



INTERNATIONALISATION STRATEGY OF RIGA MANAGEMENT COLLEGE
For the period 2023–2028

Approved

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Introduction

The internationalization of Riga Management College (hereinafter – RMC) is one of its main challenges. Actions based on a strategic approach to shaping the College’s international policy provide an opportunity for continuous development and serve as a measure of success at the national, European, and global levels. Therefore, we consider international cooperation to be a source of motivation and inspiration for both students and staff. The primary objective of this strategy is to identify priority directions for engaging in the international arena, with the aim of strengthening RMC’s position nationally and internationally.

Alongside study, research, and financial policies, international affairs policy is one of the four development policies of Riga Management College included in [the RMC Development Strategy for 2023–2028](#). Therefore, the RMC Internationalization Strategy for 2023–2028 is a planning-affirming document, developed based on the RMC Development Strategy for 2023–2028. This document elaborates on and justifies the directions of the aforementioned policy in terms of internationalization. The RMC Internationalization Strategy was developed in accordance with the goals and priorities established in the planning documents of the Republic of Latvia and international frameworks. The strategy takes into account the perspectives of a wide range of regional, national, and international stakeholders regarding RMC’s past performance and future growth opportunities. Numerous discussions were conducted within RMC, involving both academic and administrative staff, students, the Student Self-Government, and cooperation partners.

It is important to emphasize that internationalization is not an end in itself for RMC. However, the implementation of appropriate mechanisms for international activities will contribute to the enhancement of research standards and the quality of education, which are the primary objectives of any educational institution.



Oļegs Nikadimovs, College Director

1. Riga Management College in Latvia and Worldwide

Since its founding until 2023, Riga Management College (RMC) has demonstrated significant growth as an educational institution and organization. The “Tourism Services Organization” study program has been licensed, and a quality management system has been established and implemented in the College’s operations. A modern learning environment is provided, with lectures organized in a blended format, and all study materials and information available through the study e-environment “Moodle” or the College platform “My College.” Students also fill out their internship diaries electronically on their phones or computers using the IT solution Edy365/Future Internship. Students have broad access to information resources and databases, including cooperation with the Academic Library of the University of Latvia and familiarization with the literature collections and databases of the National Library of Latvia.

On April 14, 2023, RMC signed a Memorandum of Cooperation with the Academic Library of the University of Latvia, aimed at enhancing the professional development and information access of students, lecturers, and research staff. The collaboration supports the provision of scientific and informational services, facilitates theoretical and applied research, promotes cooperation in scientific research, intercultural communication, and the humanities and social sciences, and fosters the integration of research and higher education in Latvia. This collaboration also includes the joint promotion of scientific achievements and the exchange of publications with [the University of Latvia Academic Library](#).

Each semester, educational excursions are organized to the National Library of Latvia, where RMC students, guided by a librarian, explore the library’s premises and access available public reading rooms and resources useful for their studies.

Student participation in extracurricular activities is regularly encouraged. For example, in the spring semester of 2023, an educational excursion was organized to [the “Vizium” Science Center in Ventspils](#), where students explored over 80 interactive and educational exhibits and participated in interactive creative workshops. This allowed students to learn more about subjects such as physics, mathematics, modern technologies and programming, healthy lifestyles, self-awareness, geography, and more.

One of the strategic priorities for achieving the College’s objectives is the enhancement of the student support system related to internships. The College continuously seeks new

cooperation partners and annually concludes agreements with companies to provide internship opportunities. Students can search for internships using [the digital internship platform Edy365/Future Internship](#), completing their digital internship diaries online.

Employer engagement in the study process plays a crucial role. The College maintains regular contact with partners, jointly organizing various events for students to learn about company operations firsthand. Employers' and industry representatives' proposals and recommendations for program development and improvement are discussed during regularly convened College Convent meetings.

The College has also prioritized fostering international cooperation to facilitate knowledge transfer, supporting the participation of students and academic staff in various international projects, conferences, seminars, and other activities. This enables them to gain experience in education and professional practice while promoting research activities. RMC has advanced its research activities by organizing [the 1st International Business Process Research Conference “ENTREPRENEURSHIP AND BUSINESS MANAGEMENT – CHALLENGES. PERSPECTIVES. SOLUTIONS.”](#) RMC students also participate in research conferences organized by other universities, such as the LBTU International Scientific Conference “Students on their Way to Science.” Students and academic staff have opportunities to present or participate in RMC-organized seminars. To motivate the research and creative activities of academic staff and students, the College has developed regulations governing scientific research activities at RMC.



Figure 1. College Study Process

2. SWOT Analysis

Before defining the strategic and tactical objectives of this strategy, as well as the scope of actions aimed at RMC's internationalization growth and effective utilization, a SWOT analysis was conducted. Two tables were created to identify strengths, weaknesses, opportunities, and threats in the field of study and research internationalization.

