



Swiss International
Institute Lausanne

STRATEGIC PLAN 2022-2026

Swiss International Institute Lausanne - SIIL

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Swiss International Institute Lausanne - SII

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OUR VISION, MISSION AND VALUES

OUR VISION

Many people around the world do not have the opportunity to obtain a university degree, which is important for both job search and career advancement. There may be all sorts of reasons: teaching language, distance, difficulties of combining work and traditional in-person study, high learning costs. This is why we try to make our programmes accessible from all these points of view. Switzerland is a recognised centre of competence with regard to higher and continuing education. We would like everyone to profit from it and furthermore, for a reasonable price and in their mother tongue.

OUR MISSION

SIIL's mission is to provide degree and continuing education programmes in different languages to people all over the world. And most particularly, to entrepreneurs and independent professionals who seek for tailor-made knowledge and know-how.

We offer our students a unique opportunity to acquire the knowledge and skills necessary for their professional freedom. We also do our best for our students to have the maximum freedom in organizing their study: the freedom to learn, to travel and to work where they want.

OUR VALUES

The real power is knowledge: Swiss teaching programmes, permanent and dynamic upgrading for each and every course provided, practice-oriented teaching, incitement of curiosity and thirst for knowledge among our students. We believe that learning is about being open to new ideas and possibilities both in what we learn and how we learn. We are committed to be an educational space which promotes creativity and innovation as a way of responding to the contemporary world.

Accessibility of knowledge for everyone: everyone can study at SIIL no matter their location, nationality or workload. We recognise the diversity of our Institute's community and seek to actively promote a spirit of inclusiveness, mutual respect and equality of opportunity and access.

Freedom and independence: supporting entrepreneurs and all those who desire it by offering them the opportunity to study at their own space and choose appropriate programmes.

Respect and dignity (respectful environment): We are committed to maintaining a hospitable, student-centred environment that recognises each student's individual learning journey, and that promotes, values and supports their personal, social and cultural development.

INTRODUCTION

SIIIL was founded in 2019 and has been offering distance learning courses at HEI level ever since. In its self-conception, SIIIL is committed to the unity of teaching and learning.

In accordance with its educational mission, SIIIL makes a unique contribution to equal opportunities in the higher education sector across Switzerland, EU and all other countries and society as a whole. Through its study system, it helps to exploit educational potential and counteract the shortage of skilled workers through its degree programmes especially in the remote area situated far from the cities and educational institutions. All of SIIIL's degree programmes can be completed full-time, part-time or alongside family life and work and lead to acquisition of the useful up-to-date skills and knowledge as well as to the job opportunities. In order to fulfil its educational mandate, SIIIL uses the methods of modern network-supported distance learning which combines self-study, online support and group webinars in a subject-specific manner.

The development of the SIIIL can be divided into three phases, which were characterised by different stages of development. In its founding phase from 2019 to 2020, SIIIL acted as a broker or affiliated HEI making courses together with foreign universities accessible to students in Switzerland and other countries. At that time the study programmes from affiliate partners were available only in Russian language.

The second phase between October 2020 and December 2021 was characterised by the development of the first generation of SIIIL own degree programmes and the gradual dismantling of the broker/affiliate role. In September 2021 the Academic Council approved and recommended to implementation in January 2022 the SIIIL 6 Bachelor and 2 Master Study Programmes.

For the fulfilment of this task, the SIIIL relied on the academic staff hired from HEIs in different countries. This approach guaranteed the quality of the course and the unity of teaching and learning, and enabled students at the SIIIL to complete their studies under the guidance of qualified professors. Since this change, SIIIL has been able to increase its student and graduate numbers and, with a steadily growing range of courses, now offers over 165 students the opportunity to combine a higher education with their professional and private life. During this phase, SIIIL improved and consolidated its main educational tool: SIIIL e-learning platform.

Since 2022, SIIIL has entered a new phase, with the implementation of the 6 Bachelor and 2 Master Study Programmes. This new era for the SIIIL existence is characterized with enlargement of teaching languages, the new management structure with increase of its academic staff and the serious improvement of the quality assurance procedures confirmed by the eduQua and QS Stars labels certificates as well as by the Institutional Accreditation certificate by IAAR agency in 2024.

It is the declared aim of SIIIL to offer its students high-quality higher education Study programmes. SIIIL's own quality standards demand that its degrees open up excellent opportunities for its students in the job market, which testify to their great professional competence and high level of motivation.

This Strategic Plan, first for the Institution but nevertheless revised on the annual basis, shapes the future of SIIIL. We are constantly working on the permanent improvement of all Study Programmes and on the considerable change in all processes of quality insurance, development, as well as on the implementation of new Study programmes and the improvement of our learning platform.

