

"Turība University" LTD
STRATEGIC GUIDELINES
2016-2020

APPROVED by
LTD "Turība University"
Senate meeting minutes No.12
dated 09.12.2015,
Board Decision No.40, 11.12.2015

Vision:

We are the creative core and driving force behind the future Latvian economy.

Mission:

We steer forward business ideas in the world prospering ourselves and teaching others how to prosper.

Values

Freedom. Entrepreneurship. Competence.

1st Goal

Our study programmes are the first choice for those who wish to study in Latvia in those disciplines that we offer.

1st objective: Enhance the content of study programmes in accordance with the actualities and trends in Latvia and the world.

2nd objective: Apply effective and attractive solutions for the organisation and implementation of studies.

3rd objective: Ensure that our achievements enable us to maintain the current accreditations as well as get new accreditations of international organisations and further our international recognition.

Indicator 1.1. Market share (tuition fee paying students)

	2013/2014	2014/2015	Target 2020/2021
Latvia (Total)	55117	51159	
Business administration in Latvia	13155	12285	
BAT UVF	11.75%	12.1%	15%
Tourism and Hospitality in Latvia	2676	2279	
BAT STF	38.2%	41.7%	52%
Communications and Journalism in Latvia	2788	2471	
BAT KF	17.6%	19.5%	24%
Law and Public Administration in Latvia	6362	5880	
BAT JF, excluding Organisational Security	19.1%	19.4%	24%
Civil Protection in Latvia	149	152	
BAT Organisational Security programme	57.0%	56.6%	71%
Overall local students in Latvia	50642	45866	
BAT local Latvian students	8.0%	8.3%	10%

Source: IZM annual report, only data pertaining tuition fee paying students as of 1st October.

Indicator 1.2. No. of foreign tuition fee paying students.

2013/2014	2014/2015	Target 2020/2021
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Foreign students in Latvia (tuition fee paying and exchange students)	4475	5293	
Foreign students at BAT (tuition fee paying and exchange students)	274	359	
Proportion of foreign tuition fee paying students at BAT in relation to the overall number of tuition fee paying students.*	5.0%	8.8%	30%

Source: IZM annual report, data as of 1st October.

*BAT report data for a full study year.

2nd Goal

Our activities are student centred with a convenient study process and comfortable environment.

1st objective: Enhance and modernise the customer service process to make it more convenient, efficient and study supportive.

2nd objective: Further multicultural tolerance and integration facilitating the settling down of foreigners.

3rd objective: Enhance and develop the student city by designing an attractive environment both for studies as well as for extracurricular activities.

Indicator 2.1. Average evaluation of the local students during the annual student survey.

Issues	2010	2011	2012	2013	2014	Average	Target 2020
1. Information accessibility	3.93	3.85	3.86	3.83	3.80	3.85	4.1.
2. Organization of the study process	4.10	4.07	4.03	4.03	3.93	4.03	4.2
3. Evaluation of study results	3.96	3.91					
4. Technical provisions and infrastructure.	4.46	4.53	4.35	4.33	4.29	4.39	4.5
5. Study information centre	4.36	4.42	4.34	4.35	4.33	4.36	4.5
6. Students' Council	4.20	4.14	4.22	4.18	4.10	4.17	4.3.
8. Library	4.38	4.46	4.39	4.34	4.33	4.38	4.5
9. Youth hostel	3.79	3.99	3.79	3.91	3.74	3.84	4.1.
10. Food and catering	4.09	4.16	4.18	4.24	4.25	4.18	4.3.
11. Evaluation of academic staff			4.36	4.37	4.31	4.35	4.5
12. Evaluation of study courses			4.25	4.19	4.23	4.22	4.4.
13. Intercultural interaction							4.2

Source: BAT annual student survey.

Indicator 2.2. Average evaluation of foreign students during the annual student survey.

Issues	2010	2011	2012	2013	2014	Average	Target 2020
1. Information accessibility	3.81	3.82	3.94	3.71	3.93	3.84	4.1.
2. Organization of the study process	4.19	4.40	4.09	3.88	4.09	4.13	4.4.
3. Evaluation of study results	3.82	4.14					
4. Technical provisions and infrastructure.	4.43	4.64	3.87	4.16	4.27	4.27	4.4.

