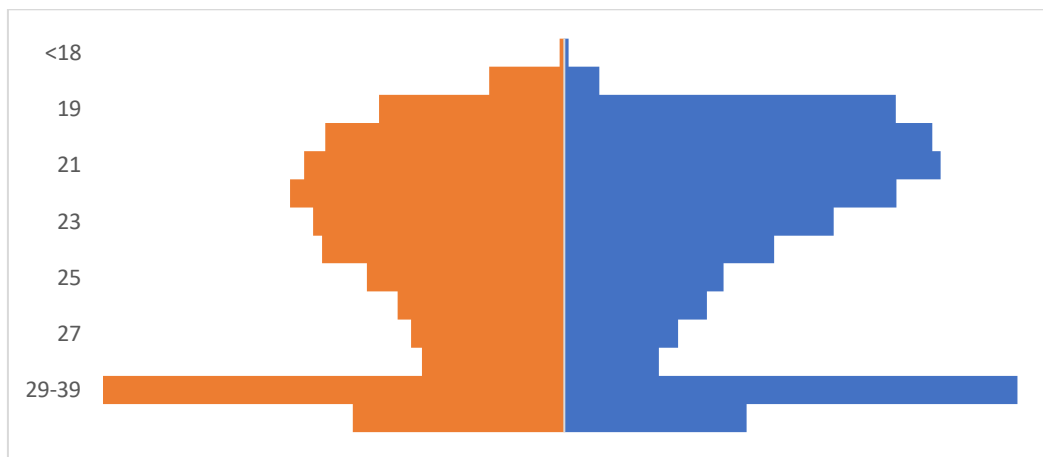


Source: Ministry of Education and Science

The proportion of younger students in Turība University is lower than in the university category as a whole⁴

Turība University

Other universities



The demographic situation clearly demonstrates the need to promote a successive educational offer - with the content of study programs and communication with students, motivating graduates of each level to choose studies at the next level.

- In 2020, **one in three people in the world is a Generation Z** (grown up on the Internet). This is the most advanced audience - its number is going to only increase in the future, becoming the main group of buyers. The goods and services sector are already experiencing the nature of Gen Z buying habits. More than 70% of Gen Z influence the decisions of their families. The Gen Z has grown up on the Internet and is accustomed to high-speed

⁴ Report of the Ministry of Education and Science on Secondary Education, 2018

information processing and consumption. Members of Gen Z are involved in environmental initiatives, social activism, and volunteer projects. **Members of Gen Z are very critical of anything that can negatively affect the environment or society, they are willing to change their lifestyle and habits if they think it can help. Gen Z are attracted by brands that resonate with Gen Z emotions and values.** Generation Z is the least responsive to status, heavy and clumsy brands with an emphasis on tradition and ancient history. **64% would choose unlimited internet instead of a higher education diploma⁵.**

- Along with the demographic circumstances and trends in education policy, an important factor influencing the situation is **the expectations of the target audience**. According to the 2019 survey of Turība University applicants⁶, 95% of students believe that the most important result after graduation is knowledge, only 5% indicate that the most important is the diploma (in 2018 the ratio was 97% and 3%). Respondents also indicated the three most popular aspects that motivate them to study at university: 35% indicated that they want to supplement their knowledge, broaden their horizons and develop themselves as a personality (in 2018 - 36%), 27% want knowledge to be able to apply for better and higher remuneration (29% in 2018), while 15% want knowledge to build and manage their own company (11% in 2018). These data show that the university must offer not only knowledge and practical skills that would promote students' involvement in entrepreneurship and their opportunities to get a better paid job, but also personal development opportunities: development of soft skills, such as time planning, teamwork, leadership development, mental and physical development, sustainable lifestyle, etc. Global trends show that society is increasingly concerned about the state of the environment, socially responsible and rational use of resources, the balance between direct communication and communication in the digital environment, as well as technological developments and their impact on various everyday areas. In order to strengthen the positions of opinion leader and economic support, Turība University must also revive the values of modern society in its activities (in the study process and also outside it), being a step ahead of their development.

-People expect more from brands - customers need to be offered interesting, useful, and meaningful content in addition to the basic offer.

