



TSI STRATEGY 2020-2025

Future without Borders

Then

TSI has its roots in applied education and in training students to meet the needs of the aviation industry when the School of Aviation Technicians and Mechanics was created in 1919 in Kiev. The institution moved to Riga in 1946 as an aviation engineering school, today TSI is a modern University of Applied Sciences and is the only private technical University in Latvia, accredited to offer university programmes at all levels from undergraduate to doctoral levels.

Now

Today TSI attracts more than 2600 students, 25% of them from over 30 different countries, taught by more than 120 staff of whom 70% are PhD holders. TSI has 300 business partners, its exchange partnerships include 30 universities across Europe and TSI has engaged in more than a 100 research projects. Over the last 20 years TSI has created a network of 8600 alumni.

Future

Latvia and its Higher Education sector are facing strong headwinds caused by a declining youth demographic, restrictions on the language of delivery of university programmes and the over-supply of university places in Latvia and the Baltics. For private universities in Latvia competition for students is intense.

There is growing demand globally for STEM graduates and growing needs for expertise and solutions to the challenges of transportation, supply chains, aviation management, logistics, robotics and autonomous vehicle in an increasingly connected and globalised world and their impact on cities and society. TSI's heritage, knowledge and expertise gives it a strong competitive advantage for being the leaders in advancing knowledge in these fields not just in Latvia but also in the wider region of the Baltic Sea region. TSI has a very strong academic base, high quality staff and has already established a track record of international collaboration and applied research.

This strategy will guide TSI's transformation over the next 5 years and is designed to reflect TSI's ambition to be the leading technical university in the Baltic Sea region and articulates TSI will make a difference to its students, to industry and to the higher education sector in the Baltic Sea region.



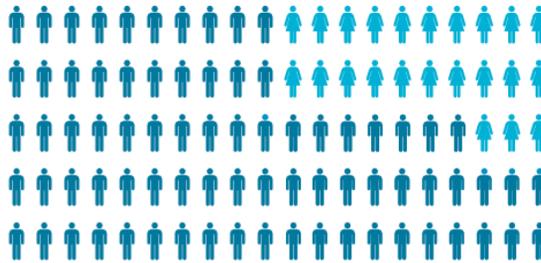
TSI IN FACTS & NUMBERS

TSI STUDENTS
>2600

77% MEN **23%** WOMEN

TSI ACADEMIC STAFF
>120

INTERNATIONAL STUDENTS
>25%
FROM 32 COUNTRIES



With a PhD degree
>70%

GRADUATES
>8900



SCIENTIFIC RESEARCH
>100



ERASMUS+ PARTN
>40

COOPERATIVE PARTNERS
>300

Our Vision

*To be the **leading private technical University** in the Baltic Sea region*

Our Mission

*To create and disseminate **knowledge** and make a positive **difference** to our **community** and the wider **Baltic Sea region***

Our Values

Excellence

Ambition

Equity

Openness

**Social
Responsibility**

Strategic Objectives

This strategy is designed to transform TSI into a modern international technical University with an academic portfolio, a research and innovation agenda and a CPD offering that meet the needs of all our stakeholders: our students, our staff, our business partners and our community and Region. It builds on our achievements and our 100 year old heritage and is designed to change the lives of students, to serve businesses and to make a positive difference to Latvia.

This transformational strategy is built on 5 key pillars:



International Engagement



Objective 1: To increase the number and quality of international students on our campus and be recognised as the leading private University in the Baltic Sea region especially in the areas of Computer Sciences, Transportation, Logistics and Aviation.



Objective 2: To establish a strong and deep strategic partnership with a UK university that will enhance our portfolio of academic programmes and research and to expand our network of exchange partners and research collaborations to enhance our practices and research activities.

Objective 3: To be an active participant in Project 3000.

International Engagement Strategy

The roots of TSI are international and since its creation in 1919 TSI has been influenced by developments in the wider region. TSI's international reach is reflected in the nationalities of our students on campus, our alumni community, our international partnerships and our international research projects.