On behalf of all students, staff, and alumni, I thank those who have created this plan, including many colleagues and external advisors who were members of the various working groups. By approving this Strategic Plan, the Academic Council as well as all the Management take the responsibility for ensuring it is implemented.

This Strategic Plan also strikes out in new directions in response to new challenges. Chief among these challenges are those brought on by globalisation, technology, and environmental change. This Strategic Plan responds by implementing new 240 ECTS Bachelor programmes as well as to the improvement of existing Study Programmes in order to answer the legal requirement of different countries helping our student in their further studies and careers; development and enlargement of the multilanguage (English, Spanish) sector of our e-learning study platform; infrastructure improvements and developments. We also responding to the by implementing Virtual Mobility for teachers and students, access to Russian and English-speaking libraries and teaching materials.

Tatiana ZARUBINA, Rector

I SIIL STRATEGIC OBJECTIVES AND PRIORITIES 2022-2026

Through the discussions with different working groups and all stakeholders including employers, the following priorities and objectives were formulated and approved by the Academic Council and SIIL Management:

1. Improving and strengthening the quality assurance procedures at the level of the whole HEI and particularly at the level of the Study Programmes.
2. Improving the quality of educational process at SIIL by promoting the quality of ETMs (electronic teaching materials) of SIIL, implementing libraries and interactive and effective teaching and learning.
3. Improving and reviewing existing Study Programmes as well as implementing new Study programmes and obtain their accreditation including the development of stand-alone modules and Virtual Mobility courses.
4. Expanding access to SIIL Study programmes by overcoming the language barrier at training and increasing the number of languages used to teach at the Institute.
5. Enhancing the scientific research activities of SIIL.

II CROSS-CUTTING GOALS

The five priorities and objectives articulated previously are realized through 25 cross-cutting goals.

1. Revise Institutional (General) policies coming to the end of 3-5-year period or due to the legal modifications: implement modifications reflecting new standards and processes.
2. Revise all Academic Policies coming to the end of the 3-5-year period implement modifications reflecting new standards and processes.
3. Introduce new policies and rules covering new processes.
4. Submit the eduQua certification audit 2022 and 2025 improving quality management processes.
5. Submit the Institutional Accreditation file to the ENQA recognized Accreditation Agency (European accreditation standards): implement quality standards to the SIIL functioning.
6. Submit the Programmatic Accreditation file to the ENQA recognized Accreditation Agency (European accreditation standards): implement quality standards to the SIIL functioning.
7. Submit the MBA Accreditation file to IACBE Accreditation Agency as an Educational Member (US standards for Business Education).
8. Submit a request to the QS ranking (online MBA programmes) in 2022 and 2024.
9. Set up an ETMs laboratory (electronic teaching materials).

10. Develop and implement a plan of using VR and AR technologies when developing and producing ETMs.
11. Set up a VR-studio to record ETMs.
12. Implement 6 Bachelor and 2 Master Study Programmes in Russian, assure their annual review by the Faculty boards as well as to develop and implement the Study Programmes in English (MBA) with their consecutive annual review by Faculty Boards.
13. Develop and implement 240 ECTS Bachelor Study Programmes with their consecutive annual review by Faculty Boards.
14. Develop and Implement 180 ECTS Bachelor and Master Study Programmes in Psychology according to the ESG quality standards with their consecutive annual review by Faculty Boards.
15. Develop and implement stand-alone modules in different languages.
16. Develop and implement Study Programmes in Balkan languages (for Montenegro, Serbia, Bosnia and Croatia region), English and Spanish.
17. Launch SIIIL Research Center in Switzerland focused on problems of remote work and distance education, remote development of software, Internet marketing as well as on problems of language barrier and language discrimination.
18. Launch the SIIIL competence and advanced studies Hub for specialists in remote management of teams and processes.
19. Introduction of the new bodies within SIIIL structure.
20. Development and implementation of the Virtual Mobility for students and teachers.
21. Permanent improvement of the teaching and learning model: development and implementation of the flexible learning pathway via the elective and optional courses as well as enlargement of the interactivity in teaching and learning.
22. Permanent support of the teaching staff: further trainings, virtual mobility, research support.
23. Active and permanent involvement of all stakeholders in the Quality assurance process and the implementation of the SIIIL strategical goals.
24. Enlargement of the teaching materials, interactive activities and teaching materials, via e-libraries and other subscriptions.
25. On the permanent basis assure the inclusiveness of all students into the effective teaching and learning.

These goals are referred to as ‘cross-cutting’ because no one goal relates purely to a single aspect of our mission. Instead, the plan recognises that, in a complex organisation made up of people that are both internally and externally interconnected in a myriad of ways, each goal will develop multiple aspects of the mission. Each goal is supported by a number of actions and targets, which are each only mentioned once under the goals, though most of them address more than one aspect of our mission and therefore also relate to other goals.

