



TRANSLATION OF THE SUMMARY OF ALBERTA COLLEGE DEVELOPMENT STRATEGY

2019–2023

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I. THE SUMMARY OF STRATEGIC DIRECTIONS, GOALS AND KEY RESULTS FOR 2019-2023

<i>Directions</i>	<i>Objectives</i>	<i>Key indicators and results to be achieved</i>	
<ul style="list-style-type: none"> • Study fields and the offer of programmes • Curriculum of study programmes and quality of studies 	1. To prepare high quality specialists for providing business and institutional support functions in compliance with the current labour market requirements, who are able to apply their acquired knowledge and practical skills to adapt to the labour market or continue their career growth.	Accreditation results of all study programmes	For 6 years
		Employer satisfaction with students and graduates of AC, survey results	> 80%
		Employment and satisfaction of graduates, survey results	> 80%
<ul style="list-style-type: none"> • Teaching methods, creativity • Student-centred approach • Internationalisation 	2. To ensure an effective study process by pursuing a student-centred approach, using modern teaching/learning methods, supporting applied research, innovation, strengthening practical skills and gaining international experience during studies.	Student satisfaction, survey results	> 80%
		Drop-out	< 12%
		Proportion of students having used one of the offered internationalisation opportunities	> 30%
		Proportion of students having participated in at least one applied research in the industry	80%
<ul style="list-style-type: none"> • Staff • Scientific and research activities • Cooperation with industry • Cooperation with other higher education institutions 	3. For the provision of the study process, to ensure a team of professional academic staff supporting the quality of curriculum and implementation of the study process based on science and research, practical experience in the industry and close cooperation with employers and strategic partner higher education institutions.	Research in each study programme (per year)	> 1/SP
		Publications in Scopus or Web of Science (per year)	> 1
		Publications in EBSCO (within 2 years/per teacher)	> 1/SP
		Number of strategic cooperation partners – employers, per each study programme	> 1
		Number of Latvian and foreign strategic partners – higher education institutions, per each study programme	> 2
		Courses in English	20%
		Proportion of academic staff trained in industry and having participated in perfection activities abroad during the strategic period	80%
<ul style="list-style-type: none"> • Management and administration • Student attraction 	4. To ensure effective management and stable development of the College.	Employee satisfaction, survey results	> 80%
		Increase in the number of enrolled students during the strategic period	> 20%
		Increase in turnover during the strategic period	> 20%
		Development Investments	> 8%
<ul style="list-style-type: none"> • Lifelong learning • Social Activities 	5. To be an open and dynamic college that is flexible in terms of current trends in the market and responsive towards diverse educational needs of Latvian residents and expats abroad.	Top 3 Colleges in Latvia (prakse.lv etc. ratings)	+
		Customer Loyalty in EKA	>20%
		Share of income from implemented lifelong learning activities	> 5%
		Proportion of students starting their studies immediately after their secondary education	30%
		Proportion of students starting their studies to enhance their existing qualifications	70%

II. VISION, MISSION, MOTTO, IMAGE OF THE GRADUATE, VALUES, BENEFITS

VISION

In 2023, we are the most recommended college in Latvia in the opinion of Latvian employers, we have more than 150 graduates per year who find a well-paid job in the specialty fast, they dare to start their own businesses and are focused on continuous development.