Our ambition is to develop our reputation globally through a network of strong University partnerships and alliances, to be a key player in international projects that will benefit Latvia and benefit our students and to be the leading Latvian private technical University in the Baltic Sea region.

Objective 1: To increase the number and quality of international students on our campus and be recognised as the leading private University in the Baltic Sea region especially in the areas of Computer Sciences, Transportation, Logistics and Aviation.

Strategic Actions:

1. Professionalise our international marketing team and implement country specific marketing and recruitment plans,
2. Improve our website and social media presence,
3. Revise the structure of our marketing and recruitment teams to reflect market priorities and streamline processes with a greater focus on recruitment and conversion of applicants into enrolled students,
4. Improve the size and quality of our network of agents in key markets,
5. Revise our pricing strategy in line with the enhanced quality of education and quality of experience we offer our students, and
6. Establish partnerships with international colleges to implement credit transfers and enable students to complete their studies at TSI.

Objective 2: To establish a strong and deep strategic partnership with a UK university that will enhance our portfolio of academic programmes and research and to expand our network of exchange partners and research collaboration to enhance our practices and research activities.

Strategic Actions:

1. Develop a strategic partnership with a UK University of high standing and strength in engineering and technology with whom we will collaborate on programme delivery and portfolio development across all disciplines, collaborate to enhance our teaching practices and internationalise our curriculum and collaborate over research,
2. Extend our network of Exchange partnerships and provide mobility opportunities to our students and staff and use these to internationalise our curriculum and collaborate over research, and
3. Develop opportunities for Joint PhDs and joint research through our international partnerships.

Objective 3: To be an active participant in Project 3000

Strategic Actions:

1. Play a significant role in Project 3000 and build on it to enhance our reputation and make a significant contribution to the Latvian economy and industry,
2. Use Project 3000 to attract quality international students and showcase our portfolio, and
3. Leverage Project 3000 to develop programmes more closely aligned to industry and use this to build relationships with local industries.

Education (Teaching & Learning)



Objective 1: To deliver a portfolio of programmes that are relevant to an international audience, and that reflect the TSI's strengths in Computer Sciences, Transportation, Logistics and Aviation and are informed by the current and future needs of industry as the 4th industrial revolution develops and industries, markets and wider society changes.

Objective 2: To produce graduates who are industry ready and highly sought by our business partners.

Objective 3: To maximise the opportunities for all students to complete their programme of study and be recognised nationally for supporting our students to be successful.

Objective 4: To introduce a range of learning and assessment strategies across all programmes that are informed by best practices and that reflect the environment of work of our graduates.

Objective 5: To provide a high quality digital learning environment to on-campus and distance learning students.

Education Strategy

We have a strong team of academics and researchers and have produced high quality graduates and successful alumni. Our students enjoy access to some of the best equipped laboratories and learning resources in Latvia. We believe that research must inform our teaching so that we remain relevant and believe all staff will play a key role in providing our students with the highest education experience.

Our ambition is to build on our reputation and heritage and deliver a leading edge internationalised curriculum, informed by research and partnerships. Our portfolio will reflect TSI's DNA as specialist and leader in Computer Sciences, Transportation, Logistics and Aviation and will be delivered in a flexible way, in English and designed to attract a wider international audience. Our graduates will be ready to face the challenges of the 4th industrial revolution.

Objective 1: To deliver a portfolio of programmes that are relevant to an international audience, and that reflect the TSI's strengths in Computer Sciences, Transportation, Logistics and Aviation and are informed by the current and future needs of industry as the 4th industrial revolution develops and industries, markets and wider society changes.

Strategic Actions:

1. Structure all programmes to include subject specialisations and meet international demand for advanced skills and knowledge in the key disciplines of computer sciences, telecommunications, aviation, transportation, aviation and logistics,
2. Ensure that our teaching is informed by our research and that our researchers are active partners in our students' learning journey,
3. Make use of best-practice and recognised tools to embed internationalisation into the curriculum, and
4. Expand our exchange partnerships and include mobility opportunities in all our programmes.

