

ISMA
ANNO 1994

UNIVERSITY OF
APPLIED SCIENCES

**ISMA UNIVERSITY
OF APPLIED SCIENCES
DEVELOPMENT
STRATEGY
FOR 2024 – 2030**

Strategic planning document

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INTRODUCTION

ISMA University of Applied Sciences Development Strategy for 2024. – 2030. (ISMA Strategy) is worked out based on the evaluation of the results of ISMA work and development, as well as on the topical challenges of the educational environment of the world, the EU and the Republic of Latvia. ISMA Strategy is founded on the recognition that in the 21st century higher education is one of the significant resources, which at the same time is subjected to radical transformation focused on the finding of relevant national and local solutions in the context of global challenges, putting the interaction of a person and technology in the centre and at the same time ensuring the competitiveness of Latvia and human capital value factor.

The strategy provides the directions for development, a broadly defined set of aims and values, the objectives to be carried out, the necessary tools for achieving the aims and the expected outcomes, which are crucially significant for the further development of ISMA. At the same time, it is not a prescriptive one, but rather a dynamic strategy which outlines our further development and progress considering rapid change of the world economy and technology. Strategy ideas are meant to lead our performance, to concentrate our priorities and to inspire our further motion and development.

The Strategy convincingly shows the place of ISMA, being an institution of higher education and science, in the international and Latvian higher education system and the society as a whole, as well as it outlines the main directions of cooperation in the European higher education area (EHEA). The implementation of the Strategy will create preconditions for the development of human capital, competences, creativity, social and emotional intelligence, which are defined as the priorities of the Sustainable Development Strategy of Latvia until 2030 (Latvia 2030) in the “Change of paradigm in education” chapter.

On the other hand, the Latvian National Development Plan for 2021-2027 (NAP2027) the emphasis is on the “knowledge society”. Knowledge society is active society, which is the basis of a strong state. Modern society is a civil society that requires for participation skills

and the ability to defend its legal interests, media literacy and critical thinking, which is Latvia's best defence against modern hybrid threats.

Likewise, the political agenda of today's world poses new challenges to modern higher education, demanding for the education and upbringing processes capable of the formation of patriotic citizens rooted in the national culture and lifestyle of their country and with significant creative potential.

The Strategy is developed by ISMA working group in cooperation with ISMA Founder and the Board, which is the executive institution of the university, established by the Founder for strategic and financial matters, ISMA academic staff, students, social partners - industry associations, and entrepreneurs .In the framework of the Strategy development the indicators of ISMA performance have been analysed and evaluated, the statistical data of The Organisation for Economic Co-operation and Development (OECD), Ministry of Education and Science and Central Statistical Bureau (CSB) have been processed, the strategic documents of the EU and the Republic of Latvia, which are focused on higher education and science, have been considered.

ABBREVIATIONS

CSB	Central Statistical Bureau
EHEA	European higher education area
ES/EU	European Union
ISCED	International Standard Classification of Education
ISMA	ISMA University of Applied Sciences
IZM	Ministry of Education and Science
Latvia 2030	Sustainable Development Strategy of Latvia until 2030
Latvia NRP	National Reform Programme of Latvia for the Implementation of Europe 2020 Strategy
MOODLE	Modular Object-Oriented Dynamic Learning Environment
NDP2027	National Development Plan of Latvia for 2021-2027
Nākotnes augstskolas 2030/Future of Universities 2030	Latvijas Augstākās izglītības un augstskolu attīstības koncepcija 2021.–2030. gadam/ Development Concept of Latvian Higher Education and Higher Education Institutions for 2021-2030.
OECD	The Organisation for Economic Co-operation and Development
SWOT	Strengths, weaknesses, opportunities and threats analysis
ZTAIP 2027	Zinātnes, tehnoloģijas attīstība un inovācijas pamatnostādnes 2021. – 2027. gadam/ Science, technology development and innovation guidelines for 2021-2027