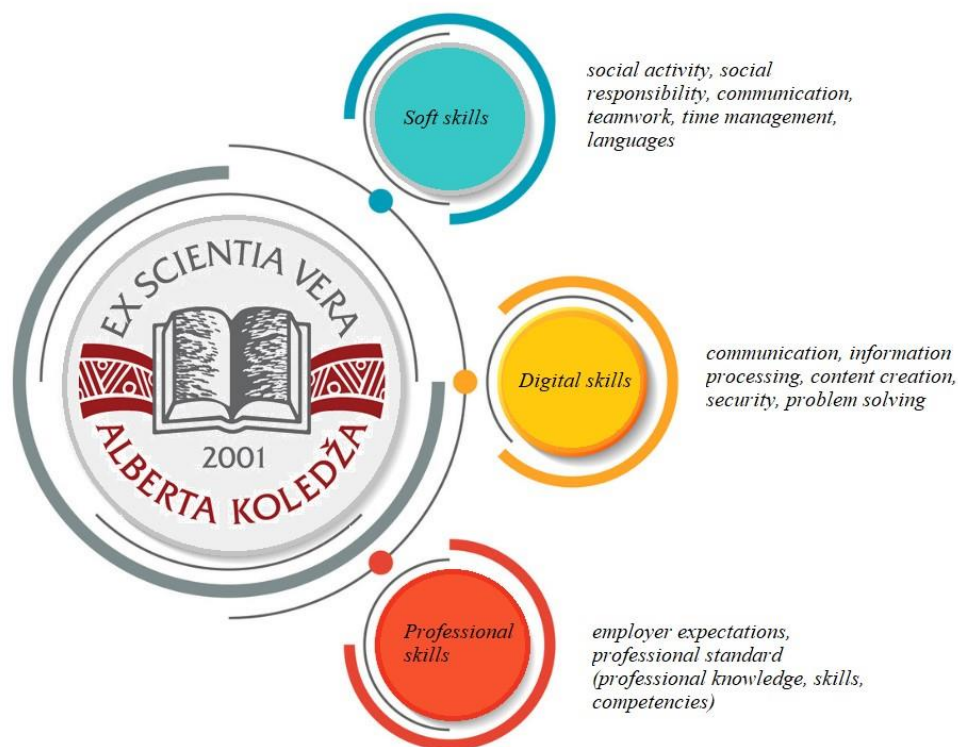
MISSION

Alberta College ensures preparation of socially active and responsible specialists by involving industry professionals, using modern teaching/ learning methods and digital solutions.

MOTTO

Everything we do, we do because we care what the graduates of Alberta College can do.

THE IMAGE OF THE GRADUATE OF ALBERTA COLLEGE¹



¹ Soft Skills: *Social activity, social responsibility, communication, teamwork, time management, languages;*

Digital skills: *communication, information processing, content creation, security, problem solving;*

Professional skills: *employers' expectations, professional standard (professional knowledge, skills, competence).*

VALUES OF ALBERTA COLLEGE

- Honesty and Responsibility
- Openness and Reliability
- Collaboration and Support
- Professionalism and Opportunity
- Creativity and Innovation
- Attractiveness and Joy of life

ALBERTA COLLEGE COMPETITIVE ADVANTAGE

- Study programmes that are practically oriented and in demand on the labour market
- Close cooperation with employers
- High quality of the study process and digitization thereof
- Professional teaching staff
- Rational investment of funds: success after only two years
- Individual treatment for each student
- Social responsibility and support programmes

III. SWOT ANALYSIS OF THE COLLEGE'S ACTIVITIES (performed at the end of 2018)

<i>Strengths</i>	<i>Weaknesses</i>
<p>GOOD REPUTATION AND RECOGNITION</p> <p>QUALITY STUDIES FOR CURRENT NEEDS OF INDUSTRY</p> <p>MODERN DIGITAL SOLUTIONS ARE INTEGRATED IN THE STUDY PROCESS</p> <p>MODERN AND COMFORTABLE STUDY ENVIRONMENT</p> <p>OPEN AND SUPPORTIVE ORGANIZATIONAL CULTURE:</p>	<p>PROFITABILITY DIFFICULTIES OF CERTAIN STUDY PROGRAMMES</p> <p>DIFFERENCES IN STUDENT INTERESTS DEPENDING ON PRIOR EXPERIENCE</p> <p>WEAK DEVELOPMENT OF INTERNATIONALIZATION</p> <p>INSUFFICIENT SCIENTIFIC AND RESEARCH ACTIVITIES</p> <p>INFRASTRUCTURE LIMITATIONS</p>
<i>Opportunities</i>	<i>Threats</i>
<p>DEMAND COOPERATION</p> <p>ATTRACTION OF EXTERNAL FINANCING</p>	<p>INSTABILITY OF HIGHER EDUCATION DEVELOPMENT POLICY:</p> <p>DEMOGRAPHIC PROBLEMS, HIGH MIGRATION AND DETERIORATION OF THE ECONOMIC SITUATION IN THE COUNTRY</p> <p>UNFAIR CONDUCT OF COMPETITORS</p> <p>GROWTH OF COMPETITION</p>