Objective 2: To produce graduates who are industry ready and highly sought by our business partners.

Strategic Actions:

1. Ensure that all programme syllabi are informed by industry and by the needs of industry,
2. Deliver all final years of our programmes in English to all students,
3. Work to implement models of delivery that blur the boundary between academy and industry,
4. Embed employability and the development of transferrable skills in all our programmes, without focusing solely on discipline knowledge and make use of best practices and recognised tools for embedding employability in the curriculum,
5. Include modules on CV writing, time management, business ethics and career planning within our curriculum,

6. Include internship and industrial placement options in each academic programme and reflect the successful completion of the industrial placement by the student in their transcripts and references, and
7. Aim to gain accreditations from professional bodies for our programmes as a kitemark of the relevance and quality of our curriculum.

Objective 3: To maximise the opportunities for all students to complete their programme of study and to be recognised nationally for supporting our students to be successful.

Strategic Actions:

1. Develop apprenticeship-types of programmes with our business partners, put greater emphasis on work-based learning and include face to face and blended learning delivery models in our programmes to support students who may combine work and study, and
2. Revise the delivery model of our foundation programme to ensure greater participation and greater benefits to students and include elements of face to face interaction with a TSI tutor, whether it is offered online or at an overseas partner.

Objective 4: To introduce a range of learning and assessment strategies across all programmes that are informed by best practices and reflect the environment of work for our graduates.

Strategic Actions:

1. Make greater use of group learning and group-based activities and introduce innovative assessment strategies based on live projects and activity based assessments,
2. Adapt our Teaching, Learning and Assessment strategies across each programme to reflect the mix of knowledge and cultures within each cohort and to allow all students to adapt to a new environment and a new learning culture, and
3. Provide opportunities for all staff to develop their teaching skills, continue to support staff to improve their ability to teach in English and make it a requirement for all staff to engage in scholarly activities such as research, consultancy or industry placement.

Objective 5: To provide a high quality digital learning environment to on-campus and distance learning students.

Strategic Actions:

1. Make the Virtual Learning Environment a central resource and asset for student learning and not just as repository of information,
2. Review and redesign our distance learning provision and ensure it uses the most up-to-date digital pedagogies and methodologies to support modern learners, and
3. Provide staff with appropriate staff development support and we will require staff to demonstrate their engagement in enhancing their skills and teaching practice.

Education (Student Experience)



Objective 1: To maximise the retention of students and to be leaders and an exemplar in providing high quality student support.

Objective 2: To provide high quality learning environment and reposition TSI as an internationalised University with high calibre students.



Education Strategy

We have a strong team of academics and researchers and have produced high quality graduates and successful alumni. Our students enjoy access to some of the best equipped laboratories and learning resources in Latvia. We believe that research must inform our teaching so that we remain relevant and believe all staff will play a key role in providing our students with the highest education experience.

High quality student experience will be at the core of all of our activities. We will recruit a highly motivated body of local and international students and will provide responsive student support services fit for an internationalised student body. Students will enjoy high quality learning and accommodation facilities and we will support our students to achieve their ambition.

Objective 1: To maximise the retention of students and to be market leader in providing high quality student support.

Strategic Actions:

1. Delegate responsibility for student experience and student retention to Faculty level so that programme teams are more responsive and able to intervene at the earliest opportunity and be able to have an impact,
2. Introduce Faculty and Programme level targets for Continuation, Completion and Satisfaction ratings,
3. Implement efficient and responsive systems and procedures to monitor students at risk and provide solutions to ensure all students have the opportunity to complete their studies,
4. Introduce a peer learning and mentoring system and develop students' resilience, and
5. Implement a support programme designed specifically to facilitate the integration of students who join their programme of study at TSI late.

Objective 2: To provide high quality learning environment and reposition TSI as an internationalised University with high calibre students.