Internal Factors	
<p><i>Strengths</i></p> <ul style="list-style-type: none"> • Practical approach to implementing the study process. • Opportunity for students to combine studies with work. • Opportunity to continue studies in first-cycle higher professional education programs. • Well-developed e-learning platform with necessary IT support. • Sufficient material and technical base provided. • Study programs offered in Latvian and English. • Opportunities to acquire entrepreneurial competencies. • Professional and qualified academic staff. • Lecturers' ability to work using IT, databases, and innovative methods. • Student-centered approaches applied in the study process. • Experience of lecturers working with international students. • College membership in the Latvian Chamber of Commerce and Industry. • Membership in the Latvian Association of Colleges. • Competitive tuition fee offerings. 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Limited number of study programs, not covering all student interests and market needs. • Weak international recognition; the College's new image is little known in society. • Relatively low number of students. • Lack of appealing and targeted marketing. • Limited internship opportunities for international students who do not speak Latvian. • Relatively low number of academic staff with doctoral degrees. • Insufficient research activity and number of publications at the College. • Few continuing education activities for lecturers (courses, seminars). • Insufficient staff, which may affect study quality and lecturers' ability to engage in research and professional development. • Financial dependence on student tuition fees; fluctuations in student numbers. • Difficulties in establishing and maintaining long-term international cooperation and partnerships.
External Factors	
<p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Rapid IT development, e-learning, and online courses. Utilizing online platforms and courses, the College can expand its offerings and reach a wider audience. 	<p><i>Threats</i></p> <ul style="list-style-type: none"> • Declining population. In recent years, Latvia has experienced a decrease and aging of the population, potentially reducing the number of prospective students.

<ul style="list-style-type: none"> • Partnerships with foreign universities and colleges. Establishing partnerships and exchange programs with foreign institutions can improve the College's reputation and offer students international experience. • Attraction of international students. Recruiting foreign students can increase the student body and diversify the educational environment. • Development of lifelong learning and professional development programs. The College can attract adults seeking to enhance skills or retrain. • Development of new study programs, e.g., in entrepreneurship and tourism. • Opportunities offered by international projects. • Collaboration with companies. Strengthening ties with businesses allows the College to offer internships, educational programs, and improve employment opportunities for graduates. 	<ul style="list-style-type: none"> • Emigration. Young people often choose to study or work abroad, decreasing the local student pool. • Increasing competition from other Latvian and international higher education institutions offering similar programs. • Online and distance learning platforms, such as Coursera, edX, and others, provide attractive alternatives to traditional education, including micro-credentials. • Difficulties attracting private sector funding and partnerships. • Opportunity to study at other higher education institutions funded by the state budget. • Changes in government education policy that may negatively affect the College's operations, e.g., stricter regulations and frequent changes in regulatory requirements.
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Figure 2. College's Foreign Students Get to Know Riga

3. Cornerstones of Internationalization in the Organization's Vision and Mission

VISION

RIGA MANAGEMENT COLLEGE IS A STUDENT-FRIENDLY, INTERNATIONALLY RECOGNIZED, EMPLOYER-ACKNOWLEDGED, HIGHLY ESTEEMED MODERN HIGHER EDUCATION INSTITUTION THAT PREPARES QUALIFIED, RESPONSIBLE, AND ENTREPRENEURIAL SPECIALISTS FOR THE GLOBAL LABOR MARKET.

MISSION

TO PREPARE CREATIVE, COMMUNICATIVE, AND SOCIALLY RESPONSIBLE SPECIALISTS FOR WORK IN A MODERN BUSINESS ENVIRONMENT.

VALUES

- ✚ **People** – We exist because of people, and we are for people, as it is individuals and their diversity that drive development, innovation, and overall well-being.
- ✚ **Professionalism** – Our skills, knowledge, and experience uphold high professional standards in all aspects, from organizing the study process to task execution.
- ✚ **Responsibility** – We are aware of and take responsibility at both individual and collective levels.
- ✚ **Development** – Continuous growth, learning, and improvement help achieve higher goals and enhance the study environment and quality.
- ✚ **Respect** – We believe that courtesy, honesty, and respect for others' opinions are the foundation for trust and cooperation.
- ✚ **Integrity** – We strive to perform our work according to high ethical standards, treating colleagues, students, and partners fairly.

INTERNATIONALIZATION IS ONE OF THE PRIORITY TASKS IN THE COLLEGE'S DEVELOPMENT STRATEGY 2023–2028.

- 1) Objectives for promoting knowledge transfer through international cooperation:
- 2) Establish and develop collaboration with Latvian and foreign higher education institutions in the implementation of study programs.
- 3) Support students' and academic staff's initiatives to gain international experience in education and professional practice.

- 4) Provide students and lecturers with opportunities to participate in international projects in line with the College's operational focus.
- 5) Build partnerships with foreign representatives to attract students and understand labor market requirements.
- 6) Participate in education fairs in potential market countries.
- 7) Create a system for attracting foreign applicants.