IV. STRATEGIC DEVELOPMENT DIRECTIONS FOR 2019 - 2023

1ST GOAL

To prepare high quality specialists for providing business and institutional support functions in compliance with the current labour market requirements, who are able to apply their acquired knowledge and practical skills to adapt to the labour market or continue their career growth. (M1)

M1V1 Study fields and the offer of study programmes

Keywords:

- *employers' demand,*
- *professional and educational standards,*
- *competitiveness,*
- *lifelong learning.*

M1V2 Curriculum of study programmes and quality of studies

Keywords:

- *quality content,*
- *interdisciplinarity,*
- *academic integrity and ethics,*
- *satisfaction of students, graduates and employers.*

2ND GOAL

To ensure an effective study process by pursuing a student-centred approach, using modern teaching/ learning methods, supporting applied research, innovation, strengthening practical skills and gaining international experience during studies. (M2)

M2V1 Student-centred approach

Keywords:

- *involvement of students,*
- *flexible plans and schedules,*
- *availability of management and academic staff,*
- *dropout reduction,*
- *strengthening student self-governance,*
- *extracurricular activities,*
- *motivation and support for studies and continuing studies.*

M2V2 Teaching/Learning methods and creativity

Keywords:

- *modern, effective teaching methods,*
- *civic participation, digital citizen,*
- *practical skills, creativity, innovation,*
- *digitalisation.*

M2V3 Material-technical provision

Keywords:

- *modern environment, e-environment,*
- *computer equipment, software, multimedia,*
- *library,*
- *availability.*

M2V4 Internationalisation

Keywords:

- *foreign language for students and staff,*
- *multicultural environment for students and staff (at home and mobility),*
- *international partners,*
- *International projects.*

3RD GOAL

For the provision of the study process, to ensure a team of professional academic staff supporting the quality of curricula and implementation of the study process based on science and research, practical experience in the industry and close cooperation with employers and strategic partner higher education institutions. (M3)

M3V1 Staff

Keywords:

- *personnel development, evaluation, motivation,*
- *methodological work,*
- *perfection of pedagogical qualification,*
- *perfection of professional qualification (cooperation with industry),*
- *digital skills,*
- *promotion of scientific, research activities.*

M3V2 Scientific and research activities

Keywords:

- *research groups,*
- *linking to industry needs,*
- *collaboration with other researchers,*
- *research grants,*
- *attracting external funding,*
- *student conference and collection of articles,*
- *scientific conference,*
- *publications.*

M3V3 Cooperation with employers

Keywords:

- *systemic approach,*
- *involvement of employers,*
- *diversity of cooperation,*
- *participation in industry associations,*
- *accumulation and exchange of information between study programmes.*

M3V4 Cooperation with other higher education institutions

Keywords:

- *active cooperation with Latvian and foreign partners,*
- *strategic cooperation with EKA,*
- *mobility, research, succession,*
- *shared resources,*
- *participation in education associations.*

4TH GOAL

To ensure effective management and stable development of the College. (M4)

M4V1 Management and administration

Keywords:

- *quality and efficiency,*
- *values,*
- *investments,*
- *control and continuous improvement.*

M4V2 Student Attraction

Keywords:

- *marketing communication,*
- *targeting,*
- *participation in events,*
- *informing.*

5TH GOAL

To be an open and dynamic college that is flexible in terms of current trends in the market and responsive towards diverse educational needs of Latvian residents and expats abroad. (M5)

M5V1 Image and social activities

Keywords:

- *prestige of the graduate,*
- *publicity activities and materials,*
- *communication channels,*
- *corporate social responsibility,*
- *programme of unenrolled students.*

V. LINKS OF THE STRATEGY 2019-2023 WITH THE STATE DEVELOPMENT PLANNING DOCUMENTS

The strategic goals of the AC are determined in connection with the role of the AC in achieving the goals and tasks set in the development planning documents of Latvia. This chapter provides a list of aspects, the implementation of which concerns the AC, as well as the main strategic tasks of the AC corresponding to them, which are aimed at promoting the development of Latvia.