Strategic Actions:

1. Ensure students recruited are of the right calibre by having clearly stated entry requirements and ensure all students are equipped to succeed on their programmes by helping them bridge gaps in their knowledge in key discipline areas and helping them develop their study skills,
2. Implement a retention strategy that will encompass all stages of a student's journey from applicant to graduate and within this strategy provide staff development opportunities to all academic and non-academic staff to enhance their understanding of teaching and supporting international students, and
3. Run orientation and induction programmes that will support the transition into, through and beyond higher education with a focus on supporting their learning skills and greater integration of students from all nationalities and cultures through group based and activity based learning.



Research & Knowledge Exchange



Objective 1: To conduct high quality impactful applied research that will strengthen our reputation as the leading private technical university in the Baltic Sea Region.

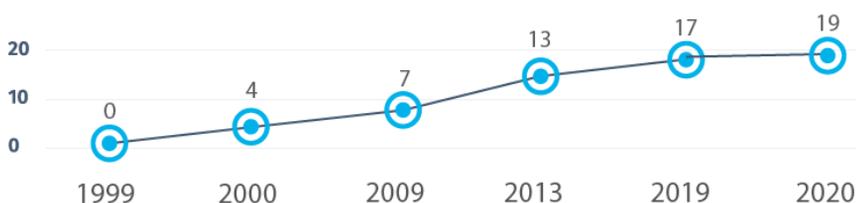
Objective 2: To establish a sustainable foundation and environment to support our research, innovation and knowledge exchange activities.

Objective 3: To create a critical mass of research-active staff and establish a pipeline of future research staff.

Objective 4: To establish an appropriate number of focused, multi-disciplinary research clusters that address key issues facing society with the potential for national and international impact.

Objective 5: To celebrate our successes and promote our achievements globally

LABORATORIES



Research & Knowledge Exchange

Our ambition is to build on the history of research at the university to develop and embed a strong culture of applied research and innovation. To realise this ambition we will develop strong external partnerships with University partners, with business and industry, with government and with funding agencies, both nationally and internationally. In achieving this ambition, we will progress towards becoming a significant contributor to Latvia's research profile and will strengthen our international profile in research and knowledge exchange.

Our developing research culture will dovetail with our approach to teaching, learning and assessment, with our research informing our teaching and providing opportunities for our students – both undergraduate and postgraduate – to engage with our research activity and our research-active staff. Our research activities will be critical to our ability to produce graduates who are can address the industrial demands of the 4th industrial revolution and its impact on industries, markets and society.

Objective 1: To conduct high quality impactful applied research that will strengthen our reputation as the leading private technical university in the Baltic Sea Region.

Strategic Actions:

1. Review our current portfolio of research specialisations and concentrate our activities on a cluster of research specialisations based on our expertise, staffing capacity, on future trends of technological developments and the Region's economic and technological needs;
2. Continue to focus on EU funded projects and expand our research partnerships with universities of high standings from the Baltic Sea Region;
3. Strengthen our network of European and international partnerships focusing on the potential for generating high quality research output;
4. Capitalise on the opportunities that Brexit will create and develop a strategic alliance with a UK University around academic portfolio delivery and to increase TSI' research capabilities and capacity;

5. Prioritise publications in highly ranked journals and joint international research output to maximise our citations impact;
6. Continue to engage with international networks and research centres that align with our research clusters;
7. Grow our consultancy, knowledge exchange activities and industry funded research projects and Support knowledge exchange activities that ensure our best innovations are readily translated for the economic, cultural and social benefit of users worldwide; and
8. Ensure publication volumes are sufficient to secure a ranking in the THES World Universities League Table in the longer run.

Objective 2: To develop internationally-recognised research and innovation active staff.

Strategic Actions:

1. Establish a business development team that will provide our research-active staff with the right infrastructure and support to identify funding opportunities, to support partnership development and management and to provide effective administrative support to enable our research staff focus on their research commitments;
2. Develop a supportive environment for both aspiring and research-active staff ensuring that all staff are aligned with an appropriate research cluster and that early career researchers and research active staff are appropriately trained and mentored;
3. Implement a comprehensive early-career support structure for research staff and enable early and mid-career researchers to be competitive in winning grants, be successful in producing high-quality publications and successful in securing innovation income;
4. Establish an environment to encourage and support staff carry out consultancy and innovation activities such as a creating a subsidiary of TSI (TSI Consultancy Ltd) within which TSI staff are able to conduct consultancy with the appropriate administrative and legal support provided by TSI;
5. Put in place a workload model that reflects TSI's and each individual staff's research priorities and provides TSI and each research staff with a fair and equitable framework to review performance annually.

