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| <p>COLLEGE OF BUSINESS ADMINISTRTION STRATEGY STATEMENT 2018.-2024.</p> | | | <p>CONFIRMED College of Business Administration Board meeting on February 16, 2018. Protocol No. 02- 02_2017/2018_01</p> |

1. Who we are?

1.1. College of Business Administration (CBA) – founded in 1996, was the first distance education institution in Latvia. At present, we ensure the acquisition of the 1st level of professional higher education in three (3) study courses in seven (7) study programs. With high work-performance requirements for administration, lecturers and students, we develop over 140 different competencies to prepare students to be the strong players in the industry who can independently organize their work, make decisions, develop and implement company’s strategy. CBA studies are available in extramural and distance learning forms, which means that the student has the opportunity to study in his free time from work.

Our mission - **we are the open, available and flexible higher education institution and within the center of our work is the client with own needs and life situation. We work and get inspired in order for the study to become a valuable journey that improves the quality of professional and personal life.**

2. What we are?

2.1. We look at the world and people as a whole. In the 21st century it is called the integral approach. Integrated education develops the ability to take care of the body, mind, emotional world and spirit on a daily basis. We encourage the discovery of the beauty of **diversity** and the potential of each person, not to be afraid of different personalities, opinions and experiences. An integrated approach is an invitation to **seek unity** in depth and find a way to throw bridges also between initially seemingly incompatible visions about business, life, the world. In the study and work process, we call for a **wider and more in-depth look** at each situation, without excluding any aspects that affect the development of the company and human beings. **We are aware** that the results of human and business are made up of each person's experience, talents, values

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and life rhythm, as well as business culture, social, economic and political situation in the country, and the natural environment.

3. Where are we going?

3.1. **The main goal of 2024** - to be the first choice distance education college in Latvia, including the emigrants of Latvia, offering high-quality higher professional education, an opportunity to successfully return and / or integrate into the Latvian labor market.

4. What are our strategic priorities?

4.1. **Improvement of the content of study programs in accordance with the labor market and the criteria of modern qualitative education.** Annual review of the content of the study programs with the requirements of the regulatory enactments, recommendations of the Ministry of Education and Science of the Republic of Latvia, market needs and technological possibilities. Continuously improve the content of the course and the methodology of learning for the more successful acquisition of knowledge, skills and competences of the students.

4.2. **Development of the Academic staff. Improvement of pedagogical competence in accordance with the possibilities offered by the technologies of the 21st century.** To develop the pedagogical skills of the teaching staff by developing the competences necessary for the quality assurance of distance learning - both cross-cutting competencies such as counseling, moderation, feedback, motivation, encouragement and coaching, as well as technical competencies such as digital literacy and information management. Encourage acquisition of competences by providing a motivating and supportive environment for teaching staff as well as exchange of experience in cooperation with foreign higher education institutions.

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- 4.3. **Continuous involvement of jobseekers in the development of the content of the college, preparation of competitive labor market participants (employers, employees), ensuring the development of professional competences.** Create an environment in which a meeting of academics and business people brings added value to both college and business development. The purpose of practice and qualification work is to carry out an analysis of the company and offer concrete improvements, an action plan for solving business situations. Our goal is to establish and maintain lasting relationships with both potential employers and entrepreneurs who are ready to transfer their experience to the academic staff, students and young entrepreneurs in Latvia.
- 4.4. **Promotion of Applied Research.** To promote cooperation between students, lecturers and employers (internships, qualification papers, funded projects) for implementation of applied research, development of successful business. To create our teaching staff not only as a teacher, but also as a strong professional in our field - advisers in business and human resource management, sales, law, marketing and recognition of results. To promote the good practice of research results in conferences, forums, publications.
- 4.5. **Improvement of relations with students, graduates.** To organize student and graduate experience exchange meetings in various sports, culture and other events. In cooperation with the Student Self-Government to take into account the interests of students in improving the learning process.
- 4.6. **Promotion of international cooperation.** To establish long-term cooperation with higher education institutions of similar profile, to facilitate guest lecturers and student exchange visits and to work in joint collaborative projects in the field of applied research.
- 4.7. **Social responsibility:** To promote remigration by providing the opportunity for Latvian economic emigrants living abroad to acquire education and occupation, which would make them a sought-after specialist in the Latvian labor market.

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4.8. **Change of the College brand.** Thoughtful and planned college brand replacement with the goal of creating a clear positive identity and recognition in the Latvian education market.