Development and policy planning document	Aspects implementation of which concerns the AC	Link with goals of AC				
		1st goal	2nd goal	3rd goal	4th goal	5th Goal
Latvia's Sustainable Development strategy 2030	Increasing the proportion of those who have obtained higher education in the age from 30 to 34 years (%) (* according to the European strategy "Europe 2020" "at least 40% of people aged 30 to 34 must obtain higher education")				M4V2U1 M4V2U7.	
	Promotion of the participation of the population (aged 25-64) in adult education (% of all the population of the relevant age)		M2V1U2.			M5V1U1 M5V1U4
	(Latvia 2030; 92) Participation in the implementation of effectively functioning national qualification standards and credit systems, which would allow individuals to flexibly combine several qualifications over a longer period of time according to their needs, thus reaching the full standard	M1V1U1				
	(Latvia 2030; 165) Introduction of practices of open universities					M5V1U1 M5V2U1
	(Latvia 2030; 167) Organization of events to educate merchants					M5V1U1 M5V1U4 M5V1U6
	(Latvia 2030; 179) Cooperation of scientists and companies in the field of research. In the management of science and research, company representatives should be involved in order to jointly define research priorities, as well as to timely identify future technological development trends			M3V1U1 M3V1U5 M3V2U0		M5V1U4
	(Latvia 2030; 184) Open knowledge and science. Virtual business incubators and digital knowledge transfer networks and digital platforms open to everyone should be developed where experts, trainers and scientists share their knowledge, facilitating access to knowledge while respecting the interests of intellectual property holders		M2V2U5	M3V3U4		
	(Latvia 2030; 442) Organizing discussions on topics acute in society		M2V2U5	M3V3U4		M5V1U2

National Development Plan 2014 -2020 Course of action “Developed Research, Innovation and Higher Education”	Priority “Growth of the National Economy”					
	[NAP 174] Increasing the number of students who have obtained degree or qualification in HEIs		M2V1U5		M4V2U1	M5V1U6 M5V1U7
	[NAP 175] Increasing the proportion of the population with higher education in the age category 30-34 years				M4V2U2	M5V1U4 M5V2U1
	[NAP 182, 183] Implementation of applied research, mobility of academic and research personnel to promote the creation of commercializable projects in Latvia		M2V4U5	M3V1U1 M3V1U4 M3V2U0 M3V2U?		
	[NAP184] Ensuring access to higher education		M2V1U2 M2V1U10 M2V3U1	M3V1U7		M5V1U4 M5V2U1
	[NAP 190] Competitiveness and consolidation of higher education, development of the material and technical base (equipment), improvement of the internal quality system of universities and colleges, motivating the increase in the number of scientific publications of university staff, creation of international scientific journals, increasing the efficiency of the management system	M1V1U3	M2V3U2 M2V3U3	M3V1U1 M3V1U7 M3V2U3	M4V1U1	M5V1U7 M5V1U8
	Priorities “Human Safety Capacity”					
	[NAP 248] Promotion of youth employment through career education and integration into the labour market		M2V1U6 M2V1U12			M5V1U7 M5V1U8 M5V2U1
	[NAP 249] Ensuring access to up-to-date motivational, skills improvement and competence building, as well as educational services, incl. for reducing the population at risk of unemployment and social exclusion			M3V1U1 M3V1U7		M5V1U6 M5V1U7
	[NAP 291] Creating opportunities for talent discovery and cultivation, incl. support for provision of school summer training camps, scientific seminars, competitions and scientific projects					M5V1U6 M5V1U7
	[NAP 338] Quality promotion of civic participation		M2V2U1		M4V2U6	M5V1U12 M5V1U16
	Priorities “Areas Supporting Growth”					
	[NAP 341] Maintenance of identity of Latvians living abroad, incl. access to education and culture abroad			M3V1U7	M4V2U6	
	[NAP 415] Creation of digital content and other products and development of e-services, expanding the availability and use of services in economic activity		M2V1U2 M2V3U1	M3V1U7	M4V2U8	