Research & Knowledge Exchange

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Objective 3: To create a critical mass of research-active staff and establish a pipeline of future research staff.

Strategic Actions:

1. Diversify the research staffing base and increase the international staff complement within the institution;
2. Launch a programme of joint-PhDs (co-tutelle) with our UK and key European partners;
3. Appoint visiting research Professors with internationally recognised expertise and visiting Professors from partner institutions and seek to offer post-doc researchers from partner institutions the opportunity to be a visiting (associate) Professor at TSI for an agreed period in areas relating to the research clusters;
4. Actively recruit international PhD students, capitalising on the quality of research facilities at TSI and the competitive tuition fees at TSI;
5. Embed research activities into the teaching curriculum at undergraduate and postgraduate and foster research interests amongst our students;
6. Incentivise and reward successful research staff through mechanisms such as honorariums, seed funding or travel grants and establish a career and promotion path for staff who are engaged in research or innovation and consultancy activities;

7. Facilitate the possibilities of benefitting from international networking, collaboration and exchange opportunities that will extend the reach and profile of their work and enhance its further progress.
8. Improve our postgraduate research culture and enhance our supervision capacity to support increased numbers of postgraduate researchers

Objective 4: To establish an appropriate number of focused, multi-disciplinary research clusters that address key issues facing society with the potential for national and international impact

Strategic Actions:

1. Establish a limited number of research clusters, appropriately resourced, to support internationally relevant cross-disciplinary research and innovation themes directed by well-established research and innovation leaders in consultation with key external stakeholders,
2. Foster interdisciplinary research and innovation that leads to increases in the volume, quality and impact of our publications, greater diversity of income streams and enhanced postgraduate research experience,
3. Engage with national and international networks that align with our thematic areas, and
4. Make effective use of our research and innovation themes to coordinate and enhance staff and student engagement with the end users of research and innovation locally, nationally and globally.

Objective 5: To celebrate our successes and promote our achievements globally.

Strategic Actions:

1. Design and implement a communication strategy with international reach to showcase the achievements of TSI, to promote the range of our staff expertise, to publicise our research projects and knowledge exchange activities and to disseminate to a global audience our successes;
2. Organise an annual event and international conferences to showcase our research and international partnerships and achievements;
3. Implement means for staff at all career stages to benefit from international networking, conference attendance, collaboration and exchange opportunities that will extend the reach and profile of their work and enhance its further progress.
4. Engage with our alumni across all sectors of business and government, both nationally and internationally to expand our connections and share our expertise.

Business & Community Engagement



Objective 1: To develop graduates with the knowledge and skills to be successful in industry and business and are equipped to meet future challenges as industry and markets change.

Objective 2: To share our knowledge, facilities and resources and encourage our partners to inform our research agenda so that our research output impacts on industry and makes a positive change to society.

Objective 3: To become leaders in the Region for offering programmes that are work-based and remove the boundaries between academia and industry and provide leadership in education and innovation.

Objective 4: To reposition TSI and change the perception of TSI as a Russian speaking and teaching institution to that of a high quality Latvian university with extensive international reach and invest resources to develop a vibrant campus and student community.

Business & Community Engagement Strategy

We already play a significant role in the Latvian economy and have wide ranging relationships with over 300 business partners in the Region. We intend to continue to play a significant role in contributing to the success and development of Latvian businesses and the economy of the Baltic Sea region.

We will strengthen our partnerships with employers in the Region so that our teaching and portfolio are informed by the needs of our Business partners and will provide high quality placement opportunities to our students. We will work with Businesses to implement Work Based Learning programmes and establish models of teaching and learning that will benefit the students, the employers and TSI. We will support businesses understand and get ready to meet the challenges of the 4th industrial revolution.