1. COMPLIANCE WITH THE STRATEGIC DOCUMENTS AND LEGAL ENACTMENTS OF THE EU AND THE REPUBLIC OF LATVIA

Strategy is developed based on the priorities in the field of higher education and science, which are defined in the strategic documents and regulatory enactments of the EU and the Republic of Latvia, such as:

- ✓ National Development Plan of Latvia for 2021-2027;
- ✓ Sustainable Development Strategy of Latvia until 2030 ;
- ✓ National Reform Programme of Latvia for the Implementation of Europe 2020 Strategy (Latvia's NRP);
- ✓ Latvijas Augstākās izglītības un augstskolu attīstības koncepcija 2021.–2030. gadam/
Development Concept of Latvian Higher Education and Higher Education Institutions for 2021-2030.
- ✓ Zinātnes, tehnoloģijas attīstība un inovācijas pamatnostādnes 2021. – 2027. gadam/
Science, technology development and innovation guidelines for 2021-2027
- ✓ Education Development Guidelines for 2021-2027 “Future skills for future society”
- ✓ Bologna Declaration;
- ✓ Law on Education;
- ✓ Law on Institutions of Higher Education;
- ✓ Law on Scientific Activity;
- ✓ ISMA Satversme etc.

2. ISMA IN THE EDUCATION AREA OF THE EU AND LATVIA

ISMA University of Applied Sciences is a higher education institution founded by the legal person AS "Izglītības nams". ISMA receives the Ministry of Education and Science Licence on the right to implement higher education on July 17, 1997. But the origins of ISMA date back to 1994, when several private higher educational institutions were established on the basis of the legendary Riga Aviation University (RAU). On February 25, 2002 ISMA was accredited for an unlimited period of time as a higher education institution.

In the very beginning the administration of the newly established higher education institution has made the decision to work in the direction of innovative development, therefore, great attention was paid to the technical provision of the study process, the application of modern technologies for organization of the higher education institution and the use of the appropriate methodology within the study process.

Starting the implementation of the study process, the results of the ISMA activities have already fully met the Latvian higher education quality criteria, for which the university has been accredited in the three study directions: business administration, information technology and tourism.

Entering the 21st century, ISMA ranked among the top of Latvia's private higher education institutions, becoming one of the most popular and most demanded private universities in Latvia.

As one of our priorities, we have put forward the development of an international cooperation programme, in the framework of which is continuous, purposeful and active work aimed at the establishing and strengthening of international contacts. Thanks to this activity, ISMA has been able to establish a wide network of foreign cooperation partners, which includes partner universities, multinational companies, enterprises and industry associations both within the EU and beyond.

ISMA is active in the framework of the ERASMUS Charter, which ensures the mobility of our students and academic staff, as well as facilitates cooperation between higher education institutions in the context of promoting innovation and exchange of good practice.

Today, ISMA is an internationally recognized, modern study and scientific research centre with rich traditions and a clearly defined vision of the future in the common European higher education area, which specializes in academic and scientific work in three areas: social sciences; in engineering sciences, technology and humanities, and arts.

ISMA is the only private higher education and research institution of university of applied sciences type in Latvia, which currently has an officially registered foreign branch - ISMA Fergana (Uzbekistan) Branch, where higher education study programmes, which are licensed and accredited in the Republic of Uzbekistan and internationally recognized and accredited in the Republic of Latvia, are implemented.

In order to provide opportunities for all interested parties and future students of ISMA to obtain information about ISMA, as well as to ensure the representation of ISMA's interests and to carry out other organizational activities provided for in the ISMA Statutes and internal regulatory documents, ISMA has opened two foreign representative offices - ISMA representative office in Uzbekistan, which received the Accreditation Certificate of the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan on December 2, 2020; and ISMA representative office in Ukraine.

Our students are given the opportunity to fulfil their future dreams, which is provided by wide study programme learning opportunities in almost all higher education study cycles - short cycle professional higher education programmes (ISCED 5), first cycle higher education programmes (ISCED 6) and second cycle higher education programmes (ISCED 7).

ISMA provides high-quality study programmes in the following study areas accredited by the Ministry of Education and Culture:

- ✓ Information technology, computer engineering, electronics, telecommunication, computer management and computer science;
- ✓ Management and administration, and real estate management;
- ✓ Hotel and restaurant service, tourism and recreation organisation.

