

RIGA MANAGEMENT COLLEGE DEVELOPMENT STRATEGY 2023–2028

APPROVED

at the meeting of the Council
of Riga Management College on 09.05.2023

Minutes No. 1-1.5/2023/02

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Minutes No. 1-1.5/2024/04

Introduction

Riga Management College (hereinafter – the College) was established in 2017 with the aim of providing students with a modern, dynamic, and innovative study process and content in state-accredited programmes. The By-Laws of the College (approved in Riga on 14 March 2024, [in accordance with Section 15, Paragraph one of the Vocational Education Law](#)) determine the main directions and tasks of the College's operations, the scope of activities of the Council, Director, structural units, and staff, as well as the procedures for the development and approval of study programmes, internal regulations, international cooperation, sources of funding, reorganisation and liquidation.

Studies are implemented by highly qualified and experienced lecturers who apply modern technologies and teaching methods in their work. The College widely employs blended learning – a form of education in which studies are implemented in specific proportions both in person and remotely (synchronously or asynchronously). This makes education more accessible and flexible, helps consolidate costs, and makes studies more interactive through the use of IT-based learning materials, video lectures, discussion forums, fostering a culture of innovation and a student-centred approach to learning. The student-centred approach provides students with the opportunity to participate in setting educational goals, defining tasks and outcomes, choosing study content and assessment methods, as well as enabling them to monitor, evaluate, and take responsibility for their progress.

Short-cycle professional higher education programmes, compared to first-cycle professional higher education programmes, ensure faster and more timely acquisition of professional study courses and preparation for the labour market. Students have the opportunity to study in Latvian or English, as well as to learn French during their studies with professional practice opportunities in France.

The Development Strategy of Riga Management College 2023–2028 (hereinafter – the Strategy) is a planning document that serves as a continuation of the College's Development Strategy 2021–2023. Based on the College's development plan implemented up to spring 2023, it can be concluded that the majority of priority tasks for achieving strategic goals have been accomplished (see Chapter 1. Description of the Current Situation). At the meeting of the College Council, when evaluating the results achieved under the Development Strategy 2021–2023, it was decided to continue the initiated development plan, gradually implementing and

developing all strategically important tasks mentioned in the College's Development Strategy 2021–2023.

Description of the Current Situation

Since the establishment of the College up to 2023, there has been a significant growth in the development and progress of the College as an educational institution and organisation. Work has been initiated on the development and licensing of a new study programme "*Tourism Service Organisation*", a quality management system has been created and introduced into the College's operations, and a modern study environment is ensured – lectures are organised in blended format, and all study materials and information are available in the Moodle e-learning environment or on the College platform "*My College*". Likewise, students fill in their internship diaries electronically on their phone or computer using the IT solution *Edy365/Future Practice*.

Students are provided with wide access to information resources and databases, additionally establishing cooperation with the Academic Library of the University of Latvia and introducing students to the collection and databases of the National Library of Latvia.

The College signed a cooperation memorandum with the Academic Library of the University of Latvia on 14 April 2023. The Academic Library of the University of Latvia introduced College students to the environment of scientific research, presenting the library's premises, including literature centres of various countries, available equipment, as well as the extensive collection of books and newspapers. The cooperation memorandum on the services of the Academic Library of the University of Latvia enables the improvement of professional development and information provision for students, lecturers, and research staff, cooperation in providing scientific and information services with the aim of ensuring theoretical and applied research, developing cooperation in scientific research, intercultural communication, and the fields of humanities and social sciences, promoting the integration of research and higher education in Latvia, jointly cooperating in the dissemination of scientific achievements, and organising the exchange of publications of the Academic Library of the University of Latvia.

The memorandum also provides for the provision of information services of the Academic Library of the University of Latvia, lectures, excursions for students and lecturers, participation in the scientific research work organised by the College and its promotion, cooperation in the promotion of the use of information resources in accordance with the rules of international scientific databases, as well as the development and implementation of joint academic and cultural projects in cooperation with Latvian state institutions, non-governmental organisations, foreign and international organisations.