These twenty-five interconnected and cross-cutting goals are the result of a process of consultation and strategic planning across the entire institution. Strategic planning is very much an ongoing process and, as such, an intrinsic part of life in SIIIL, driving

our decisions and actions at every level. In the period leading up to this new plan, we have approved several individual strategic initiatives that will take shape in the five-year period from 2022 to 2026.

These individual initiatives, with their actions, targets and underlying business cases, have all combined to help inform and shape this Strategic Plan.

Timeline	Objectives	Goals	Actions and targets	Remarks
2022				
01.01.2022	1, 3	12	Implement SIIL Study Programmes: 6 Bachelor Study Programmes, 2 Master Study Programmes in Russian	According to the approval of the IT Faculty and Management Faculty Programme Boards in Jun 2021 and approval of the Academic Council in September 2021
01-06.2022	1, 3	12	Continue the development of the MBA Study Programme in English according to the mandate of the Academic Council in September 2021 to the Management Faculty Programme Board	The Management Faculty Programme Board has received the mandate to launch the development of the MBA in English: elaborate study plan, curriculum, film all the lectures, upload all the materials on the e-learning platform and test
01-06.2022	1	3	Continue the elaboration of the Data Protection Policy and Data Breach Procedural Guidelines by the Steering Group headed by the Rector	According to the decision of the Academic Council, the mandate was given to Academic Office in collaboration with Quality Assurance unit to form the Steering group in September 2021. The group was created and finalizes the report and the final drafts of the policies in June 2022 for the Approval by the Academic Council in October 2022.
01-06.2022	1	1,2	Continue the revision process of the Quality Assurance Policy and the elaboration of the related General Procedures for Quality Reviews and Study Programmes Review Procedures by the Steering Group headed by the Rector	According to the decision of the Academic Council, the mandate was given to Academic Office in collaboration with Quality Assurance unit to form the Steering group in September 2021. The group was created and finalizes the report and the final drafts of the policies in June 2022 for the Approval by the Academic Council in October 2022.
01-06.2022	1	3	Continue the elaboration of the HR Development Policy by	According to the decision of the Academic Council, the mandate was given to Academic Office in

			the Steering Group headed by the Rector	collaboration with Quality Assurance unit to form the Steering group in September 2021. The group was created and finalizes the report and the final drafts of the policies in June 2022 for the Approval by the Academic Council in October 2022.
01-03.2022	1	4	Continue the work of the Steering Group headed by the Rector on the eduQa accreditation. The self-assessment report will be submitted to approval of the Academic Council in March 2022.	The Steering Group is finalizing its self-assessment report in order to be approved by the Academic Council on March 1, 2022. The Audit takes place 30.04.2022.
01-03.2022	1	8	Continue the work of the Steering Group headed by the Rector on the QS Stars Rating accreditation. The self-assessment report will be submitted to approval of the Academic Council in March 2022.	The Steering Group is finalizing its self-assessment report in order to be approved by the Academic Council on March 1, 2022. The self-assessment is to be submitted 06.09.2022.
01-03.2022	1	1,2,3,4,5,6,7	Establish Working groups at every Faculty as well as the working group at the level of the HEI including all stakeholders; engage external advisors if necessary to determine the needs of all SIIL Units and quality assurance lacks as a part of the quality assurance cyclical process. The quality assurance procedures gaps monitoring is also a preliminary stage for the future external reviews according to the ESG principles.	According to the Academic Council decision from 01.09.2021, deans must appoint participants of the working groups for each Faculty: 2 representatives from teaching staff, 2 representatives from administrative staff, 2 students. The academic Director appoints representatives to the working group at the level of HEI according to the same principle.
01-04.2022-	3	12,15,16	Develop English speaking Study Programmes	Create new content in English for existing Study programmes (MBA)
01-03.2022	1	1,3,4,5,19	According to the Academic Council	Creation of Quality Assurance and Data