Through hard work and visionary approach, we have been able to provide continuous development, which today makes it possible to offer both Latvian and foreign students the competitive, combining theory with practice, education based on science and practical

experience of Latvia, Europe and the global labour market. We offer the acquisition of all study programmes in two languages – Latvian and English. We provide students the opportunity to receive education which is relevant to their aspirations; market oriented and promotes personal development, creativity and leadership skills.

ISMA offers its students modern lecture rooms, library, modern technical support of studies, free parking and meals in the university café, as well as an opportunity to spend their free time in the park on campus. The implementation of new methodology and technology (distance learning) ensures the acquisition of knowledge for those willing to study who cannot attend lectures due to various reasons. After the first year of studies our students can join student mobility programmes and continue studies at prestigious foreign universities or start a traineeship. In summer months students can obtain professional skills while working for international foreign companies. This is an opportunity to apply the knowledge, which has been acquired during studies, to learn the world and, which is also important, to pay tuition fee out of the money earned in summer

Being a trusted partner for anyone who wants to build future career, gain new knowledge and build their professional qualifications, ISMA offers various programmes and courses of professional development.

We can be proud with the quality of our work, scientific and creative potential, and the academic staff who prepare students for their future career. The provision of qualitative knowledge and skills is one of ISMA's core values.

ISMA is available to anyone willing to receive modern higher education which meets the today's requirements.

3. SWOT ANALYSIS

The SWOT analysis is performed by ISMA Strategy development working group in order to assess the advantages and problems caused by the internal and external factors which affect ISMA development.

STRENGTHS

- ✓ Internationally recognised modern centre of education and research;
- ✓ One of the most popular and in demand private universities of applied sciences in Latvia, strategic vision and continuous work on development of which provides the opportunity to offer a competitive education based on theoretical knowledge and long-term practical experience;
- ✓ Experienced, highly qualified and professional academic staff;
- ✓ Qualitative study programmes which meet the requirements of modern labour market;
- ✓ Research based quality of studies;
- ✓ ISMA Professorship Council on Natural Sciences and Information Technologies;
- ✓ ISMA Professorship Council on Economics and Management Science;
- ✓ ISMA Scientific Institute;
- ✓ The only private university of applied sciences in Latvia, which has a registered and accredited foreign branch – Fergana branch (Uzbekistan);
- ✓ ISMA representative offices in the Republic of Uzbekistan and Ukraine;
- ✓ Annual international scientific conferences on the progress and innovation in the scientific research domains which are topical for ISMA;
- ✓ Study methodology is focused on practice and knowledge application;
- ✓ Fast growing number of international students;
- ✓ Wide international cooperation and partnership networking with partner universities, foreign companies, enterprises and industry associations;
- ✓ Continuous renewal of study and research infrastructure;
- ✓ Regular monitoring and analysis of study processes. Internal Quality System is developed and is constantly being improved.
- ✓ Study courses teaching by the means of electronic learning management system MOODLE;
- ✓ Active mobility of students and personnel;

- ✓ Active participation of ISMA Convention of Advisors in the development of ISMA Strategy;
- ✓ The growing number of scientific degree graduates;
- ✓ The developing opportunities of distance and life-long learning;
- ✓ Active work of Students' self-government body;
- ✓ Active involvement of students in creativity development, interests and sports clubs.

WEAKNESSES

- ✓ Insufficient number of foreign lecturers;
- ✓ Insufficient number of publications in internationally recognised data bases;
- ✓ ISMA journals and conference proceedings are not indexed in the SCOPUS or Web of Science Core Collection databases or included in the ERIH+ database;
- ✓ High costs for the ensuring of the study process;
- ✓ Incomplete students' foreign language skills;
- ✓ Students' insufficient participation in scientific and practical activities.