⁵ AdAge "The Gen Z Marketing Playbook", 2019, WP Engine "Reality bytes", 2019.

⁶ Survey data of 2018 and 2019 Turība University applicants



**More than just a product. People expect more from brands *more-interesting, useful, or meaningful content/service in addition to the usual offer*

- A survey of European university graduates from the perspective of employers⁷: **skills that are lacking**: risk appetite, lack of time value, inability to formulate priorities, lack of a broader contextual vision, lack of openness to problems and needs, weak 'human' skills, weak project management skills.
- The development of higher education is also affected by changes **related to global processes** - globalization of the economy and development of innovative economy, labour market dynamics and demand for new competencies and skills, climate change, threats to biodiversity and nature as a living environment, growing demand for energy resources and energy security, the crisis of democratic representative institutions and the emergence of new forms of public participation, the development of the global middle class and the increase in relative risks of poverty, urbanization, urban sprawl, regional positioning, etc.
- In the wake of the Covid-19 pandemic, educational institutions around the world used a variety of platforms to provide online learning: *Microsoft Team, Zoom, Cisco Webex*, and more. Evaluating all available options, Turība University decided in favour of using *Cisco Webex*.
- Due to the spread of Covid-19, the export opportunities of higher education have significantly decreased. Mobility of foreign students is expected to gradually return in 2021 or 2022, provided that no new pandemics follow, but even then, there will be several restrictions on mobility.

⁷ www.universityaffairs.ca

OBJECTIVE No.1. TURĪBA UNIVERSITY IS A LEADER IN THE ECONOMY, FACILITATING BUSINESS DEVELOPMENT AND CHANGING THE PARADIGM OF PUBLIC THINKING TOWARDS A SUSTAINABLE LIFESTYLE.

1.1. Turība University is the most recognized higher education institution in the evaluation of employers, entrepreneurs and company managers.

In order to achieve the goal, **the following tasks have been set:**

- To become the highest university recommended by employers in the top organized by the Employers' Confederation of Latvia and prakse.lv.
- To ensure the entry of at least three Turība University study programs among the ten study programs recommended by the Employers' Confederation of Latvia and prakse.lv (currently in TOP 10 is one study program - bachelor's program “Business Management”).

1.2. Turība University is a more recognized higher education institution in Latvia, operating in the field of business education, assessed by entrepreneurs and company managers.

In order to achieve the goal, **the following tasks have been set:**

- Implement active cooperation with entrepreneurs by conducting regular surveys, organizing expert discussions, etc.
- Continue the research of Turība Business Index.

1.3. Turība University is ranked by Eduniversal, gaining a high rating as a Top Business School With Significant International Influence, Turība University MBA programs rank among the best in specialized sector management.

1.4. Turība University has a Turība Mentors Association with a growing number of active mentors, representing all areas where it is possible to get an education in Turība.

In order to achieve the goal, **the following tasks have been set:**

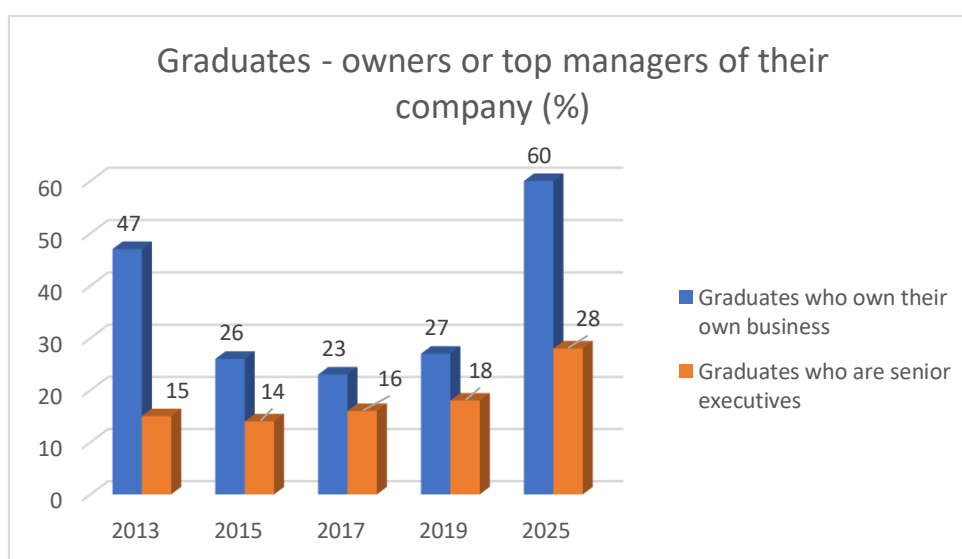
- Attract mentors from the ICT, tourism, communication and legal sciences
- Attract mentors from the respective fields by diversifying study fields
- Organize regular meetings and exchange of information to keep mentors active.