			decision the Rectorate revises the organisational structure to optimize the Management structure; create new Units and departments	protection Offices at the institutional level. The Quality Assurance Office was transformed from the Quality Assurance unit.
01-03.2022	1	1,3,4,5,19	Appoint Offices Heads: launch HR process to appoint Quality assurance Office Director; Data protection Office Director	Appoint directors and responsible persons of new Offices and Units
01-03.2022	1	1,3,4,5,19	Reorganise Student Office: create new units	Creation of the Career advise team and Learning support within Student Office
25.04.2022-30.04.22	1	3,4	Submit the eduQua certification file (self-assessment report as well as the supporting documents)	The Audit visit is done online and offline on 30.04.2022.
06-09.2022	1	19	(Re)elect the Programme Boards' members and the Faculty Deans	According to the General Regulations and Study Regulations at the General Assembly of the Academic Council
06-09.2022	1	19	To Constitute the Appeals Commission	According to the General Regulations and Study Regulations at the General Assembly of the Academic Council
06.09.2022	1	8	Submit the QS Stars rating accreditation file (online learning)	The Self-assessment and all related supporting documents
03.10.2022	1	1,2	To approve the following policies and regulations at the General Assembly of the Academic Council: Quality Assurance Policy (Revised) General Procedures for Quality Reviews Study Programme Review Procedures Data Breach Procedural guidelines Data Protection policy HR Development Policy new satisfaction forms from the Quality assurance Office	The policies revision and creation is a part of a cyclical process of self-assessment of the Institution. The implementation of the SIIIL Study Programmes requires the revision of the existing policies in order to assure the quality procedures

10.2022	1	1,2,3	Create the steering group to prepare the Institutional accreditation (IAAR agency) and launch the procedures	Academic Director fixes the monthly working groups sessions within Faculties for Academic Policies; Quality Director takes in charge the schedule of the HEI working group for the Institutional Policies revision
10.2022	1	1,2,3	Create the steering group to prepare the Programmatic accreditation (ACQUIN agency) and launch the procedures	Academic Director fixes the monthly working groups sessions within Faculties including the Programme Boards
10.2022-	1	1,2	Create the steering group to start the revision of the General Regulations Guidelines for a New Course Proposal New Programme Design and Approval Policy Student Complaints Procedures Policy Management Framework	Academic Council mandated the Academic Office and Quality Assurance Office to start the revision procedures.
10.2022-	1	12	Approval by the Academic Council of the first Study Programme in English : MBA	Management Faculty Programme Board must submit the report and final draft of the Study Programme Material in June in order to present the Study Programme for approval by the Academic Council in October .
10.2022-09.2023	3	13	Launch the development of the 6 Bachelor Programmes for 240 ECTS by the Programme Boards	The approval by the Academic Council is foreseen for September 2023 with the implementation in January 2024
10.2022-	1	1,2	To start the revision of the Study Regulations for Bachelor Study Programmes, Tuition fees Regulations and Rules of Admission to comply with the coming 240 ECTS version of Bachelor Programmes	Academic Council mandated the Academic Office and Quality Assurance Office to start the revision procedures.

10.2022-01.2024-	3	14, 15, 16	Develop Study Programmes in English	Launch within the Product Development Unit the creation of a new content in English for existing Study programmes
09.11-2022	1	7	Obtain an approval of SIIL as Educational Member of IACBE (International Accreditation Council for Business Education, US)	
09.2022-01.2024-	3	14, 15, 16	Develop Study Programmes in English: HR unit tasks	HR Unit together with the Academic Office should launch the hiring procedures for the English speaking teaching staff assuring the development of the Study programmes in English
2023				
01-06.2023	1	5,6	Steering group is working on the Draft of the self-assessment reports for the Programmatic and Institution Accreditations	The final drafts of the self-assessment reports for the internal preliminary approval by the Steering group Head should be submitted for July 1 st
01-06.2023	1	1,2	Revision of the General Regulations, Guidelines for a New Course Proposal; New Programme Design and Approval Policy; Student Complaints Procedures, Policy Management Framework	The revision of these regulations and policies in order to comply with ESG standards for the coming accreditations
01-06.2023	3	13	Continuing work on the elaboration of the Bachelor Study Programmes for 240 ECTS.	The Programmes Boards should finalize the curricula and visual content on my.siil and submit to the Academic Council in June 30 th .
01-06.2023	1,3	1,2	Revision of the Study Regulations, Admission rules and Tuition Fees Regulations for Bachelor Programmes due to the planned implementation of the Bachelor Study Programmes for 240 ECTS.	The Quality Assurance Office with Academic Office are revising these policies in order to introduce the Bachelor Programmes for 240 ECTS.