Each semester, a study excursion to the National Library of Latvia is organised, during which College students, guided by a tour leader, visit the library's premises and get acquainted with the available public reading rooms and various resources that can be used in the study process. At the end of the excursion, each student can register for a reader's card and a subscription to the library's resources, enabling them to visit the library at any time and use the available resources (literature, databases, video and audio resources, etc.).

Participation of students in extracurricular activities is regularly promoted, for example, in the spring semester of 2023, a study excursion was organised to the science centre *Vizium* in Ventspils, during which students had the opportunity to view more than 80 interactive and educational exhibits and try out interactive creative workshops themselves, thus exploring science and learning more about topics such as physics, mathematics, modern technologies and programming, healthy lifestyle, human self-awareness, geography, etc.

One of the priority tasks for achieving strategic goals has been the improvement of the student support system related to the provision of internship placements – the College continuously seeks new cooperation partners and concludes new agreements with companies every year to provide internship opportunities. Students also have the opportunity to find an internship placement using the digital practice platform *Edy365/Future Practice*, where students fill in their digital internship diary.

The College's Development Strategy places great emphasis on employer involvement in the study process, therefore the College regularly maintains contacts with cooperation partners, jointly organising various events for students, allowing them to get acquainted with companies' operations on-site. The proposals and recommendations of employers and industry representatives for the development and improvement of programmes are discussed at regularly convened meetings of the College Convention. The Convention is a collegial advisory body whose aim is to promote the development of the professional education institution in line with labour market requirements. The Convention provides proposals on the College's development strategy and the preparation of professional education planning documents, may participate in the selection and evaluation process of the College's academic and general staff, provides recommendations on professional education programmes developed by the College before they are submitted for licensing, promotes cooperation between the College and industry representatives and employers to improve the quality of education, as well as in organising internships and work-based learning.

To achieve strategic goals, the College has set the task of promoting international cooperation for knowledge transfer, supporting the participation of students and academic staff in various international projects, conferences, seminars and other activities, with the aim of gaining experience in the educational and professional field, as well as promoting scientific research. The College has developed its activities in research by organising the 1st International Conference on Business Process Research "*ENTREPRENEURSHIP AND BUSINESS MANAGEMENT – CHALLENGES. PERSPECTIVES. SOLUTIONS.*" College students are also involved in research conferences organised by other higher education institutions, such as the International Scientific Conference of the Latvia University of Life Sciences and Technologies "*Students on their Way to Science*". College students and academic staff have the opportunity to present or participate in one of the seminars organised by the College. For motivating academic staff and students in scientific research and creative activity, regulations on scientific research activity at the College have been developed.

When planning the Strategy, the College decided to develop the previously set strategic goals and aim for more effective results by carrying out priority tasks for achieving strategic objectives.

Information about the College

Name:	Riga Management College
Address:	Valērijas Seiles Street 1k-4, Riga, LV-1019
Registration number:	50203022521
Registration No. in the Register of Educational Institutions:	3347802535
Main Fields of Activity:	
	<ul style="list-style-type: none"> • Development and implementation of short-cycle professional higher education programmes. • Preparation of students for work in the fields of tourism and business. • Implementation of the educational process by fostering students' critical thinking and personal development, ensuring the opportunity to obtain short-cycle professional higher education and Level 5 professional qualification. • Providing opportunities for students to prepare for further education in order to obtain first-cycle professional higher education and Level 6 professional qualification. • Implementation of professional further education and professional development education programmes.
Study Programmes	
Short-cycle professional higher education study programme:	<ul style="list-style-type: none"> • <i>“Tourism Service Organisation”</i> – awarded professional qualification: <i>“Tourism Service Organiser”</i> (fifth professional qualification level). Duration of studies: full-time – 2 years, part-time – 2.5 years. (programme development and licensing started in 2023)
College Tasks	
	<ul style="list-style-type: none"> • In accordance with occupational standards, employers' recommendations and national vocational education standards, to develop professional study programmes and organise their implementation.
	<ul style="list-style-type: none"> • To develop and implement professional further education and professional development programmes.
	To develop examination content and methods, as well as to organise qualification examinations.
	To ensure the quality of the study process and examinations so that the College prepares specialists who are in demand both in Latvia and abroad.
	To conduct research in the fields of business and tourism.
	To organise events in line with the main directions of the College's activities, such as seminars, open lectures, and conferences.