OPPORTUNITIES

- ✓ Development of study programmes, modules and courses, which are innovative, interdisciplinary, exporting oriented, based on new technologies and are available for distance learning;
- ✓ Students' motivation to obtain EU and internationally recognized higher education and professional qualifications;
- ✓ Broadening and improvement of cooperation with Latvian and international partners in the field of education and research;
- ✓ Development of joint study and research programmes with Latvian and foreign partner universities;
- ✓ Availability of the EU structural funds and other international projects;
- ✓ Internationalisation of studies;
- ✓ Growing number of foreign students;
- ✓ Improvement of distance and life-long learning systems.

THREATS

- ✓ The heterogeneous level of knowledge of secondary education graduates;
- ✓ The willingness of secondary education graduates to study in foreign universities;
- ✓ Unequal competition between state and private higher education institutions;
- ✓ Under evaluated role of higher education in the society;
- ✓ Unpredictable changes in the state policy and in regulatory enactments in the field of higher education;
- ✓ Unfavourable demographic situation in the country, migration and the brain drain of intellectual potential abroad;
- ✓ Increasing competition for resources for the development of higher education and science in Latvia and internationally;
- ✓ Low student solvency due to low income level of the population.

4. ISMA VISION, MISSION AND STRATEGIC SPECIALISATION

VISION

ISMA UNIVERSITY OF APPLIED SCIENCES
IS INTERNATIONALLY RECOGNISED, MULTICULTURAL AND
DYNAMIC PRIVATE UNIVERSITY OF APPLIED SCIENCES IN
THE LATVIAN AND EUROPEAN HIGHER EDUCATION AREA,
WHICH IS CHARACTERISED BY EXCELLENCE IN EDUCATION,
INTERNATIONALLY RECOGNISED RESEARCH AND
DEVELOPMENT FOCUSED INNOVATION AND CULTURE.

MISSION

ISMA UNIVERSITY OF APPLIED SCIENCES MISSION IS:

- ✓ THE FORMATION OF LEADERS AND PROFESSIONALS OF HIGH QUALIFICATION, WHO ARE ABLE TO ENSURE THE TRANSFORMATION AND DEVELOPMENT OF THE NATIONAL ECONOMY THROUGH THEIR KNOWLEDGE, CREATIVE AND INNOVATIVE ACTIVITY AND STRONG SOCIAL RESPONSIBILITY;
- ✓ THE PROVISION FOR OUR STUDENTS' GLOBAL, INTEGRATED AND TRANSFORMATIVE LEARNING EXPERIENCE TO PROMOTE THE ACHIEVEMENT OF THEIR HIGHEST PERSONAL AND CAREER GOALS.

STRATEGIC SPECIALISATION

ISMA is a private university of applied sciences, which, according to the Board of its founding joint-stock company „Izglītības nams”, specializes in academic and scientific work in the fields of natural sciences and social sciences.

5. ISMA VALUES

Our values

EXCELLENCE reflects our commitment to ensure qualitative academic environment which promotes our students' intelligence and development of modern, internationally recognised high quality study programmes being in demand. Excellence comprises the ISMA development, physical wellbeing and environment protection. Striving for excellence in learning and teaching, we create the environment our growth and entrepreneurial spirit development through the recognition and evaluation of our achievements.

DIVERSITY, reflects our commitment to create and sustain the inclusive environment which provides for our diverse needs through increasing everyone's opportunities to participate in various processes, which are important for ISMA and its culture, thus reducing the options of exclusion. The awareness of our diversity creates the favourable and friendly environment, where cultural differences, perspective and beliefs enrich academic discussion and our social life.

INTELLECTUAL FREEDOM, reflects our intellectual freedom, freedom of thought and expression regardless of ideological beliefs. We are looking for various approaches to the acquisition of new knowledge, which broadens our horizons and improves understanding of the society and ourselves.

COOPERATION, reflects our interdisciplinary approach and is focused on internal and external partner relationships.

CREATIVITY, reflects our openness to new ideas and forms of expression, our readiness to take risks as well as our entrepreneurial spirit.

RESPECT (fellowship) reflects our mutual respect and our ability to recognise that each member of our community creates added value and deserves respect.

