

THE EKA UNIVERSITY OF APPLIED SCIENCES DEVELOPMENT STRATEGY 2028

AUGSTSKOLA, KAS
IEDVESMO!

eka

EKONOMIKAS UN KULTŪRAS
AUGSTSKOLA





RECTOR'S ADDRESS

In the course of its development, the EKA University of Applied sciences has strengthened its vision as a university that inspires people to be open to change and innovation, by providing quality studies and research based on the principles of diversity and sustainable development.

During its 25 year history, the university has introduced various changes in line with reforms in the education sector and the labour market. Today, the EKA University of Applied Sciences contributes to the national economy of Latvia by providing its investment in the development of human resources.

The EKA University of Applied Sciences – a university that INSPIRES!

OKSANA LENTJUŠENKOVA
RECTOR



INTRODUCTION

The previous planning period for the development of the EKA University of Applied Sciences (hereinafter – EKA) was aimed at laying a solid foundation for sustainable development. The year of 2023 was an important milestone, as EKA celebrated the 25th anniversary of its operation, during which it has faced various challenges and changes.

EKA has developed rapidly over the past decade, prioritizing the development of high-quality studies and science. Its main achievements:

1. A new distance learning model with online lectures has been created that ensured a transition to the remote study process within one day during the COVID-19 pandemic.
2. Two new study directions have been opened and 7 new programmes licensed:
4 bachelor and 3 master programmes.
3. From 2019 till 2024, all study directions have been assessed and accredited for 6 years.
4. The international scientific conference “Emerging trends in Economics, Culture and Humanities. ETECH” is held regularly, each year hosting more than 100 participants.

5. EKA’s scientific journal Economics & Culture has been included in ERIH+ and Scopus databases.

6. Every year, EKA participates in four international projects.

7. The number of students has increased by 30% compared to 2014.

The new strategy is a follow-up to the EKA 2023 strategy and focuses on quality studies, science and creativity, cooperation and knowledge transfer as its main priorities. It has been designed in the light of the objectives and priorities set out in the development planning documents of Latvia, including the Sustainable Development Strategy of Latvia until 2030 (Latvia 2030) and the National Development Plan 2021-2027 (NDP2027). The EKA Development Strategy 2028 (hereinafter referred to as EKAAS2028) has been developed by establishing a working group composed of representatives of the administration, academic staff, researchers, graduates, students and industry representatives. During the development of the strategy, students’ surveys, interviews with industry representatives, as well as several meetings of the working group have taken place.

EKA VALUES

The EKA University of Applied Sciences is a higher education institution that adheres to the principles and values promoting sustainable development and formation of civil society in the country.

Ethics and social responsibility

To adhere to the principles of ethics in all activities. To respect public interests.

Cooperation and support

Openness to cooperation with different stakeholders. Support to each student and employee



EKA VISION

The EKA University of Applied Sciences is a higher education institution that inspires people to be open to change and innovation by providing quality studies and research based on the principles of diversity and sustainable development.

EKA MISSION

The EKA University of Applied Sciences fosters the formation of civil society by developing person's creativity, entrepreneurship, leadership and responsibility.

STRATEGIC OBJECTIVES OF EKA

EKA is a university of applied sciences, which implements a study process in the fields of social sciences, humanities and arts, natural sciences (information technology). EKA in its academic and scientific activity specializes in social sciences. Beside the strategic specialization of EKA, the implementation of strategic objectives in other fields will also be achieved, thus ensuring high-quality studies, science, cooperation and effective governance throughout the university.

EKA has set 4 strategic objectives for the next programming period of 2024-2028:

1. Quality studies.
2. Science and creativity.
3. Cooperation and knowledge transfer.
4. Effective governance



OBJECTIVE 1. QUALITY STUDIES

Offer of quality studies in the fields of EKA specialization, providing modern curriculum, methodology and forms. In the next programming period, the main development directions are as follows: personalization of studies, digitalization and development of skills necessary for the labour market.

Tasks for achieving the objective:

1.1. Improvement of digital study content and integration of digital tools, including artificial intelligence, in all study programmes.

1.2. Expansion of the offer of micro-credentials and lifelong learning. 1.3. Promoting the internationalization of studies.