Objective 1: To develop graduates with the knowledge and skills to be successful in industry and business and are equipped to meet future challenges as industry and markets change.

Strategic Actions:

1. Put in place a number of Business/Industry Advisory Boards that include business and industry leaders and who will play an important role in shaping our teaching, our research and our CPD agendas,
2. Seek to create opportunities for our staff and students to combine teaching and learning with periods of industry secondment or industrial placements,
3. Use our industry relationships to influence the Higher Education environment in Latvia,
4. Establish partnerships with specialist organisations that have the expertise, capacity and track record of delivering successful CPD programmes to industry and government agencies, and
5. Have a structure which allows industry to have input into the development and structure of new programmes.

Objective 2: To allow and encourage our Business and Industry partners to inform our research agenda so that our research output impacts on industry and makes a positive change to society.

Strategic Actions:

1. Structure the University Governance so that at University and at Faculty levels there is engagement with industry to create an industry-applied research agenda and for ensuring that Faculties and academic teams own this agenda.
2. Invite and seek to influence businesses to work with our researchers and use TSI facilities to further their R&D activities and potential.
3. Establish a Business Development team that will support our academics and researchers in developing and nurturing relationships with all key stakeholders, be they Businesses, Government or Alumni.
4. Work with our partners in government, industry and alumni to create incubation and commercialisation space.

Objective 3: To become leaders in the Region for offering programmes that are work-based and remove the boundaries between academia and industry.

Strategic Actions:

1. Introduce new governance structures to ensure there is closer links between TSI and industry and seek strategic partnerships with industry to develop models of “industry in the classroom” or “faculty on the shop floor”, and
2. Work with our business partners to become the leading university in the Region in developing work-based learning programmes and establishing apprenticeship types of programmes.

Objective 4: To reposition TSI and change the perception of TSI as a Russian speaking and teaching institution to a that of a high quality Latvian university with extensive international reach.

Strategic Actions:

1. Increase our engagement with our Alumni to change perception and establish our reputation as an ambitious and high quality internationalised University, and
2. Share our knowledge, facilities and resources and offer a programme of public lectures and educational events to local Schools and the wider community that will help enhance our reputation.

People



Objective 1: To be a self-confident institution with a culture of engagement and innovation

Objective 2: To recognise and reward excellence

Objective 3: To attract and develop outstanding staff



Our People

Our staff are our core asset and form our competitive advantage. We have a loyal and talented team of academic and professional staff and our staff will be key to delivering this transformational plan

We will establish a culture of excellence in teaching, learning and research, built on continuous reflection, enhancement and innovation and we aim to provide all staff with the opportunities and support to develop and excel.

Objective 1: To be a self-confident institution with a culture of engagement and innovation

Strategic Actions:

1. Develop an environment where innovation and team working are encouraged and where a non-blame culture is the norm,
2. Promote a collegiate culture and organise an annual event where we recognise and celebrate the achievements and contributions of colleagues whether they are academic or non-academic.

Objective 2: To attract and develop outstanding staff

Strategic Actions:

1. Develop and implement a workload model which allocates an appropriate balance of teaching, pastoral support, research, knowledge transfer activity and academic administration for each member of academic staff,
2. Develop and implement a programme of development for all staff (academic and non-academic), including training activity to support and strengthen each of the aspects of academic and non-academic roles and mentoring of new staff and of established staff taking on new roles.

Objective 3: To recognise and reward excellence

Strategic Actions:

1. Develop and implement career pathways for academic staff which duly recognise the strengths and contributions made by each member of staff and provides parity of esteem between teaching and research,

2. Develop and implement an annual performance review for each member of academic staff, reviewing performance in each of the aspects of teaching, pastoral support, research, knowledge transfer activity and academic administration and sets performance objectives for the next academic year, and
3. Celebrate each year the achievements of our staff, whether they are academic or non-academic.

TSI ACADEMIC STAFF

> 120

GENDER EQUALITY

50% = 50%

With a PhD degree

> 70%







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