5. Study information centre	3.95	4.14	3.99	4.10	4.20	4.08	4.3.
6. Students' Council	3.83	3.33	3.71	3.76	3.84	3.69	4.0
8. Library	4.21	4.29	4.26	4.27	4.36	4.28	4.4.
9. Youth hostel	3.40	3.80	3.13	3.14	2.97	3.29	4.0
10. Food and catering	3.89	4.00	4.10	3.77	4.20	3.99	4.2
11. Evaluation of academic staff			4.47	4.09	4.25	4.27	4.5
12. Evaluation of study courses			4.38	3.79	4.32	4.16	4.4.
13. Intercultural interaction							4.2

Source: BAT annual student survey.

Remarks: The annual student survey questionnaire was appended with a question regarding intercultural interaction.

3rd Goal

Our academic personnel are knowledgeable, highly experienced and carry out research work that is useful in practice.

1st objective: Gather a team of highly specialised academics at the university level who are well informed about industry practice and the latest trends.

2nd objective: Promote research activity and their publication in internationally recognised journals.

3rd objective: Promote and support professional enhancement of academic staff through participation in international programmes, international projects and experience exchange in the industry.

Indicator 3.1. Proportion of permanent academic staff with doctoral degrees

	September 2015	Target 2020
Total No. of permanent academic personnel	66	
incl. those with scientific degree	37	
Proportion of permanent academic staff with doctoral degrees	56.1%	60%

Source: BAT personnel records

Indicator 3.2. No. of internationally recognised publications necessary to acquire the status of an expert.

	2014/2015	Target 2019/2020
Total No. of publications	91	100
including those needed to acquire the status of an expert	3	10

Source: BAT data gathered by the rector's office

Remarks: Only those publications by academic staff that pertain to BAT have been included.

Indicator 3.3. Academic staff actively involved with the industry.

	September 2015	Target 2020
Total No. of permanent academic personnel	66	
Proportion of academic staff actively involved with the industry	78.8%	100%
including:		
1) Participation in state, municipal working groups, councils, committees and social organisations on issues related to the industry or editorial boards related to commentaries on law.	75.8%	90%
2) Employment in the industry including provision of consultancy and expert advice services	48.5%	50%
3) Having their own businesses	34.8%	50%
4) Carrying out research commissioned by the industry	45.5%	50%
5) Participation in scientific research, academic or industry related projects including co-financed projects	57.6%	75%

Source: Information gathered from BAT heads of departments

Remarks: It could be deemed that the academic staff are actively involved in industry practice if at least positive results are achieved for 2 out of the above 5 items.

4th Goal

Turiba University is the most recognisable business university brand in the Latvian business environment.

1st objective: Develop a common understanding of the organisation culture, values and working principles.

2nd objective: Further the involvement of the personnel and their publicity in business, science and the society.

3rd objective: Involve brilliant students, academic staff and professionals in designing products and services significant for the national economy.

4th objective: Communicate with customers and partners and dominate the public space.

Indicator 4.1. No. of publications by personnel and no. of publications about Turiba University in the media per year.

	01.09.2014-31.08.2015	Target 2020
No. of personnel who have publications as BAT employees.	32	
including:		
more than 10 times	2	
5-10 times	3	
2-4 times	16	
1 time	11	
Overall total no. of publications by personnel	113	200
No. of publications on Turiba University	631	800
including:		
Faculty of Communications.	79	

Faculty of Business Administration,	40	
Faculty of International Tourism	31	
Faculty of Law	62	
Basketball	5	
BAT overall image	414	

Source: Data gathered through media monitoring of news Agency LETA

Indicator 4.2. Business sector representatives of the business university brand TOP

An annual survey carried out in cooperation with the marketing and public opinion research centre SKDS among enterprise representatives with the following question:

"Please name three most recognisable Latvian higher education institutions that operate in the business education sector".

First survey in December 2015.

Chairperson of the Board

A.Baumanis