01.03.2023	3	12	Launch of MBA in English	The admissions for the MBA in English are open
30.06.2023	1,3	14	Submission by the Programmes Boards of the final versions of the Bachelor Study Programmes 240 ECTS to the Academic Council	The Academic Council will consider if the study programmes could be approved and then implemented
30.06.23	1	1,2	Submission by the Steering group of all revised policies to the Academic Council	The Academic Council will consider if the revised policies could be approved and then implemented
01.09.2023	1		(Re)election of the Academic Council members	
01.09. 2023	1	1	Revision of the Data Protection Policy according to the recent legal developments in Switzerland	The adoption of the new Federal law implementing GDPR in national legislation obliges SIIIL to revise the Data protection policy and Data Breach guidelines
01.10.2023	1	2	Implementation of the Tuition fees Regulations	The new prices are introduced
10.11.2023	1	5	Approval by the Academic Council of the Self-assessment Report for the Institutional Accreditation	The Institutional Accreditation self-assessment file should be submitted on November 15 th to the accrediting body
10.11.2023	1	6	Approval by the Academic Council of the Self-assessment Report for the Programmatic Accreditation	The Programmatic Accreditation self-assessment file should be submitted on December 15 th to the accrediting body
2024				
01-03.2024	1	5	Institutional Accreditation process	Interviews with students, teaching and administrative staff, online visit
02.2024	1	17,19	Improvement of the SIIIL offline infrastructure in CH	Long-term rent in the Hi level technological campus withing Innovation Hub in Prilly
03.-09.2024	1	5	Work on recommendations of the Accreditation Commission	Discussions in the working groups with all internal stakeholders for the future Action plans
03-08.2024	1,2	23	Audit of all structural units and SP	Overall surveys by the QA Office: involvement of

				internal and external stakeholders
04.2024	1	5	Creation of the Steering group to prepare the Reaccreditation Procedure at the Institutional Level	The QA Office and the Management takes in charge the preparation for the reaccreditation by IAAR
05-09.2024	1,2,3	12,23	Revision of the current SP according to the surveys results	FB launch the revision of the SP and the study plans: elaboration of the matrixes of the competences and LO
05-09.2024	1,2,3	20,21	Launch of the Virtual Mobility Programme Development	The Management starts negotiations with different MOOCs to put in place the VM programme.
05-09.2024	1,2,3	24	Launch the search, negotiation and further integration of the E-libraries	The Management starts negotiations with different libraries to put in place subscriptions
05-11.2024	1,2,3	12,13,23	As a consequence of the surveys of all stakeholders, development and implementation of the new policies covering the needs these stakeholders and quality assurance processes	QA Office and Academic Office develop new policies according to the mandate received by the AC
05-11.2024	1,2,3	19, 22	Develop and launch the new structural unit to support the teaching staff	Approve by the AC the launch of the new structural unit
05-11.2024	1,2,3	10	Development of the Digital Innovations strategy and its Roadmap as well as int implementation after the approval by the AC	The QA Office with the IT support develop and submit for approval of the AC the Digital innovation strategy and its roadmap
05-11.2024	1,2,3	22	Launch the development of the motivation system for the teaching staff	The new structural unit is in charge of the elaboration of the motivation system
05-11.2024	3,4	13,14,15,16	Launch the Development of the 6 Bachelor Study Programmes 180 ECTS and 2 Master Programmes for 120 ECTS in Russian by The Programmes Boards on the basis of the materials submitted by the Product	QA Office must give the reports of the quality reviews and surveys to the FB in order to develop the new Bachelor SP for 240 ECTS and Master SP for 120 ECTS to approve at the AC in November

			Development Unit and with the recommendations of the QA office after survey of all stakeholders	
05-11.2024	1,2	23	In order to involve employers in the QA improvement procedures, create the Advisory Board	Mandate the Management and the QA Office to create a set of policies and procedures for the Advisory Board. Start collecting applications
09-12.2024	1	1,2,5,6	Revision of the policies and quality processes in order to comply with the remarks of the Accrediting Commissions	Quality Assurance office an Academic Office will be in charge of the Implementation of the corrections for the HEI; Quality Assurance office with Programmes Boards and Faculties will be in charge of the implementation of the corrections for the Study Programmes
01-12.2024	1,2,3,4,5	23	Update the site and keep updated all information on the site for the permanent communication of all stakeholders about all processes in SIIL	IT unit to keep updated all information on the site, Publish all new policies and results of different surveys
12.2024	1	4	Creation of the Steering Group headed by the Rector on the eduQua reaccreditation (Standards 2021). The self-assessment report will be submitted to approval of the Academic Council in March 2025.	The Steering Group is finalizing its self-assessment report in order to be approved by the Academic Council on March 1, 2024. The Audit takes place 30.04.2025.
05-12.2024	1	25	Assure on the permanent basis that students with different disabilities are inclusive in the teaching and learning process	QA Office assures that necessary policies as well as technical support and options are in place
12.2024	1	5	Approval by the AC of the self assessment report for the Institutional Reaccreditation	December 27 th , the AC approves the report
2025				
01.2025	3,4	16	Development of the short-term stand-alone	Programmes boards will be in charge of the

