



## RIGA MANAGEMENT COLLEGE

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### **DEVELOPMENT STRATEGY OF RIGA MANAGEMENT COLLEGE FOR A YEAR 2023-2028**

APPROVED

At the meeting of the Council of Riga Management College  
09.05.2023, Protocol no. 1-1.5/2023/02  
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#### **Introduction**

Riga Management College (hereinafter – RMC) was founded in 2017 with the aim of providing students with a modern, dynamic and innovative study process and content in state-accredited programs. The regulations of RMC (Regulations of the Cabinet of Ministers No. 131, adopted in Riga on March 6, 2018) determine the basic directions and tasks of the college's activities, the sphere of activity of the council, director, structural units and staff, as well as the development and approval of study programs, rules of internal order, international relations, funding sources, reorganization and liquidation procedures.

The studies are carried out by highly qualified and experienced teachers who use modern technologies and innovative teaching methods in their work. The college widely uses the method of hybrid studies, which provides for the implementation of the process with elements of semi-distance studies. This gives students the opportunity to plan the use of their time more freely.

Studies in short-cycle (level 1) programs, compared to bachelor's programs, ensure faster and more timely learning of professional study courses and preparation for the labor market. RMC currently offers students within the program to make their own choices and determine the areas they would like to study in depth in order to prepare themselves for the current labor market requirements. Students have the opportunity to study in English, as well as learn French during their studies with opportunities for professional practice in France.

RMC Development Strategy 2023–2028 is a document confirming the progress of planning, which is a subsequent continuation of the development strategy of RMC for the year 2021 – 2023. Based on the RMC development plan, which was implemented until the spring of 2023, it can be concluded that most of the priority tasks for achieving the strategic goals were fulfilled (see chapter 1. Description of the current situation). At the meeting of the College Council, evaluating the results achieved by the RMC development strategy for 2021–2023, it

was decided to continue the started development plan, gradually fulfilling and developing all strategically important tasks, which are also mentioned in the RMC development strategy for the year 2021–2023.

## **1. Description of the current situation**

From the beginning of the college's operation until 2023, a significant increase in the growth and development of the college as an educational institution and organization can be observed. The development of a new study program "Tourism services organization" has been started, a quality management system has been created and implemented in the college's operations, a modern study environment is provided - lectures are organized in a hybrid format and almost all study materials and information are available in the study e-environment Moodle or on the college platform "My RMC", the student also fills out the practice diary electronically on his phone or computer using the *Edy365/Nakotnes prakse* application. Wide access to literature and databases is provided to students by establishing cooperation with the Academic Library of the University of Latvia and introducing students to the literature collection and databases of the Latvian National Library.

RMC signed a memorandum of cooperation with the Academic Library of the University of Latvia (LU) on April 14, 2023. The LU Academic Library introduced RMC students to the research environment, showing the library's premises, including the literature centers of different countries, the available inventory, as well as the extensive collection of books and newspapers. In the future, students will have the opportunity to use the resources available in the LU Academic Library in the study process, developing both coursework and qualification work, as well as other types of research, reports and practical work.

Every semester, a study tour is organized to the National Library of Latvia, where RMC students take a guided tour of the library's premises and get to know the available public reading rooms and various resources that can be used in the study process. At the end of the tour, each student can issue a reader's card so that they can visit the library at any time and use the resources available there (literature, databases, video and audio resources, etc.).

Student participation in extracurricular activities is regularly encouraged, such as the study tour organized in the spring semester of 2023 to the science center "Vizium" in Ventspils, during which students had the opportunity to view more than 80 interactive and educational exhibits and try interactive, creative workshops themselves, in this way getting to know science and learning more about topics such as physics, mathematics, modern technology and programming, healthy lifestyle, man and self-discovery, geography, etc.

One of the priority tasks for achieving strategic goals was the improvement of the support system for students in connection with the provision of internships – RMC is constantly looking for new cooperation partners and annually signs new contracts with companies for the provision of internships. Students have the opportunity to search for an internship using the *Edy365/Nakotnes prakse* application, where the student fills in a digital internship diary.

RMC Alumni Club has been created on the Facebook platform, where graduates are invited to join in order to share their memories and photo moments of their studies together, and to provide an opportunity to organize an alumni meeting.