1.4. Continuous development of infrastructure, material provision and technical facilities.

Key indicators	2023.	2028.
Digital study courses (EKA Moodle), share in the total number of study courses	70%	100%
Number of external students per year, share in the total number of students	3%	10%
Average student drop-out rate, %	22%	15%
Number of foreign academic staff, % of the EKA academic staff	10%	15%
Investment in continuous development of infrastructure and technical equipment, % of expenditure	10%	10%

OBJECTIVE 2. SCIENCE AND CREATIVITY

Development of science and creativity is the basis for competitive development of EKA. It is necessary to strengthen the scientific capacity of EKA by improving the scientific and creative development system, including the support system. This will provide for the involvement of young scientists, students and industry professionals in research and innovation and achievement of significant results at national and international level.

Tasks for achieving the objective:

2.1. Enhancement of the development system of science and creativity.

2.2. Improvement and strengthening of the competence of academic staff and students in research and creativity.

2.3. Promotion of the preparation and publication of Q1/Q2 scientific publications.

2.4. Promotion of participation in scientific and creative projects in line with the EKA science and study specialization fields.

Key indicators	2023.	2028.
Share of investment in science and innovation, % of the total expenditure structure	15%	25%
Number of WoS, Scopus, ERIH+ publications per year	38	55
Number of Q1/Q2 publications per year	5	15
Number of projects per year (research, creative, etc.)	1	4

OBJECTIVE 3. COOPERATION AND KNOWLEDGE TRANSFER

Effective cooperation with the industry and knowledge transfer is the result of a qualitative study process and scientific and creative development, which ensures sustainable development of EKA.

Tasks for achieving the objective:

3.1. Strengthening of the EKA ecosystem in Latvia and internationally.

3.2. Active involvement of the EKA academic staff and students in the process of innovation and knowledge transfer at national and international level.

3.3. Enhancement of EKA positioning and communication strategy in Latvian and international markets.

Key indicators	2023.	2028.
Raised funding for innovation and research, % of the total budget	10%	20%
Number of commercialization projects per year	6	12
Number of cooperation partners	100	150
Number of start-ups per year	2	5

OBJECTIVE 4. EFFECTIVE GOVERNANCE

Ensuring sustainable development requires the establishment of governance that promotes cooperation among all stakeholders and the achievement of common results.

Tasks for achieving the objective:

- 4.1. Digitization of all university processes.
- 4.2. Human resource development.
- 4.3. Internationalization of studies and science.
- 4.4. Enhancement of the knowledge transfer model.

Key indicators	2023.	2028.
Number of students	1371	1650
Number of international projects per year	4	8
Persons with a doctoral degree, share of the EKA staff	52%	65%
Document management digitization rate	30%	100%
Revenue from knowledge transfer, share in the total revenue structure	5%	15%

IMPLEMENTATION OF EKA STRATEGY AND ITS CONTROL

EKA Development Strategy 2028 is the key planning document, which defines the development of other EKA planning documents and performance indicators to be achieved.

It has been planned to develop 6 strategies to achieve the set strategic objectives. The implementation of each strategy takes place in line with an action plan, which includes the indicators to be achieved. Persons in charge for the development and implementation of strategies are: Vice-Rector for Studies and Development (Development Strategy for Studies, Human Resource Development Strategy, Digitalization Strategy, Diversity and Inclusion Strategy) and Vice-Rector for Science and International Development (Development Strategy for Science and Creative Activity, Internationalization Strategy, Commercialization Strategy, E-Networking and Innovation Strategy).

Study direction development plans are developed on the basis of these six strategies and their action plans, including recommendations provided during the assessment of the study direction, deadlines, persons in charge and indicators to be achieved.

The implementation of the strategies is carried out using the EKA task control system, where the activities included in the action plans are entered. The results of strategy implementation are analysed at the end of each academic year by performing annual self-assessment (July - August). Their compliance with the EKA planning documents is monitored by the EKA Rector and the EKA Board. Risk monitoring and management is provided by the Vice-Rector for Studies and Development, Vice-Rector for Science and International Development and the Quality Manager, and, where necessary, by convening a risk Management Group, consisting of the heads of all departments, EKA Rector and representatives of the EKA Board.

EKA STRATEGY 2028

DEVELOPMENT STRATEGY FOR STUDIES

DIGITALIZATION STRATEGY

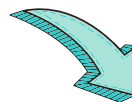
SDIVERSITY AND INCLUSION STRATEGY

HUMAN RESOURCE DEVELOPMENT STRATEGY

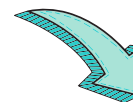
DEVELOPMENT STRATEGY FOR SCIENCE AND CREATIVE ACTIVITY

INTERNATIONALIZATION STRATEGY

COMMERCIALIZATION STRATEGY, E-NETWORKING AND INNOVATION STRATEGY



ACTION PLANS FOR STRATEGIES



SSTUDY DIRECTION DEVELOPMENT PLANS



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