	To promote the principles of sustainable development and social responsibility in the creation and implementation of study course content.
	To cooperate with Latvian and foreign educational institutions and employers.
	To promote the visibility of the College and inform society about the College's activities and study opportunities.
	To foster the professional development of academic staff.
	To ensure the recruitment of staff who contribute to the efficiency of the College and support the fulfilment of the functions and tasks specified in the Statutes of the College.
	To carry out all necessary activities in accordance with regulatory enactments.

Strategy Development

The College's Strategy has been developed in accordance with the goals and priorities set out in the planning documents of the Republic of Latvia and international frameworks, as well as the regulatory enactments of the Republic of Latvia. Consideration has been given to the regional, national, and international stakeholders' perspectives on the College's past performance and future growth opportunities, with the involvement of academic and general staff, students, the Student Council, and cooperation partners.

MISSION

To prepare creatively minded, communicative, and socially responsible specialists for work in the fields of modern business and tourism.

VISION

To become a student-preferred, internationally recognised, employer-approved, and highly valued modern professional higher education institution, preparing qualified, responsible, and enterprising specialists for the international labour market.

VALUES

- **People** – we are from people and for people, because it is people and their diversity that foster development, innovation, and overall well-being.
- **Professionalism** – our skills, knowledge, and experience for maintaining high professional standards in all aspects, from organising the study process to performing work tasks.
- **Responsibility** – we acknowledge and assume responsibility both individually and collectively.
- **Development** – continuous growth, learning, and improvement, which we believe help achieve higher goals and improve the study environment and quality.
- **Respect** – we believe that politeness, honesty, and respect for the opinions of others form the foundation on which trust and cooperation among people are built.
- **Integrity** – we strive to perform work with high ethical standards and with fairness towards colleagues, students, and cooperation partners.

MAIN FIELDS OF ACTIVITY

- Development and implementation of short-cycle professional higher education programmes.
- Preparation of students for work in the fields of tourism and business.
- Implementation of the educational process by fostering students' critical thinking and personal development, ensuring the opportunity to obtain short-cycle professional higher education and a Level 5 professional qualification.

- Providing opportunities for students to prepare for further education in order to obtain first-cycle professional higher education and a Level 6 professional qualification.
- Implementation of professional further education and professional development programmes.

STRATEGIC GOALS

1. A modern study environment and an effectively organised process for the preparation of qualified specialists.
2. International cooperation for promoting knowledge transfer.
3. Labour market research and the development of new, forward-looking study programmes in the fields of business and tourism.
4. Employer involvement in the study and research process.
5. Ensuring the recognition of the College's image in society.

PRIORITY TASKS FOR ACHIEVING STRATEGIC GOALS

1. Modern study process for the preparation of specialists.

- 1.1. Develop new study programmes, taking into account labour market trends in the fields of business and tourism.
- 1.2. Develop new elective study courses and offer them to students.
- 1.3. Apply the principles of sustainable development and social responsibility in the creation of study course content.
- 1.4. Increase the proportion of academic staff holding a doctoral degree.
- 1.5. Regularly motivate academic staff for purposeful professional development and research activity.
- 1.6. Organise guest lectures by foreign lecturers.
- 1.7. Ensure a modern study environment and regularly train lecturers in working with the latest information technologies.
- 1.8. Ensure the operation of the quality management system.
- 1.9. Organise student collaboration in the implementation of joint projects according to study programmes.
- 1.10. Provide students with broad access to study literature and databases.
- 1.11. Improve and maintain the student support system – studies, internships, and employment opportunities.
- 1.12. Improve the College's internal communication process.

1.13. Improve the College's study and material-technical base.

1.14. Promote student participation in extracurricular activities.

2. International cooperation for promoting knowledge transfer.

2.1. Establish and develop cooperation with Latvian and foreign higher education institutions in the implementation of study programmes.

2.2. Support the initiative of students and academic staff to gain international experience in the educational and professional field.