SUSTAINABILITY, reflects our commitment to preserve and protect the knowledge generated by our work, to create and protect our ecosystem, as well as to treat responsibly the resources, which are available to us.

ISMA strategic priorities, aims and objectives

STRATEGIC PRIORITIES

EXCELLENCE IN EDUCATION

- ✓ scientific research based study programmes, which ensure our competitive advantages in the Latvian and international higher education market;
- ✓ the diversity of the study process, which can promote mutual respect and enable full and effective use of all human talents and abilities;
- ✓ attraction of the most talented young people for studies;
- ✓ excellent quality, as compliance with the aim and learning outcomes;
- ✓ excellent quality, as our responsibility to students, cooperation partners and society;
- ✓ continuous improvement.

INTERNATIONALLY RECOGNISED RESEARCH

- ✓ synergy of research and study process;
- ✓ development of new products and technologies with high added value to ensure the needs of the society and the development of the national economy;
- ✓ knowledge and technology transfer for the implementation of research results in production or service provision;
- ✓ inclusion in the international networks of scientific excellence and integration in the European science area through joint mobility projects;
- ✓ publication of the results of scientific work in the highest quality international scientific periodicals.

DEVELOPMENT FOCUSED INNOVATIONS AND CULTURE

- ✓ a new culture of relations between students, staff and ISMA administration, especially considering our multicultural environment;
- ✓ flexibility of the study programmes, both in terms of content and form, as well as time, sequence and environment;
- ✓ new organization of the study process, which includes teaching and learning, creation of flexible study design models, development of study materials and resources, application of information and communication technologies, use of alternative methods for knowledge acquisition;
- ✓ new relationships with our cooperation partners to expand the ecosystem.

Priority PR.1. EXCELLENCE IN EDUCATION

No	Priority objectives	Responsible	Term	Outcome
<u>Priority aim PR.1.A.1.</u>				
Excellent quality of studies, which stimulates students' continuous striving for new knowledge, as well as develops their professional competence in a specific field of the economy, leadership, critical thinking, creativity, communication skills, transformative learning experience, the ability to self-educate throughout life and other skills necessary for modern conditions.				
<i>PR.1.</i> <i>A.1.O.1.</i>	Ensure compliance of the study process and content with the requirements of Latvian higher education policy planning documents and legal acts, as well as trends in the European higher education area and the labour market.	ISMA Administration ISMA Study Department ISMA Scientific Institute	Regularly	All study directions and study programmes implemented by ISMA are accredited for the maximum term. Positive feedback from employers about ISMA graduates. High demand for ISMA graduates in the labour market.
<i>PR.1.</i> <i>A.1.O.2.</i>	Develop and improve all study directions implemented by ISMA and their corresponding study programmes, at the same time, paying special attention to the study direction Hotel and restaurant service, tourism and recreation organisation	ISMA Administration ISMA Study Department	09. 2028.	Short-cycle professional higher education programmes, first-cycle higher education programmes and second-cycle higher education programmes are accredited in all study directions implemented by ISMA.
<i>PR.1.</i> <i>A.1.O.3.</i>	Develop and start implementing at least one doctoral study programme in one of ISMA's strategic specialization areas.	ISMA Administration ISMA Scientific Institute	01. 2030.	ISMA implements an accredited doctoral study programme.
<i>PR.1.</i> <i>A.1.O.4.</i>	Develop and implement joint study programmes with local and/or foreign cooperation partners in order to strengthen the reputation of the study programmes and provide opportunities for students to develop various skills.	ISMA Administration ISMA Study Department	01. 2027.	ISMA implements joint study programmes with local and/or foreign cooperation partners.
<i>PR.1.</i> <i>A.1.O.5.</i>	To improve students' opportunities of working out of	ISMA Study Department	Regularly, starting	ISMA students are provided with all the