Latvia's smart specialization strategy	Strengthening human capital					
	5th priority Modern education that meets the requirements of the future labour market, which contributes to the transformation of the national economy and the development of competence, entrepreneurship and creativity necessary for the implementation of the priorities of the VSS at all levels of education	M1V2U2		M3V1U7		
	Concentration of human capital in workplaces with growth opportunities and adequate remuneration:					
	4th priority Modern and contemporary ICT system in the private sector		M2V2U1 M2V3U1		M4V1U12	
6th priority Developed knowledge base and human capital in areas of knowledge in which Latvia has comparative advantages and which are important in the process of transformation of the national economy: in areas of knowledge related to technology and engineering systems, for the development of ICT industries (implementation of the IT study programme)					M5V1U8	
Education Development Guidelines 2014-2020	Course of action: 1.1. Improvement of educational content, oriented towards the competences required in the knowledge society, promoting creativity and a healthy way of life					
	The proportion of students who engage in physical activities 3 to 4 times a week increase (students involved in sports in the 1st and 2nd academic year of full-time studies)		M2V1U6	M3V3U6 M3V4U1		M5V1U9
	Course of action: 1.2. Increasing the motivation and professional capacity of teachers and academic staff					
	Increased professional capacity of academic staff and the involvement of foreign teaching staff (proportion (%) of the number of foreign academic teaching staff (working full-time) at ISCED 5-6 level from the total number of teaching staff working full-time)		M2V4U4	M3V1U4 M3V1U6 M3V1U5 M3V1U2		
	Course of action: 1.3. Ensuring educational environment and educational process appropriate to 21st century					
	Improved institutional infrastructure for the implementation of a modern teaching/study process (proportion (%) of study programmes that are fully implemented in the e-environment from the total number of programmes)		M2V2U1 M2V3U2	M3V1U7		
	Improved technical infrastructure for studies of higher education institutions (proportion of higher education institutions out of the		M2V3U1	M3V1U7		M4V2U8

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	total number that offer e-studies using modern e-platforms)					
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Course of action: 2.1. Development of a unified career education system					
Provided educational process according to the changing labour market requirements (unemployment rate of graduates (bachelor and master) 18 months after graduation as a percentage of the unemployment rate of graduates of all educational institutions)	M1V1U2 M1V2U1				
A set of career information and support measures for youth is provided		M2V1U12			
Increase the proportion of students in first-level professional higher education programmes (college-level programmes)				M4V2U1	
Course of action: 2.2. Reducing the number of early school leavers and those who did not complete education		M2V1U5			
Course of action: 2.3. Expansion of non-formal education opportunities for children and youth					
Implemented development of youth skills (number of organized trainings for youth skill development/number of young people)				M4V2U3 M4V2U4	
Course of action: 2.4. Expanding education opportunities for adults					
Increased involvement of adults in education activities (proportion of adults involved in education aged 25-64)				M4V2U7	M5V2U1
Improvement of the professional competence of the employed population is ensured					M5V2U1
Course of action: 3.1. Improvement of the education quality monitoring system					
To be among the educational institutions involved in the implementation of educational quality monitoring			M3V4U4		
To participate in the use of the newly created monitoring system of work progress of graduates of higher education institutions			M3V4U4		
Participate in the newly created unified higher education information system, which includes registers of academic and scientific personnel, registers of students, diplomas, as well as the database necessary for accreditation purposes			M3V4U4		
Course of action: 3.3. Improvement of the network of education institutions and availability of services					
The availability of education services has increased (% of population aged 30-34 with higher education).		M2V3U1			M5V2U1
Provided support for obtaining higher education for socially		M2V1U10	M3V3U2		M5V1U6