2.3. Provide students and lecturers with the opportunity to participate in international projects in line with the College's fields of activity.

2.4. Establish cooperation with foreign representatives for attracting students and identifying labour market requirements.

2.5. Participate in education fairs in potential market countries.

2.6. Create a system for attracting foreign applicants.

3. Employer involvement in the study and research process.

3.1. Develop the College's scientific research development strategy 2023–2028 and include it in the overall Strategy.

3.2. Establish a procedure for the involvement of social partners, stakeholders, and corporate partners in the development of study fields, in line with labour market requirements.

3.3. Strengthen cooperation with employers.

3.4. Establish cooperation with business incubators for the development of study fields.

3.5. Involve employers in the creation of new study programmes.

3.6. Ensure the implementation of study programmes by involving entrepreneurs, industry experts, and College alumni in the evaluation and improvement of study programmes.

4. Ensuring recognition of the College's image in society.

4.1. Develop and implement a marketing plan.

4.2. Involve all stakeholders in ensuring the recognition of the College.

College Organisational Structure

The implementation of the Development Strategy is carried out at various levels of the College's organisational structure (see Figure 1.1).

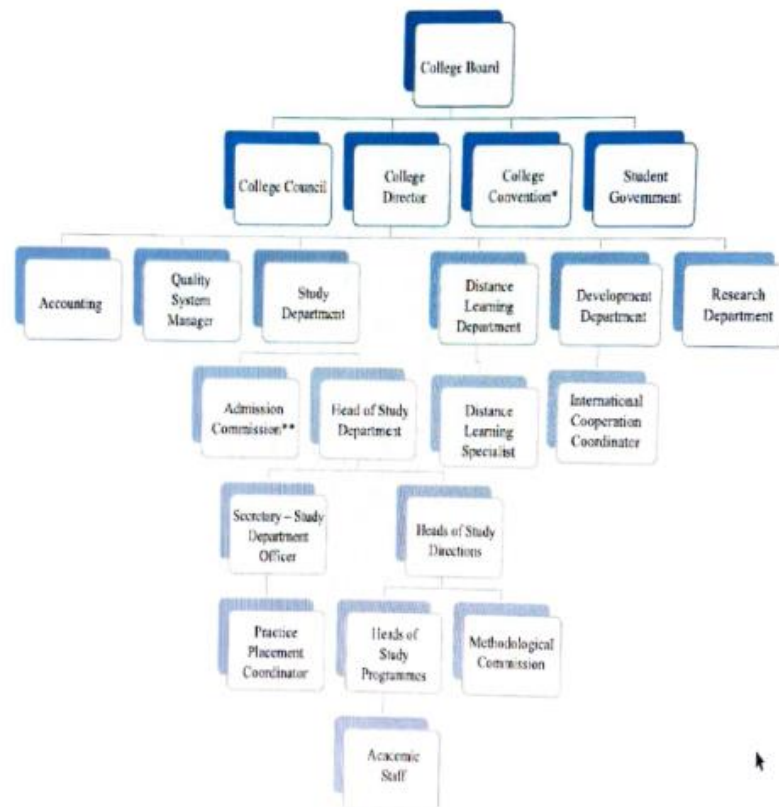


Figure 1.1. Organisational Structure of the College

The highest management and decision-making body of the College in strategic, financial, and economic matters is the Board established by the founder. The College's representative and management body, as well as the decision-making authority in study and research matters, is the College Council (hereinafter – the Council) and the College Director (hereinafter – the Director), who operate in accordance with the Statutes of the College.

The Director manages four administrative departments:

- **Development Department** – Admissions Office, Public Relations Office, International Cooperation Office.
- **Study Department** – responsible for the resolution of the College's general conceptual and organisational issues in the fields of study process organisation, content creation, and quality assurance (study programme directors, Study Services Office, Distance Learning Office, Career and Integration Office, Lifelong Learning Office, Internship Office).
- **Research Department:**
 - supervision of the scientific research activities of lecturers;
 - definition of student research directions, formulation of sample topics for study and qualification papers;

- organisation of student research work and participation in scientific conferences;
- organisation of employer surveys and market research.
- **Development Department** – to foster the further development of the College, ensure international mobility and communication for achieving the College’s strategic goals. The Development Department consists of the Head of the Development Department, Erasmus+ Coordinator, and Specialist.