5. Measures to be implemented, their implementation plan

5.1. Measures to implement the strategic priority "**Improving the content of study programs in accordance with the labor market and the criteria for modern quality education**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|--|-------------------------------------|---|
| The quality management system review and improvement | Yearly | Deputy Director of Studies |
| Mapping the program's study courses and matching the study results with the current requirements of the labor market and the global educational objectives (standards and requirements). | February 2018, updated every year | Deputy Director of Studies, Directors of the Study fields |
| Updating and development of teaching materials | Yearly | Study Support Center Manager |
| Development and maintenance of the e-study environment methodological framework | From January 2018 | Deputy Director of Studies and Study Support Center Manager |
| Improvement of the technical provision of the study process | Yearly | Director |
| CBA College library expansion with the latest literature | Yearly | Director, Deputy Director of Studies, Directors of the Study fields |
| Connection assurance to the binding databases | Yearly | Director, Deputy Director of Studies, Directors of the Study fields |

5.2. Measures to implement the strategic priority "**Development of the Academic staff. Improvement of pedagogical competence in accordance with the possibilities offered by the technologies of the 21st century**" their implementation plan:

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| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|---|---|---|
| Development of a plan of professional competence of lecturers | Yearly | Deputy Director of Studies, Directors of the Study fields |
| Organizing and implementing methodological seminars for lecturers | Every third month, starting from March 2018 | Deputy Director of Studies, Directors of the Study fields |
| Involvement of lecturers in projects and conferences | Yearly | Deputy Director of Studies, Directors of the Study fields |

5.3. Measures to implement the strategic priority "**Continuous involvement of jobseekers in the development of the content of the college, preparation of competitive labor market participants (employers, employees), ensuring the development of professional competences**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|---|-------------------------------------|---|
| Conclusion of new co-operation agreements with employers | As required | Directors of the Study fields |
| Active participation in professional organizations | Yearly | Director, Directors of the Study fields |
| Organization and implementation of study tours to entrepreneurs | Yearly | Directors of the Study fields |
| Involvement of specialists (professionals) in the study process by organizing at least three lectures in the semester | Yearly | Directors of the Study fields |
| Guest- events organization in the form of e-studies at least three times per semester. | Yearly | Study Support Center Manager |

5.4. Measures to implement the strategic priority "**Promotion of Applied Research**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|---|-------------------------------------|-------------------------------|
| Participation in a scientifically-practical researches, involving partner organizations | Yearly | Directors of the Study fields |
| Preparation of international publications on topical issues in the field | Every third year | Directors of the Study fields |

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| Participation in local and international conferences and forums | Yearly | Director, Directors of the Study fields |
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5.5. Measures to implement the strategic priority “**Improvement of relations with students, graduates**”, their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|--|-------------------------------------|---|
| Organization and implementation of student and graduate experience exchange meetings | Yearly | Directors of the Study fields |
| Organization and implementation of face-to-face or online meetings with students | As required | Directors of the Study fields |
| Organization and implementation of student surveys | Yearly | Deputy Director of Studies, Study Support Center Manager, Directors of the Study fields |
| Organization and implementation of graduate surveys | Yearly | Deputy Director of Studies, Study Support Center Manager, Directors of the Study fields |

5.6. Measures to implement the strategic priority "**Promoting International Cooperation**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|---|-------------------------------------|---|
| Organization of guest lecturers, involving foreign specialists, as well as specialists with experience outside Latvia | Yearly | Deputy Director of Studies, Directors of the Study fields |
| Implementation of students' international mobility | Yearly | Deputy Director of Studies, Directors of the Study fields |
| Implementation of international mobility of lecturers | Yearly | Deputy Director of Studies, Directors of the Study fields |
| Organization and implementation of experience exchange visits and lecturing at foreign universities | Yearly | Deputy Director of Studies, Directors of the Study fields |

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5.7. Measures for implementation of the strategic priority "**Social responsibility**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|--|-------------------------------------|---|
| Provide up-to-date information on the CBA homepage and social networks on opportunities to start a business, available support programs | Starting from January 2018 | Marketing department |
| Identify and disseminate successful experience stories about re-immigrated CBA students, graduates | Starting from January 2018 | Study Support Center Manager |
| To provide support and to eliminate the obstacles and difficulties faced by students of the Republic of Latvia, who reside abroad, in the study process. | As required | Study Support Center Manager, Directors of the Study fields |

5.8. Measures for implementation of the strategic priority "**Change of the College brand.**", their implementation plan:

| <i>Measures</i> | <i>Deadlines for implementation</i> | <i>The person in charge</i> |
|--|-------------------------------------|-----------------------------------|
| Develop and implement a brand strategy | Starting from March 2018 | Director, Marketing department |

6. Performance indicators

- 6.1. The successful accreditation of the existing CBA study programs, directions - 6 years.
- 6.2. Increase of the total number of students according to CBA capacity and goals set - 10% per calendar year.
- 6.3. A stable student satisfaction rating above 3.6 (4-point scale) points.
- 6.4. A stable graduate satisfaction rating above 3.6 (4-point scale) points.
- 6.5. A stable employer satisfaction rating above 3.6 (4-point scale) points.
- 6.6. Successful experience in the remigration of CBA students residing abroad in foreign countries (2% of foreign students who have completed their diplomas return to Latvia).