Figure 3. College's Foreign Students Get to Know Latvia

4. RMC Internationalization Strategic Goals

1) STUDENT AND STAFF MOBILITY

Objective:

Develop student and staff mobility to broaden their horizons primarily at the European level and globally, promoting academic and cultural experience exchange, as well as language acquisition. This prepares learners for a globalized society by providing international experience beyond traditional studies and internships, including summer schools and obtaining diplomas abroad, blended study formats, international study trips, and English-taught programs alongside foreign students.

Tasks:

- ✚ Motivate students to participate in international mobility projects (including Erasmus+).
- ✚ Provide opportunities for academic staff to participate in international mobility projects.

Implementing Body: International Relations Department

Expected Results:

- ✚ Increase in outgoing students and staff participating in international mobility projects (at least 2 students and 2 staff in Erasmus projects, plus the same in other projects per year).
- ✚ Increase in incoming students and staff participating in international mobility projects (at least 2 students and 2 staff in Erasmus projects, plus the same in other projects per year).

2) FRIENDLY ENVIRONMENT FOR INTERNATIONAL STUDENTS

Objective: Provide conditions that allow attracting students from any country seeking a higher professional education diploma in the context of European studies and societal life.

Tasks:

- ✚ Collaborate with educational consultancy agencies such as SIA “Education Bridge” and similar organizations to enroll students from various countries (Vietnam, India, Sri Lanka, UAE, etc.), thereby increasing RMC’s global recognition.
- ✚ Create a welcoming and inclusive environment for international students, including bilingual signage, an English-language website, and staff experienced in international settings.
- ✚ Assess prospective students’ suitability for RMC’s study level, evaluating their motivation, language skills, and education.

Implementing Bodies: International Relations Department and RMC Student Admissions Committee

Expected results:

- ✚ Ensure admission of at least 15 international students per year.
- ✚ Create an ergonomic, study-conducive environment for international students.
- ✚ Establish a system preventing the admission of students incompatible with European, Latvian, or RMC educational standards.

3) INTERNATIONAL COOPERATION (PARTNERSHIPS AND NETWORKING) AND STUDY INTERNATIONALIZATION

Strategic partnerships should align with the College's development goals and provide institutional support through knowledge and experience exchange, joint program development, third-party funding acquisition, international benchmarking, and network building.

Tasks:

- ✚ Strengthen RMC's partnerships and networks through EU funding programs. The quality of partnerships is measured over the quantity of events. RMC currently cooperates under agreements with B.H.M.S. Business and Hotel Management School (Switzerland), City Vinity College Nicosia (Cyprus), and College of Applied Sciences Lavoslav Ružička (Croatia).
- ✚ Provide local students with the opportunity to study in English, as foreign-language studies serve as a "currency" for successful continuation at partner institutions abroad. RMC currently has agreements with Vilnius College (Lithuania) and B.H.M.S. (Switzerland).

Implementing Bodies: International Relations Department and RMC Study Department

Expected results:

- ✚ Establish at least two new networking and partnership projects annually.
- ✚ Ensure at least 10% of locally admitted students for studies in English each year.

4) RESEARCH, KNOWLEDGE, AND TECHNOLOGY TRANSFER

Ensure that scientific research and forums are not only local but have an international character.

Tasks:

- ✚ Encourage lecturers to conduct joint scientific research with foreign colleagues from partner institutions.
- ✚ Motivate students and lecturers to prepare internationally citable publications, publish in prestigious journals, and participate in conferences.
- ✚ Organize international scientific conferences. RMC has experience in conference organization, such as the International Business Process Research Conference “Entrepreneurship and Business Management – Challenges. Perspectives. Solutions.”

Implementing body: RMC Study Department.

Expected results:

- ✚ Conduct at least one scientific research project per year with foreign partner institutions.
- ✚ Achieve at least two publications in internationally cited journals per year.
- ✚ Organize at least one international scientific conference per year.



Figure 4. Knowledge transfer process within the students seminar

5. Implementation and Monitoring of the Internationalization Strategy

The RMC Internationalization Strategy 2023–2028, like the RMC Development Strategy, serves as one of the main planning documents for the institution's development. Overall responsibility for the development and implementation of the internationalization strategy lies with the RMC Director, who collaborates with all levels of the RMC organizational structure.

The implementation process of the internationalization strategy is reviewed and approved at the College Board (Council) meetings. The evaluation of the strategy's execution takes place once a year based on the Director's report at the RMC Board meeting. Board members jointly assess the implementation of the RMC Internationalization Strategy in the previous academic year, provide recommendations for improvements, and suggest necessary actions to achieve the strategic plan objectives.

At the RMC Board meetings, it is assessed whether the priority tasks for achieving strategic goals have been fulfilled, and additional tasks may be assigned to various levels of the RMC organizational structure if priority tasks have not been fully completed.

During the implementation of the RMC Internationalization Strategy, the Director monitors and evaluates its execution from the perspectives of education, finance, research, collaboration with businesses and other educational institutions, human resource development, innovation, and sustainability.

All involved organizational units oversee task execution, prepare information regarding the previous academic year, and analyze the impact of results on achieving RMC's key performance indicators. Data prepared by all College units are compiled and reviewed at the RMC Board meetings.