			modules in English and Russia	launch of Stand-alone modules for 2 months in IT and Management in English and Russian. The submission for the Academic Council Approval in March 2025.
01.02.2025	1,2,3,4	20,21, 24	Launch the access to the students to the VM programme, elective and optional courses as well as the e-library in English from HBP	The Academic Office assures the access to these new options to the current students.
01-03.2024	1	5	Institutional Accreditation process	Interviews with students, teaching and administrative staff, online visit
01.03.2025	1	4	Submission of the Self-Assessment file for the eduQua 2021 Certification procedure	Extraordinary Academic Council Assembly to approve the self-assessment report
04.2025	1	5	Institutional Accreditation Commission Decision	Extraordinary Assembly of the AC to discuss the recommendations and their implementation
01-04.2025	3,4	13,14,15,16	Launch the Development of the 2 Bachelor Study Programmes 180 ECTS in English with incorporated new study materials and Manage Mentors from HBP. Launch the review of the MBA in English and on the basis of the materials submitted by the Product Development Unit and with the recommendations of the QA office after survey of all stakeholders	QA Office must give the reports of the quality reviews and surveys to the FB in order to develop the new Bachelor SP and MBA in English Master SP for 120 ECTS to approve at the AC in March. The launch of the programmes must intervene for the September, 1 st .
30.04.2025	1	4	the eduQua reaccreditation audit according to the new 2021 Standards.	Decision of the auditors.
01-06.2025	1	3	Elaboration of the Graduate survey procedures and guidelines as well as the Employers' survey procedures and guidelines	Quality Assurance Office together with Students Office and shall elaborate the principles of the survey procedures from external stakeholders

01-06.2025	1,2,3	19,22	Implement the motivation system for the teaching staff	WA office and the Teaching support center are in charge to finalize and implement the motivation system and to monitor it on the permanent basis
06-12.2025	1	6	Creation of the Steering Group for the Programmatic Accreditation process	QA Office and the Management take in charge the preparatory procedures
06.2025	3	14	The Approval of 2 Bachelor Study Programmes in English and the revised MBA in English by the Academic Council	Extraordinary Academic Council Assembly to approve the 2 Bachelor Programmes for 180 ECTS in English and MBA for 90 ECTS in English
01.09.2025	3	14	The introduction of Bachelor and Master Study Programmes for English speaking students	The admissions are open
01-06.2025	1	1,2,4,5,6,7	General Revision of all policies after the 5-year period after the implementation taking into account all the accreditations commissions conclusions and remarks as well as the results of the annual stakeholders surveys	<p>The Academic Office and Quality Assurance Office create the Steering group to launch the periodic revision of the following policies:</p> <ul style="list-style-type: none"> • Learning Outcomes Assurance Policy • Plagiarism Policy • Study Programme Review Procedures • Data Protection Policy • Academic Freedom Statement • Academic Integrity and Academic Misconduct terms and procedures • Equality Policy • External Communications, Media and Social Media Policy • General Procedures for Quality Reviews Mentoring and Tutoring Guidelines • Records Management Policy • Rules of Admission to Bachelor Study Programmes • Rules of Admission to Master Study Programmes

				<ul style="list-style-type: none"> • Study Regulations for Bachelor Study Programmes • Study Regulations for Master Study Programmes • Tuition Fees Regulations • Employment quality Policy • HR Recruitment Policy • Staff Development Procedures • Cloud Policy • Cookie Policy • IT Security Guidelines • Policy in Social Networking and Social Media
01-06.2025	1,2,3	10	Global audit by all the units and stakeholders of the existing LMS, Launch the General improvement of the LMS according to the Digital Innovation Roadmap and strategy	QA Office with the IT Unit take in charge the global reports with the recommendations to the IT unit for the improvement of the LMS
01-12.2025	1,2,3	1-25	Permanent monitoring and the improvement of the LMS as a monitoring tool as the learning platform	QA Office is charged to monitor these processes
04-06.2025	1,3	14,19	Creation of the Psychology Faculty	Election of the Faculty Dean Creation of the Programme Board Appointment of the Study Programmes Directors
01.04.2025	1	19	Creation of the Strategic Study Programmes Development Office	The HR selection process to appoint the Head of the new Office
01.04.2025	1	19	Creation of the Employment Support for Students and Alumni Office	The HR selection process to appoint the Head of the new Office
03-06.2025	2	9,10	Launching all the elements of the «ETC – educational trajectory control» system	Implementing this technology is necessary due to the difficulty to control and motivate remote students. The main element of the system – ERP system -has been launched. By 03-06.2024 a convenient