Additional units, which are not considered administrative departments: Quality Management System Manager and Accounting.

Description of the Internal and External Environment

Internal Factors	
Strengths: <ul style="list-style-type: none"> • Practical approach to the implementation of the study process. • Opportunity for students to combine studies with work. • Opportunity to continue studies in first-cycle professional higher education programmes. • Well-developed e-learning platform with necessary IT support. • Availability of required material and technical resources. • Study offer in Latvian and English. • Opportunity to acquire business competences. • Professional and qualified academic staff. • Lecturers’ ability to work with IT, databases, and innovative methods. • Application of a student-centred approach in the study process. • Lecturers’ experience in working with foreign students. • The College is a member of the Latvian Chamber of Commerce and Industry. • The College is a member of the Latvian Colleges Association. • Competitive tuition fee offer. 	Weaknesses: <ul style="list-style-type: none"> • Limited number of study programmes, not covering all student interests and market needs. • Weak international recognition. The new image of the College is little known to society. • Relatively low number of students. • Lack of targeted and appealing advertising. • Insufficient availability of internship placements for foreign students who do not speak Latvian. • Relatively low number of academic staff members with doctoral degrees. • Insufficient scientific research activity and number of publications at the College. • Few continuing education activities for lecturers (courses, seminars). • Insufficient staff numbers, which can affect study quality and lecturers’ ability to engage in research and professional development. • Financial dependence on student tuition fees and fluctuations in student numbers. • Difficulties in establishing and maintaining long-term international cooperation and partnerships.
External Factors	
Opportunities: <ul style="list-style-type: none"> • Rapid development of IT, e-learning, and online courses. By using online platforms 	Threats: <ul style="list-style-type: none"> • Decline in population. In recent years, Latvia has experienced a decline and

<p>and courses, the College can expand its offer and reach a wider audience.</p> <ul style="list-style-type: none"> • Partnerships with foreign universities and colleges. By creating partnerships and exchange programmes with foreign higher education institutions, the College can improve its reputation and offer students international experience. • Attraction of foreign students. By attracting international students, the College can increase its student numbers and diversify the educational environment. • Development of lifelong learning and professional development programmes, attracting adults who wish to improve their skills or retrain. • Development of new study programmes, for example, in the fields of business and tourism. • Opportunities offered by international projects. • Cooperation with companies. By building closer ties with businesses, the College can provide internship placements, educational programmes, and improve employment opportunities for its graduates. 	<p>ageing of the population, which may reduce the number of potential students.</p> <ul style="list-style-type: none"> • Emigration. Young people often choose to study or work abroad, reducing the number of local students. • Increasing competition from other Latvian and international higher education institutions offering similar programmes. • Online and distance education platforms (such as Coursera, edX and others) provide attractive alternatives to traditional education, such as micro-qualifications. • Difficulties in attracting private sector funding and partnerships. • Opportunities to study on state budget places at other higher education institutions. • Changes in government education policy, which may negatively affect the operation of colleges (e.g., stricter regulations and frequent amendments to legal requirements).
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Research Development Strategy 2023–2028

In 2023, the College began developing the Research Development Strategy 2023–2028. The strategy is prepared in accordance with the Law on Institutions of Higher Education, the Vocational Education Law, the Scientific Activity Law, the Statutes of the College, the Development Strategy of the College 2023–2028, the Regulations on Scientific Research at the College, and other applicable legal enactments. The Research Development Strategy 2023–2028 is included in, and forms an integral part of, the College's Development Strategy 2023–2028.

Goal: To develop the College's scientific research activity and increase research capacity in supported research areas by numerically increasing student and academic staff participation in international conferences and publications, as well as by improving the quality of publications, research articles, and conference presentations.

The following tasks have been put forward:

1. Conduct applied and market-oriented research, as well as original studies to acquire new knowledge in the field of tourism.