	2020	2025
Number of mentors	30	100

1.5. A growing number of graduates who hold the position of middle or top level manager or are the owners of their own company (increasing the total export capacity of graduates - business owners) and who invest in the growth of Latvia.

In order to achieve the goal, **the following tasks have been set:**

- Improve the content of the existing study programs in accordance with the labour market tendencies and technological development, ensuring the continuity of the program content within Turība University.
- Promote the understanding of graduates and the public about entrepreneurship, about the need to invest in the development of Latvia, not only in financial terms, but also in the level of knowledge and skills.
- Promote the professionalism of graduates to such a level that after graduation they determine their own career development.
- Promote the number of students enrolled in the 1st study year by implementing well-thought-out public relations and advertising campaigns, promoting cooperation with non-governmental organizations and schools, as well as creating targeted offers for specific audiences, promoting distance learning, evening and part-time study opportunities.
- Motivate students to start their own business with the help of various support tools (Turība Business Incubator, Turība Mentors Association, etc.), as well as by promoting success stories.



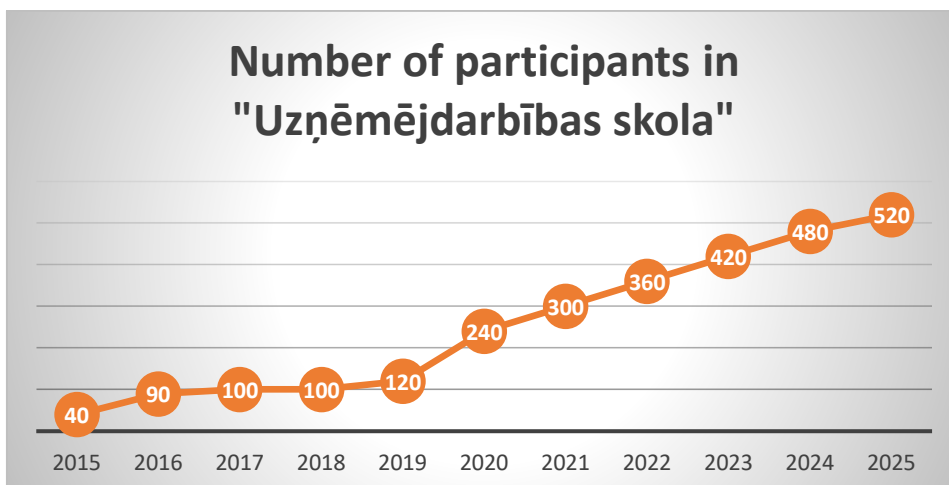
1.6. Turība University promotes the acquisition of higher education in general, providing support in choosing the most suitable career or changing profession, in accordance with labour market trends.

In order to achieve the goal, **the following tasks have been set:**

- Promote co-operation with secondary schools (within the projects “Uzņēmējdarbības skola” and “Panākumu Universitāte”, “Rosinātava”, improving co-operation with secondary schools in the field of communication, as well as implementing new,

similar projects in the fields of law and IT).

- Implement active direct addressing of secondary school students (in cooperation with prakse.lv, participating in exhibitions and visiting Latvian schools).



1.7. Turība University actively operates in the public space, offering expert opinions on current economic issues.

In order to achieve the goal, **the following tasks have been set:**

- Form and publish the opinion on current economic issues of each key person of a study field at Turība University.
- Organize expert discussions, ensuring their publicity.
- In ensuring publicity, emphasis is placed on quality media, the target audience of which overlaps with the potential target audience of Turība University.