	auditorium, providing access to the necessary literature and information sources, modern study materials, databases and the electronic learning management system MOODLE. Develop the offer of distance learning studies.	ISMA Library ISMA IT Department	from 01. 2025.	necessary resources needed for study work outside the auditorium. ISMA students are satisfied with the study opportunities and available resources offered by ISMA.
<i>PR.1.</i> <i>A.1.O.6.</i>	Increase the efficiency of student traineeship and the quality of traineeship management in cooperation with local and foreign entrepreneurs and companies.	ISMA Career Centre ISMA International Relations Department	Regularly	ISMA students have a wide choice of traineeship options both at companies and institutions in Latvia, and at traineeship placements of ISMA's foreign cooperation partners.
<i>PR.1.</i> <i>A.1.O.7.</i>	Increase ISMA student participation in continuing education and professional development educational programmes implemented by ISMA Career Centre, their participation in seminars, webinars and other relevant industry events.	ISMA Career Centre	Regularly, starting from 09. 2024.	Active participation of ISMA students in mastering the educational programmes, participating in seminars and other events implemented by the ISMA Career Centre.
<i>PR.1.</i> <i>A.1.O.8.</i>	Promote interdisciplinary approach in the study process organisation; promote cooperation between the students of different study programmes for the realization of joint projects.	ISMA Study Department	Regularly, starting from 01. 2026.	ISMA implements projects which involve students of different study programmes, thus promoting interdisciplinary approach in the organisation of the study process.
<i>PR.1.</i> <i>A.1.O.9.</i>	Promote the participation of students and academic staff in ERASMUS+ mobility and other international projects.	ISMA International Relations Department	Regularly	Active participation of ISMA students and academic staff in ERASMUS+ mobility and other international projects.

Priority aim PR.1.A.2.

ISMA academic staff has both high scientific and professional competences, pedagogical and organizational work skills, thus ensuring the ability to work in a multicultural environment, conducting lectures and classes in Latvian and English.

PR.1. A.2.O.1.	Promote the motivation of the academic staff for continuous professional development, research activity and improvement of study courses, based on the novelties of the specific industry or the latest scientific findings.	ISMA Personnel Department ISMA Scientific Institute	Regularly, starting from 06. 2025.	ISMA's academic staff regularly performs self-assessment of their professional capacity, actively participates in scientific research work, and publishes scientific articles.
PR.1. A.2.O.2.	Increase the lifelong learning opportunities offered by ISMA by improving the offer of special study programmes, continuing education and professional development education programmes	ISMA Career Centre	Regularly	Lifelong learning opportunities offered by ISMA are fully provided by ISMA staff. The offer includes a wide range of continuing education and professional development education programmes, including student needs and demand.
PR.1. A.2.O.3.	Develop academic capacity by involving young researchers and doctoral students in study work.	ISMA Personnel Department Other ISMA structural units	Regularly, starting from 06. 2025.	Young researchers and lecturers are involved in the academic and research work of ISMA.
PR.1. A.2.O.4.	Increase the number of foreign lecturers and guest lecturers attracted to academic work.	ISMA Administration ISMA Personnel Department	09. 2025.	The number of foreign teaching staff has increased by 5%.

Priority aim PR.1.A.3.

ISMA has provided a modern and highly efficient infrastructure model that ensures compatibility with changing technological standards, promotes integrated cooperation between students and staff, strategic specialization role for specialists, including international cooperation.

PR.1. A.3.O.1.	Perform regular audit of the infrastructure available to ISMA students and staff, identify necessary technological improvements that meet changing standards, and ensure their availability.	ISMA Study Department ISMA Scientific Institute ISMA Financial Department	Regularly, starting from 01. 2024.	ISMA students and staff have access to the entire necessary infrastructure to ensure the implementation of an excellent educational process.
PR.1. A.3.O.2.	Develop ISMA Library as the essential part of the	ISMA Administration	01. 2026.	ISMA library is an integral part of the

	academic ecosystem capable of providing a significant contribution to the academic, study and research needs of ISMA community.	ISMA Library		ISMA ecosystem, capable of ensuring all necessary study, academic and research needs.
<i>PR.1.</i> <i>A.3.O.3.</i>	Develop a plan of measures to ensure access to the physical environment, information and infrastructure for persons with special needs or disabilities to ensure equal observance of an individual's rights.	ISMA Administration	06. 2025.	Plan of measures to ensure that persons with special needs or disabilities have access to all the necessary information, physical environment and infrastructure to ensure equal observance of an individual's rights.