The involvement of employers in the study process plays a very important role in the development strategy of RMC, therefore the college regularly maintains contacts with cooperation partners, jointly organizing various events for students, allowing them to get to know the company's activities in person. By meeting with entrepreneurs, students of the

"Business Management" program have the opportunity to get an idea of the company's operation and development opportunities in Latvia, as well as to learn about the most important components without which the company cannot exist.

In order to achieve strategic goals, RMC set the task of promoting international cooperation for the promotion of knowledge transfer, supporting the participation of students and academic staff in various international projects, conferences, seminars and other types of activities, with the aim of gaining experience in the educational and professional field. RMC has developed its activity in research by organizing the International Business Process Research Conference "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS". RMC students are also involved in research conferences organized by other universities, such as LLU international scientific conference "Students on their Way to Science". College students and academic staff have the opportunity to speak or participate in one of the seminars organized by RMC.

When planning the development strategy 2023–2028, RMC decided to develop previously set strategic goals and strive for more effective results by performing priority tasks to achieve strategic goals.

## **2. Strategy development**

The RMC development strategy has been developed in compliance with the goals and priorities set in the Republic of Latvia and international planning documents. The vision of a wide range of regional, national and international stakeholders has been taken into account regarding RMC's current activity and future growth opportunities, as well as numerous discussions within RMC, involving both academic and administrative staff, as well as students, student self-government and cooperation partners.

### **VISION**

Riga Management College is a modern higher education institution popular with students, internationally known, recognized by employers, highly valued by society, and which prepares qualified, responsible and enterprising specialists for the global labor market.

### **MISSION**

To prepare creative thinking, communicative and socially responsible specialists to work in a modern business environment.

### **VALUES**

Competence

Cooperation

Responsibility

Development

### **MAIN DIRECTIONS OF ACTIVITIES**

- Development of the study environment
- Internationalization

## **STRATEGIC OBJECTIVES**

1. Modern study environment and effectively organized process for training qualified specialists.
2. International cooperation for the promotion of knowledge transfer.
3. Researching the labor market and creating new, prospective study programs.
4. Involvement of employers in the study and research process.
5. Ensuring recognition of the image of the college in society.