1.8. Turība University raises public and policy makers' awareness of the importance of education exports and the benefits of smart immigration, promoting an open society.

In order to achieve the goal, **the following tasks have been set:**

- Regular publications in the media presenting positive success stories (at least 5 activities per month, providing 15 to 20 publications).

1.9. Turība University promotes changes in public administration in accordance with the requirements of a modern and grown economy.

In order to achieve the goal, **the following tasks have been set:**

- Promote public involvement in civic activities and interest in the field of public administration.
- Encourage the involvement of entrepreneurial, creative and talented professionals in public administration.
- Encourage closer cooperation between business and public administration.

OBJECTIVE No.2. TURĪBA UNIVERSITY IS A LEADING HIGHER EDUCATION INSTITUTE IN THE FIELD OF GREEN TECHNOLOGIES, BECOMING A SUPPORTER AND IMPLEMENTER OF THIS IDEA.

2.1. Integration of the concept of green technologies in study programs, extracurricular activities, as well as in the university environment

In order to achieve the goal, **the following tasks have been set:**

- Explain the meaning of the concept of green technologies by attracting foreign experts through various discussions, seminars and conferences.
- Integrate the acquisition of green technologies in study programs.
- Attract green technology experts and other interested parties by acting as an intermediary in the transfer of knowledge and skills.

2.2. Creating a prototype of the "smart house" in cooperation with technology companies.

In order to achieve the goal, **the following tasks have been set:**

- Position Turība University as a place where representatives of different levels of the green technology industry meet.
- Attract international companies that develop green technology solutions.

OBJECTIVE No.3. TURĪBA UNIVERSITY ENSURES A CLOSE LINK BETWEEN BUSINESS AND APPLIED SCIENCE THROUGH TOPICAL AND MEANINGFUL RESEARCH

3.1. Indexation of the scientific journal "Acta Prosperitatis" in the database of Web of Science.

In order to achieve the goal, **the following tasks have been set:**

- Attract foreign authors by organizing scientific conferences on topical questions with the participation of recognized international experts.

3.2. The number of doctoral students is over 100, the defence of doctoral theses takes place every year.

In order to achieve the goal, **the following tasks have been set:**

- Support for the implementation of doctoral research in the context of the Sustainable Development Strategy of Latvia 2030.
- Implementation of doctoral programs in accordance with the new doctoral model.

3.3. The number of internationally cited publications and indexed articles complies with the regulations of the Cabinet of Ministers - the procedure for granting the rights of experts of the Latvian Council of Science and establishing expert commissions.

In order to achieve the goal, **the following tasks have been set:**

- Financial support for lecturers to participate in scientific conferences.
- Lecturer capacity building and motivation system.
- Ensuring the availability of information on conferences and publication opportunities.
- Providing the DOI index for the recognition of scientific publications

3.4. Financing of scientific activities from external sources is at least 50% of the total science budget.

In order to achieve the goal, **the following tasks have been set:**

- Implement activities to increase research and science revenues by attracting companies in a specific field of science.
- Attract and facilitate the use of EU funds.

3.5. Increasing the number of applied research.

In order to achieve the goal, **the following tasks have been set:**

- implementation of joint projects and research (including dissertations) with industry associations and companies in major research directions;
- cooperation between Turība University, Latvian and foreign universities.

3.6. 100 % reinvested profit of scientific activity in science

(including infrastructure improvement, procurement of new technologies)

3.7. European Foundation for Management (EFMD) accreditation for bachelor's and master's study programs until 2025

**OBJECTIVE No.4. IN LONG-TERM A STABLE, SUSTAINABLY GROWING
AND PROFITING UNIVERSITY - AN EXAMPLE OF A BUSINESS MODEL IN A
WORLD OF CHANGE.**

4.1. Diversification of study directions and products

In order to achieve the goal, **the following tasks have been set:**

- Development of new products.
- Modification of existing products.
- Summer schools and / or individual study courses as a tool for evaluating new directions.
- Implement new study programs by analysing labour market trends and target audience requirements.
- Promote the development of the IT study field by implementing 1st level and master's degree programs.
- Special offers for companies (professional development).