Priority PR.2. INTERNATIONALLY RECOGNISED RESEARCH

No	Priority objectives	Responsible	Term	Outcome
<u>Priority aim PR.2.A.1.</u>				
Being a dynamic and interactive research institution which generates ideas and discoveries, ISMA creates new areas of knowledge that facilitate the transfer of research results to the economy and change our society, culture, environment and well-being.				
<i>PR.2.</i> <i>A.1.O.1.</i>	Create a stimulating scientific research environment which ensures the active involvement of the academic staff and students in research.	ISMA Administration ISMA Scientific Institute	Regularly	ISMA academic staff and students actively participate in various research projects, publish scientific articles in collections indexed in the SCOPUS or Web of Science Core Collection databases or included in the ERIH+ database.
<i>PR.2.</i> <i>A.1.O.2.</i>	Include the collections of ISMA scientific articles in internationally important databases (SCOPUS, Web of Science Core Collection or ERIH+).	ISMA Administration ISMA Scientific Institute	01.2028.	At least one collection of ISMA scientific articles is indexed in one of the internationally important databases (SCOPUS, Web of Science Core Collection or ERIH+).

PR.2. A.1.O.3.	Develop and implement a support system for the preparation and publication of scientific publications (support for editing articles, translation into foreign language(s) and publication).	ISMA Administration ISMA Scientific Institute	01. 2026.	A support system for the preparation and publication of scientific publications is established (support for editing articles, translation into foreign language(s) and publication).
PR.2. A.1.O.4.	Increase the participation of those who study in foreign branches of ISMA or other foreign universities in ISMA International Scientific Conferences.	ISMA Scientific Institute	Regularly	Every academic year the participation of students of ISMA's foreign branches and other foreign higher education institutions in ISMA's scientific conferences increases by 2 participants.
PR.2. A.1.O.5.	Form sustainable scientific research and development human capital.	ISMA Administration ISMA Scientific Institute	01. 2030.	ISMA implements an accredited doctoral study programme. Doctoral students are actively involved in scientific research work and internal research projects of ISMA. ISMA grant system is established.

Priority PR.2.A.2.

ISMA Scientific Institute provides researchers and students of all fields with modern information and technical means, software, research equipment and premises that create an environment suitable for scientific work.

PR.2. A.2.O.1.	Provide science-based studies for all students in the directions of the strategic specialisation implemented by ISMA and in the study programmes of all levels.	ISMA Scientific Institute	Regularly, starting from 02. 2024.	All study programmes implemented by ISMA are based on the latest scientific achievements in the relevant field of science.
PR.2. A.2.O.2.	Create cooperation networks with other universities and scientific institutions when implementing scientific and research projects.	ISMA Scientific Institute	Regularly	ISMA actively cooperates with other Latvian and foreign universities and scientific institutions,

				implementing cooperation in scientific and research projects.
<i>PR.2.</i> <i>A.2.O.3.</i>	Develop cooperation with entrepreneurs, business incubators, and municipalities in order to learn the current development needs, promote the connection of knowledge with practice, as well as the implementation of innovations.	ISMA Scientific Institute	Regularly	ISMA actively cooperates with entrepreneurs, business incubators, municipalities, which promotes the connection of knowledge and practice, as well as the implementation of innovations.
<i>PR.2.</i> <i>A.2.O.4.</i>	Increase the number of ISMA academic staff members and researchers who are invited as section leaders or key-note speakers at international scientific conferences	ISMA Scientific Institute	Regularly	Every academic year, the proportion of the number of ISMA academic staff and researchers, who are invited as heads of sections at international scientific conferences or the number of key-note speakers, increases by 2%
<i>PR.2</i> <i>A.2.O.5.</i>	Provide a modern and technologically complete research base that meets today's requirements, which will facilitate the active involvement of our researchers, academic staff and students in the national and international research projects.	ISMA Administration ISMA Scientific Institute	01. 2026.	ISMA Scientific Institute has received a "good" rating in the international assessment of scientific institutions

Priority PR.3. DEVELOPMENT FOCUSED INNOVATION AND CULTURE

No	Priority objectives	Responsible	Term	Outcome
	<u>Priority aim PR.3.A.1.</u>			
	A completely new ecosystem of multicultural relations has been created in the ISMA community, which ensures a new type of organization of the study process, including teaching and learning, creation of flexible study design models, development of study materials and resources, application of information and communication technologies, use of alternative methods for acquiring knowledge.			