				interface of ETC system will be implemented
05.2025	1	4	Results of the eduQua accreditation according to the new standards	Analysis, correction, and implementation of the remarks of the auditors
05-06.2022	1	3	Mandate is given by the Academic Council to the Academic Office and the Quality Assurance Office to elaborate the AI use Policy by the Steering Group headed by the Rector	The Steering group was created and will propose the policy draft in June 2025 for the Approval by the Academic Council in September 2025.
06.2025	2	9,10,11	Setting up an ETMs laboratory (electronic teaching materials)	With the acquisition of the VR studio the Product Development unit can produce/modify/improve the study material in CH
09.2025	1	e	Approval and implementation of the Graduate survey procedures and guidelines as well as the Employers' survey procedures and guidelines	Quality Assurance Office with its Survey and Statistics unit implement new procedures and guidelines and start preparing the first survey for 2026
05-11.2025	3,4	16	Development of the short-term stand-alone modules in English	Programmes boards will be in charge of the launch of Stand-alone modules for 2 months in IT and Management in English. The submission for the Academic Council Approval in November 2025.
06-12.2025	3,4	14	Elaboration of the Bachelor and Master Study Programme in Psychology	Quality Assurance Office, Academic Office as well as the Programme Board of the Psychology Faculty
01.09.2025	1	8	Reaccreditation by the QS Rating	Decision of the Accrediting Commission
01.09.2025	1	1,2	Approval of the revised policies by the Academic Council	Academic Council during its Ordinary Assembly Approves for implementation all the policies subject to revision
01-09.2025	1	6	Programmatic Accreditation process preparation	Creation of the Steering group by the QA Office and the Management
01.09.2025	1	3	The approval and the implementation of the new AI use Policy	Quality Assurance Office is in charge to implement this policy and to inform all stakeholders about the new policy and AI use

				in the Thesis and other course works.
01-12.2025	1,2,3,4,5	23	Update the site and keep updated all information on the site for the permanent communication of all stakeholders about all processes in SILL	IT unit to keep updated all information on the site, Publish all new policies and results of different surveys
01.12.2025	1,3	14	Submission of the final drafts of the Psychology faculty Bachelor and Master Study Programmes by the Programme Board for discussion and intermediary approval	Extraordinary Academic Council Assembly for the new programmes discussion
2026				
01-03.2026	1,3	14	Finalization of the Psychology faculty Bachelor and Master Study Programmes by the Programme Board and submission to the academic Council for approval and implementation	Approval by the Academic Council at the Extraordinary Assembly 01.03.26
01.03.2026	3	14	Launch of the Psychology Bachelor and Master Study Programmes	Admissions open
03.2026	1	6	Programmatic Accreditation visit	Interviews with students, teaching and administrative staff, online visit
06.2026	1	5	Programmatic Accreditation Commission Decision	Extraordinary Assembly of the AC to discuss the recommendations and their implementation
06.2026	1		Publish the first Graduate survey as well as the Employers' survey. These surveys as well as the Students survey should include the questionnaire about the Virtual Student Mobility.	Quality Assurance Office submits its analysis and conclusions of the results of the Graduate survey and Employers' survey for the discussion at the Academic Council Assembly
01-06.2026	1	1	Continue the revision process of the Quality Assurance Policy by the Steering Group headed by the Rector	According to the decision of the Academic Council, the mandate was given to Academic Office in collaboration with Quality Assurance unit to form the Steering group

				in September 2025. The group was created and finalizes the report and the final drafts of the policies in June 2026 for the Approval by the Academic Council in September 2026.
01.06.2026	1	7	Creation of the Steering group to prepare the IACBE MBA Accreditation report	The QA Office and the Management start the preparatory procedures
03-06.2026	1,3,4	15,16	Elaboration of the Stand-alone modules in Advanced Studies for the distance learning professionals	Mandate to the Product Development Unit to analyze the market demands and elaborate possible SIIL offers in Advanced Studies for teaching staff in the distance (online) learning
01-06.2026	1,3,4	15,16	Development of the short-term stand-alone modules in Spanish language	Programmes boards will be in charge of the launch of Stand-alone modules for 2 months in IT and Management in Spanish. The submission for the Academic Council Approval in June 2026.
01-06.2026	3,4	14	Develop Study Programmes in Spanish: HR unit tasks	HR Unit together with the Academic Office should launch the hiring procedures for the Spanish speaking teaching staff assuring the development of the Study programmes in Spanish
01.06.2026	3,4	15,16	Approval by the Academic Council of the Stand-alone modules in Advanced Studies for the distance learning professionals to elaborate	Mandate to the Academic Office and Advanced Studies Faculty for distance learning professionals Programme Board to develop the modules
01.06.26	5	17,18	Create the SIIL research Center in the distance (online) learning studies	Mandate to the Academic Office and Quality Assurance Office to create a Steering group in order to establish the Research Center for
04-06.2026	5	17,18,19	Launch the HR Procedures to appoint a Head of the SIIL Research Center	Mandate Quality Assurance Office to propose a necessary organizational structure