4.2 Establishment of the career centre of Turība University.

In order to achieve the goal, **the following tasks have been set:**

- Attract a coach or "psychological nanny" that promotes inclusion.
- Provide internship opportunities and job coordination.
- Offer career counselling services in person and online, offering assistance in choosing the most suitable field of study.

4.3. Diversified target market.

In order to achieve the goal, **the following tasks have been set:**

- Belarus as a target market.
- Within five years, reach more than 50-60 students a year from Vietnam and Egypt.
- Continue work in Uzbekistan, India, Ukraine, Georgia, Sri Lanka, etc. markets.
- Use government scholarships as a marketing tool.

4.4. A growing number of students, which positively contributes to income

In order to achieve the goal, **the following tasks have been set:**

- Develop an online study environment.

4.5. Prudent investment policy and fiscal discipline.

OBJECTIVE No.5. PROFESSIONAL, LABOR RELATED STAFF WITH 21ST CENTURY RELEVANT SKILLS AND COMPETENCES.

5.1. Lecturers' ICT skills are appropriate for requirements of the 21st century.

In order to achieve the goal, **the following tasks have been set:**

- Promote the improvement of lecturers' ICT skills by organizing various types of trainings and seminars
- Provide lecturers with training in the use of online study process tools and platforms, as well as to motivate lecturers to use various digital solutions in the study process.
- Include a point in the student survey within the section of “Assessment of lecturers' work” - “Use of digital tools”

5.2. At least 65% of the persons elected to academic positions have a doctoral degree.

5.3. Number of foreign lecturers at least 20% of the total number of lecturers.

In order to achieve the goal, **the following tasks have been set:**

- Continue to implement long-term cooperation and bilateral relations with foreign lecturers from regions also represented by students: Asia, Western Europe, Eastern Europe.
- Maintain an adequate number of partner universities

5.4. Teachers are closely linked to the labour market.

In order to achieve the goal, **the following tasks have been set:**

- Continue to involve experts and professionals from various fields in the study process.
- Promote active involvement of Turība University lecturers in the activities of various fields.

OBJECTIVE NO.6. STUDENTS WHO ARE SATISFIED WITH THE STUDY ENVIRONMENT AND CONTENT.

6.1. With the content of study programs and the offer of extracurricular studies, Turība University promotes the acquisition of soft skills and a sustainable lifestyle, thus changing public thinking.

In order to achieve the goal, **the following tasks have been set:**

- Integrate into existing study programs those study courses that will promote the development of students' personalities, such as effective time planning, development of physical and mental potential, meditation, etc., providing an opportunity to obtain a certificate of appropriate skills.
- Provide extracurricular opportunities: seminars, guest lectures, dialectical debates, camps, retreats, physical activity classes, etc. and other activities not only for students, but also for graduates and other interested parties, which would endorse the promotion of a sustainable and environmentally friendly lifestyle, emphasizing its positive impact on the economy.
- Adapt the study environment to ensure the remote online study process by equipping the auditoriums with audio and video equipment for the implementation of high-quality lecture broadcasting.
- Create and maintain a secure file storage environment that allows teachers to easily and quickly upload content and students to use it.
- Adapt the study environment to the requirements of a sustainable lifestyle, starting with the offer created in cooperation with caterers, ending with the use of recycled materials (offer for catering, improvement of the university outdoor area, waste sorting, nature-friendly university presentation materials, etc.).

6.2. Turība University - a socially responsible company whose values coincide with the values of the Generation Z.

In order to achieve the goal, **the following tasks have been set:**

- Participation in international sustainable environment projects and actions, such as Earth Hour, Big Clean-up, etc.
- Implementation of the concept of “green lectures” by regularly organizing lectures and classes in the yard of Turība University.
- Implementation of sustainable activities, such as Health Month, Wellness Month, “We Are Responsible” Month, during which students and lecturers are invited to participate in various challenges related to zero waste, paper reduction, environmental activities, etc.