	disadvantaged groups of the population, including scholarships and grants to cover tuition fees					M5V1U7
Course of action: 3.4. International competitiveness of education in the conditions of globalization						
	Increased share of foreign students (within mobility) out of total number of students (%)		M2V4U2			
	Provided professional development and exchange of international experience of academic staff (number of academic staff who participated in mobility activities)		M2V4U5	M3V1U4 M3V1U6 M3V1U5		
	International practice of teaching and studies ensured/ Increased number of university students who participated in mobility activities/ Increased number of university graduates who have studied or had internships abroad as part of their studies, % share of the total number of graduates		M2V4U3	M3V4U2		
National Concept of Latvian Higher Education and Development of Higher Education Institutions 2013 - 2020	Implementation of the triple helix concept at all levels of HE, public administration and industry cooperation			M3V3U1 M3V3U2 M3V3U3 M3V3U4 M3V4U3 M3V4U4		
	Linking higher education with the requirements of the individual, the labour market and the future labour market (HEIs not only respond to the current changes in the labour market, but stimulate the changes themselves, promoting the conditional creation of jobs in the knowledge economy and positive changes in the labour market.) / The need to improve the quality and relevance of higher education so that study programmes meet the needs of individuals, the labour market and future professions, as well as stimulate and reward excellence in studies and research / Promote partnership and cooperation with companies as a core activity of higher education institutions (European Commission (EC) Higher Education Reform Strategy)	M1V1U2 M1V1U3 M1V1U5 M1V2U1	M2V1U8 M2V1U9			
National Concept of Latvian Higher Education and Development of Higher Education Institutions 2013 - 2020	Participate in the creation of a modern internal and national external quality assurance system (create such internal and external quality assurance systems that would meet the new, dynamic roles of HEIs and at the same time ensure the quality management of	M1V1U1 M1V1U2			M4V1U1	

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	all study, research and innovation implementation processes)					
	Development of the internationalization strategy of the AC according to the Latvian HE internationalization strategy to be developed for the internationalization of higher education ?		M2V4			

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	Acceptance of global challenges – open, free-access higher education (democratization of knowledge and knowledge acquisition, high and open global competition for the HE market and funding sources, digital technologies, global mobility and integration of HE with industry, incl. cooperation of HEIs with industry, while becoming a part of industry itself)		M2V3U1 M2V1U2	M3V3U2 M3V3U1 M3V3U4 M3V3U3		M5V2U1
Regional Policy Guidelines 2013-2019	(1.5.) Involvement in ensuring the satisfaction of citizens with the availability and quality of services available in various regions (in the case of the AC - through offering e-studies)		M2V3U1 M2V1U2			
Sustainable Development Strategy of Riga Planning Region 2014-2030	(3.3.2.) To increase the employment rate in knowledge-intensive sectors (in the case of the AC – through the ICT study field)	M1V1U2				
	(3.3.3.) Development of support mechanisms for raising the share of employment and self-employment, for the creation of new companies in product and service related industries.	M1V2U2				
	Employment of HEIs graduates according to the sector of the economy (85%)	M1V2U4	M2V1U12			
	To be among the organizations in which research work is carried out			M3V2		

VI. PROCESS FOR IMPLEMENTING AND MONITORING THE STRATEGY

AC strategic management is performed in accordance with a continuous PDCA cycle (*Plan-Do-Check-Act*). This chapter provides information on the stages of the strategic management cycle of AC, as well as the risks associated with them and their prevention measures within this cycle.

6.1. Planning

The purpose of the strategy is to ensure the growth of the AC in the next five years in accordance with the predicted achievable results, determined by taking into account the analysis of the internal and external environment of the AC, as well as the evaluation of the implementation of the previous strategy. The strategy formulates the mission of the AC, defines the main directions of development, goals and tasks for their implementation, as well as the achievable results and their implementation indicators for each year. The draft strategy has been developed through the mutual cooperation of the Board of AC, Director and Council, as well as representatives of directly and indirectly involved stakeholders. The implementation of the strategy is ensured by the director of AC under the supervision of the Board of AC.