				for the new Research Center
06-09.2026	1	7	Preparation of the self-assessment file for the MBA accreditation by IACBE Accreditation Agency (US)	Academic Office and Quality Assurance Office create a steering group to prepare the self-assessment report to be submitted to the approval of the Academic Council in June 2026.
01.06.26	1,5	17,18	Mandate the Head and of the SIIL RC its team to elaborate a plan of the research activities focused on problems of remote work and distance education, remote development of software, Internet marketing as well as on problems of language barrier and language discrimination	The plan is to be submitted to the Academic Council for approval in September 2026
06-09.2026	1,3,4	13,14,15,16	Mandate the Strategic Study Programmes Development Office propose a list of requested by the market Study Programmes as well as the demand in the teaching languages	The Strategic Study Programme Development Office in collaboration with the Product Development Unit will analyze the education market in EU and Asia to define the needed specializations in IT, Management Psychology or other fields. The analysis should also include the teaching languages
06-09.2026	3	1,5,17	Mandate the Quality Assurance Office and the Academic Office to elaborate necessary policies for the research activities	The Steering group headed by the Rector is in charge to propose the intermediary drafts of the following policies : Scientific Integrity Regulations
06-09.2026	1,3	2,15,16	Mandate Quality Assurance Office to revise the Tuition Fees Regulations due to the introduction of the new stand-alone modules in the Advanced Studies for the distance learning professionals	The revised Regulations should be submitted to the Academic Council for approval in September
01.09.2026	1	18,19	Creation of the Advanced Studies	Election of the Faculty Dean

			Faculty for distance learning professionals	Creation of the Programme Board Appointment of the Study Programmes Directors
01.09.2026	1,3,4	12,13,14,15,16	Discussion at the General Assembly of the Academic Council about the new directions of the development, possible new Programmes and teaching languages	The results of the discussions will be implemented in the steering group task list to develop within the concerned Faculties and Programmes Boards.
01.10.2026	1,3,4	15,16	The introduction of the Stand-alone modules in Advanced Studies for the distance learning professionals to elaborate as well as the revise and updated Tuition Fees Regulations	The new modules in the advanced studies are launched in my.siil and admissions are open
10-12.2026	1,3,4	1,2,6,14	Create the steering group to prepare the Programmatic (re)accreditation and launch the procedures. Programmatic Accreditation will include new programmes in Psychology and programmes in Russian and English	Academic Director fixes the monthly working groups sessions within Faculties including the Programme Boards
12.2026	1	7	Visit of the IACBE MBA Accreditation Commission	Interviews and visits

III CONCLUSIONS

The SIIL Strategic plan 2022-2026 states that the implementation of the objectives is monitored annually by the Shareholders' Board, Academic Council and the Management. The indicators and their target values over time are recorded in the plan strategy. Every year during the General Assembly of the Academic Council the Management presents the current Strategic plan with precisions and corrections for the year to come for approval.

The results are measured and reported in accordance with the quality assurance system. In case of non-compliance, appropriate corrective measures are taken. This procedure guarantees that the quality assurance system takes into account the

specifics of the organisation and regularly checks whether the statutory and legal mandate is being fulfilled.

The published annual report contains information on the development and makes the strategy public. Various reports on SIIIL's activities and projects, particularly in the area of core processes and evaluation and teaching development, are presented in the annual report. The student statistics and financial report provide transparent information on the institution's business activities and results.

The Strategic Plan focuses on the yearly quality assurance procedures control: the revision of the policies, introduction of the new policies due to the new implemented procedures and Study Programmes; external audit and their results with correction of the remarks and lacking elements.

The strategic plan serves as a means of communication and control for the Shareholders' Board and the Academic Council. In terms of quality assurance, the strategic objectives state that SIIIL:

- offers high-quality degree programmes for a target group that is dependent on flexibility.
- pursues a quality culture that is adapted to its profile and meets the Swiss, EU and US quality standards for institutional and programmatic accreditations.

With all we have said above, the Strategic planning should not be something that an institution only undertakes once every five years; it should be an iterative process, and a road leading to a new shared commitment across the community is as important as the final destination. A five-year plan is a road map; however, as with following any map, one never really knows what lies ahead, and reaching the destination is as much about having the agility and the knowledge to take a detour if conditions change.

Every year this Strategic objectives and goals will be reviewed regularly by the relevant SIIIL bodies, and, in each case, there is scope to take corrective action should actual results turn out to differ from projections in one direction or another. Annual reports will reflect the details of the objectives and goals and indicators achieved with light on the correction of the coming year because all the goals are interconnected and the results of one year influence the objectives for the next one with key metrics such as student numbers, staff planning and Study Programmes development.

All of these sources will feed into the regular monitoring of the plan. The Strategic Plans and the Annual Reports are published and updated on the SIIIL website and are accessible for public.

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