<p><i>PR.3.A.1.O</i> <i>.1.</i></p>	<p>Promote joint action of students, academic staff and ISMA administration to achieve common goals and tasks, based on internal coherence and orderliness founded on beliefs, values and norms, perceptions and feelings, as well as staff communication, especially considering our multicultural environment.</p>	<p>ISMA Administration</p>	<p>Regularly</p>	<p>A whole new ecosystem of multicultural relationships is developed within ISMA community.</p>
<p><i>PR.3.A.1.O</i> <i>.2.</i></p>	<p>Promote the development of students' basic values within the study process: self-awareness, self-reflection, development of language proficiency and creativity, tolerance, reconciliation, compassion, and other universal human abilities.</p>	<p>ISMA Administration</p>	<p>Regularly</p>	<p>ISMA students are motivated and prepared for a successful professional career based on self-awareness, self-reflection, language proficiency and creativity, tolerance, reconciliation, compassion, and other universal human abilities.</p>
<p><i>PR.3.A.1.O</i> <i>.3.</i></p>	<p>Develop students' understanding of values and value orientation, which is related to the ability to separate the essential from the non-essential, the important from the unimportant in a person's life, the freedom to choose how to live, how to treat the surrounding environment, people, and how to act.</p>	<p>ISMA Administration</p>	<p>Regularly</p>	<p>ISMA students have a high understanding of values and value orientation.</p>
<p><i>PR.3.A.1.O</i> <i>.4.</i></p>	<p>Promote a student-centred approach to the organisation of the study process - feedback on the study process</p>	<p>ISMA Administration</p>	<p>Regularly</p>	<p>ISMA students are actively involved in the improvement of the study process and study content, as well</p>

	quality; improvement of the study courses' content; consultancy on teaching and assessment methods; study programmes' quality assessment, etc.			as in other activities related to the study process and the creation of the ecosystem of ISMA community.
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Priority aim PR.3.A.2.

ISMA has a developed idea and innovation management culture and practice.

PR.3.A.2.O .1.	Implement innovative projects that contribute to the development of ideas and innovation management.	ISMA Administration	Regularly, starting from 01. 2025.	ISMA implements at least one project every academic year, which promotes the development of ideas and innovation management.
PR.3.A.2.O .2.	Develop ISMA community's understanding of the importance of idea and innovation management.	ISMA Administration	Regularly	ISMA community regularly hosts discussions and informative events about the importance of ideas and innovation management.
PR.3.A.2.O .3.	Develop cooperation with partners (universities, scientific research institutions, entrepreneurs, business incubators, municipalities, and other institutions) in order to collect good examples of the culture of creativity and innovation, implement them in own practice and share them.	ISMA Administration ISMA Scientific Institute	Regularly	ISMA actively cooperates with partners in collecting good examples of creativity and innovation culture, implementing them in own practice and sharing them

7. STRATEGY IMPLEMENTATION AND MANAGEMENT

ISMA Strategy is a medium-term planning document which can be implemented to achieve each goal set in compliance with the vision, mission and values defined for the long-term development of ISMA that determines the strategic priorities, horizontal directions of action, main development goals and tasks.

For the effective implementation of ISMA Strategy, other strategies are developed additionally, in which the goals, tasks and the planned actions (activities and measures) of the development, internationalisation and human capital development of ISMA branches are defined in depth, the expected time period of implementation and the achievable performance indicators, as well as ISMA structural units responsible for the implementation of actions are specified.

With the purpose of its effective management ISMA Strategy is regularly updated - yearly in autumn - with the following evaluation of the achieved progress.