During the planning stage, the following main risks are identified and measures to prevent them are provided:

<i>Risk</i>	<i>Impact of risk</i>	<i>Probability of occurrence</i>	<i>Risk prevention measures</i>
Insufficient representation of stakeholder or low participation	medium	low	Organization of seminars for strategic planning Planned individual interviewing of representatives of the parties involved in the strategy
Incommensurability of the goals with the resources and capabilities of the AC	high	low	Evaluation of the internal and external environment Involvement of employees of different levels in strategic planning Alignment of financial and non-financial goals
Mistakes might be made in setting directions, goals, tasks or forecasts	high	medium	Carrying out an evaluation of the execution of the previous strategy Analysis of higher education development policy documents and related industry trends Coordination of the strategy project with the involved parties Forecasting for each year.

6.2. Implementation

Upon the approval of the strategy, the information about its entry into force and content is disseminated. In accordance with the current Strategy, policies and procedures of AC are developed or updated. The tasks defined in the Strategy (including the specific results to be achieved in a given year and those responsible for achieving these results) are included in the annual action plans and relevant planning documents for different periods. During the implementation phase, continuous data collection, analysis and operational actions are ensured.

During the implementation stage, the following main risks are identified and measures to prevent them are provided:

<i>Risk</i>	<i>Impact of risk</i>	<i>Probability of occurrence</i>	<i>Risk prevention measures</i>
Insufficient understanding of employees and stakeholders about the strategic directions and goals of the AC	high	medium	Planned information events about the new Strategy Discussing the role of employees in the implementation of goals during the evaluation procedure A procedure has been developed for introducing new employees to the Strategy

Lack of necessary resources for the implementation of the planned tasks (financial, material and technical, human resources)	high	low	Budget control Reserving funds for contingencies Attraction of external funds
Communication and cooperation problems among the parties involved in the implementation of strategic goals	medium	low	Organization of team building events for employees and student representatives Individual discussion
Insufficient amount (level) of achieving objectives	high	high	Operational control of implementation within the year Strategic monitoring and updating of the Strategy

6.3. Control

Progress in implementing the strategy is monitored at least once a year, or more frequently as needed, by the Board of AC, in cooperation with Director of the College, involving administrative and academic staff, as well as student representatives. Within strategic monitoring the updating of the SWOT analysis and monitoring of strategic task completion is performed, including the comparison of the results achieved with the planned. If necessary, the Board prepares proposals for amendments to the Strategic Directions, goals, tasks, achievable result indicators or forecasts thereof. The strategic planning stage is being implemented at this stage. Board of AC also identifies the need for the current information to be included in the strategy, and whether there is a need to delete outdated information. The strategic control report is presented to the staff and student self-government representatives as part of the annual report meeting.

For the assessment of progress in the implementation of the development strategy, provide for:

- Survey of employers during student internship
- Survey of employers, if graduates of AC are employed (or survey of graduates of AC, who are self-employed or entrepreneurs)
- Survey of graduates and interviews on satisfaction and employment
- Survey of students and involvement in meetings of methodical commissions (Councils of study fields)

During the control stage, the following main risks are identified and measures to prevent them are provided:

<i>Risk</i>	<i>Impact of risk</i>	<i>Probability of occurrence</i>	<i>Risk prevention measures</i>
Passivity of the staff, low interest in strategy monitoring	high	low	Team building activities Active communication, informing, explaining
Insufficient or poor initial data intended for control	high	medium	Quality management, incl. digitized data processing and regular data accumulation

6.4. Revision/Updating

Preparation of amendments and their move for approval at AC Board, provision of information on the updates on the strategy/ development of the related documents is ensured by Director of AC. In cases where there is no need for amendments to the Strategy, the implementation phase continues until the next strategic review.

During the revision/updating stage, the following main risks are identified and measures to prevent them are provided:

<i>Risk</i>	<i>Impact of risk</i>	<i>Probability of occurrence</i>	<i>Risk prevention measures</i>
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The need for additional costs for the implementation of the tasks provided for in the Strategy amendments	high	medium	Use of funds provided for contingencies Reinvestment of dividends Attraction of external funds
Insufficient awareness of employees about the amendments of the Strategy and nature thereof	high	low	Planned information events about amendments of the Strategy Discussing the role of employees in the implementation of goals during the evaluation procedure