2. Carry out research in the social sciences, within the subgroup of economics and business, including national economy, collective labour relations, business, and management.
3. Promote and support the scientific research activity of the College students and academic staff in the defined research areas.
4. Attract additional research personnel to strengthen the College's research capacity.
5. Promote cooperation in research with employers, employer associations, and foundations, as well as state and non-governmental organisations.
6. Promote international cooperation with Latvian and European professional higher education institutions, research organisations, and knowledge dissemination institutions.
7. Regularly organise student and international applied research conferences.
8. Regularly publish collections of conference proceedings and research articles.
9. Regularly report on scientific research activity and ensure publicity of scientific activities.

Supported Research Areas:

1. Sustainable tourism development.
2. Technologies and innovations in tourism.
3. Tourism marketing and consumer behaviour.
4. Development of tourism products.
5. Strengthening the international competitiveness of tourism.
6. Quality management in tourism.
7. Cultural heritage, medical and sports tourism.
8. Economic impact and financial indicators in tourism.
9. Tourism policy and planning.
10. Professional development and workforce growth in tourism.

Quantitative Indicators

No.	Activity	2023	2024	2025	2026	2027	2028
1.	Joint and individual research by academic staff*	1	1	1	1	1	1
2.	Publications in internationally cited journals*	1	1	1	1	1	1
3.	Experience exchange events (seminars)	1 every 6 months	1 every 6 months	1 every 6 months	1 every 6 months	1 every 6 months	1 every 6 months
4.	Organisation of scientific research conferences	1	1	1	1	1	1

* Per academic staff member

To achieve the set quantitative indicators, it is planned to attract academic staff with extensive research experience, as well as to develop scientific research skills and competences of the existing academic staff, motivate them to engage in research, and provide financial support in accordance with the College's Regulations on Scientific Research Activity.

Resources

To achieve the goals of the Strategy, financial resources and human resources are required. The planned budget for research and scientific activity is 1% of turnover. It is necessary to prepare a report on opportunities to finance scientific research activities through EU Structural Funds and other financial instruments. The College will continue to expand its circle of cooperation partners, attract sponsors for various research activities, and review planned research activities to identify opportunities to consolidate resources and merge several activities, thereby saving financial and human resources.

Implementation and Control of the Development Strategy

The College's Strategy has been designed as the main development planning document of the educational institution. Overall responsibility for the development and implementation of the Strategy lies with the Director of the College, who cooperates with all levels of the College's organisational structure (see Figure 1.1). The progress of the Strategy's implementation is reviewed and approved at a meeting of the College Council.

The evaluation of the Strategy's implementation takes place once a year, based on the Director's report presented at the Council meeting. The Council members jointly assess the execution of the Strategy in the previous academic year and provide recommendations for improvements, as well as propose the necessary actions for implementing the Strategy plan. At the Council meeting, it is assessed whether the priority tasks for achieving strategic goals have been met, and additional tasks are assigned to different levels of the College's organisational structure if the priority tasks have not been fully completed.

During the implementation of the College's Strategy, the Director monitors and evaluates the execution from the perspectives of education, finance, research, cooperation with enterprises and other educational institutions, human resource development, innovation, and

sustainability. Within the College's Strategy, all structural units are responsible for monitoring the execution of tasks, preparing information on the previous academic year, and analysing the impact of result indicators on the achievement of the College's main performance indicators.

All data prepared by the College's structural units are compiled into the Strategy Implementation Control Map (Annex 1) and reviewed at the Council meeting at the beginning of each academic year:

- Strategic goals, initiatives, and performance indicators are assessed;
- Areas requiring strategic changes to improve the College's performance results are identified;
- Long-term and short-term goals consistent with the College's mission, vision, and values are determined;
- Specific, realistic, measurable, and achievable tasks with defined timelines are established;
- All stakeholders are informed about the planned changes, their reasons, and benefits;
- Training and informational support are provided for students, lecturers, and general staff.

At least once a year, an interim evaluation is carried out. This process includes data collection, analysis, and the integration of feedback to determine the effectiveness of changes and, if necessary, make adjustments. The results of the first five months of the current academic year are reviewed and compared with the set goals and performance indicators.

Director

(signature)

O. Nikadimovs

Riga, 29 May 2024