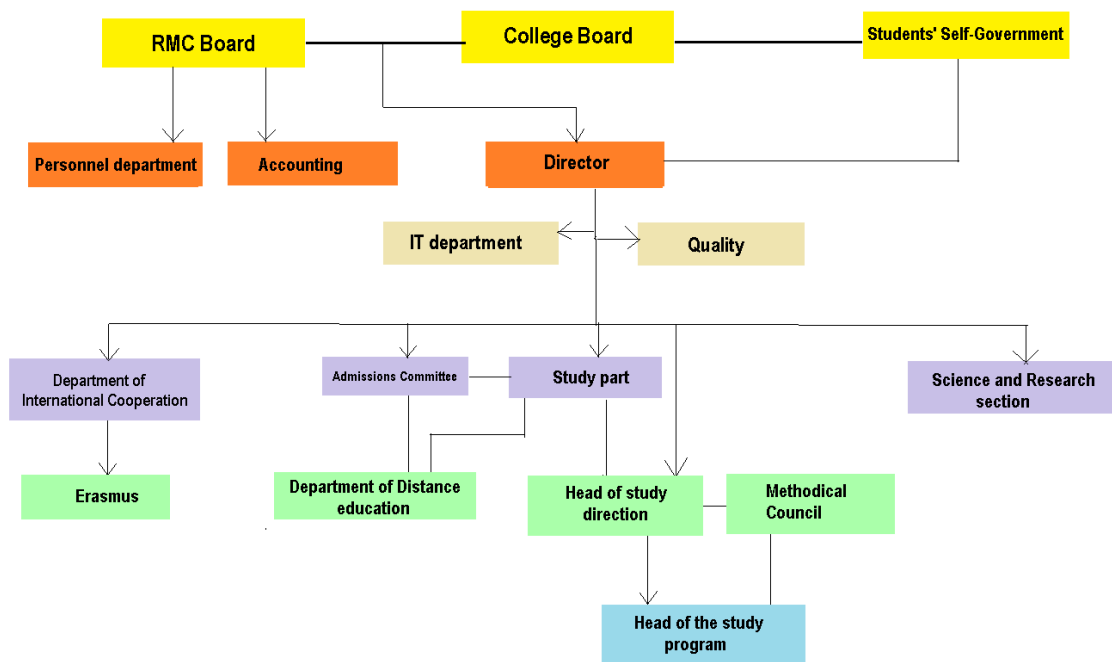
## **PRIORITY TASKS FOR ACHIEVING STRATEGIC GOALS**

1. Modern study process for training specialists.
  - 1.1. Create new study programs, taking into account trends in the labor market and demand.
  - 1.2. Develop new elective study courses and offer them to students.
  - 1.3. To observe the principles of sustainable development and social responsibility in creating the content of study courses.
  - 1.4. Increase the number of academic staff with PhDs.
  - 1.5. Regularly motivate the academic staff for targeted professional development and research activities.
  - 1.6. Organize guest lectures by foreign lecturers.
  - 1.7. Provide a modern study environment and regularly train lecturers to work with the latest IT.
  - 1.8. Ensure the operation of the quality management system.
  - 1.9. Organize cooperation among students for the realization of joint projects according to study programs.
  - 1.10. Provide students with wide access to study literature and databases.
  - 1.11. To improve and maintain the support system for students for studies, provision of practice and work places.
  - 1.12. Develop the college's internal communication process.
  - 1.13. Provide the college with a modern study infrastructure.
  - 1.14. Encourage student participation in extracurricular activities.
2. International cooperation for the promotion of knowledge transfer.
  - 2.1. Establish and develop cooperation with Latvian and foreign higher education institutions in the implementation of study programs.
  - 2.2. To support the initiative of students and academic staff to gain international experience in the educational and professional field.
  - 2.3. To provide students and lecturers with the opportunity to participate in international projects in accordance with the directions of the college's activities.
  - 2.4. To create cooperation with foreign representatives for attracting students and finding out the requirements of the labor market.
  - 2.5. Participate in education fairs in potential market countries.
  - 2.6. Create a system for attracting foreign applicants.

3. Involvement of employers in the study and research process.
  - 3.1. Create a procedure for the participation of social partners, stakeholders and corporate partners in the development of study areas, in accordance with the requirements of the labor market.
  - 3.2. Update cooperation with employers.
  - 3.3. Establish cooperation with a business incubator for the development of study areas.
  - 3.4. Involve employers in the creation of new study programs.
  - 3.5. To ensure the implementation of study programs by involving entrepreneurs, industry experts and college graduates in the evaluation and improvement of study programs.
  
4. Ensuring recognition of the image of the college in society.
  - 4.1. Develop and implement a marketing plan.
  - 4.2. Involve all parties interested in the development of the college in ensuring the visibility of the college.

### 3. RMK organizatoriskā struktūra

The implementation of the development strategy is performed at different levels of the RMC organizational structure, see Figure 1.1.



**Figure 1.1.** Management structure of Riga Management College.

The governing body of the college is the college council and the head of the college is the director, who operates in accordance with the regulations of the Riga Management College.

There are four administrative parts under the management of the director:

- 1) **Development department** – reception department, public relations department, international cooperation department.
- 2) **Study part** - ensures the solution of the general conceptual and organizational issues of the RMC in the areas of organization of the study process, content creation and quality assurance (directors of study programs, study service department, distance learning department, career and integration department, lifelong learning department, study practice department).
- 3) **Science and research part:**
  - supervision of the scientific activity of teaching staff;
  - determining student research directions, formulating sample topics of study papers and qualification papers;
  - organization of students' research work, participation in scientific conferences;
  - organization of employer surveys and market research.
- 4) **Administration** – accounting department, personnel department, quality specialist, accounting.

#### 4. SWOT analysis of Riga Management College

<b>Internal factors</b>	
<b><i>Strengths</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"> <li>● An opportunity for students to combine studies with work.</li> <li>● Possibility to continue studies in higher education study programs, starting from the 3rd year.</li> <li>● A well-developed distance learning system with all necessary facilities.</li> <li>● The necessary material and technical base is provided.</li> <li>● Study offer in Latvian, English.</li> <li>● An opportunity to learn the principles of business start-up and planning.</li> <li>● Professional and qualified academic staff.</li> <li>● Instructors' ability to work using IT, databases and innovative methods.</li> <li>● Individual approach to students in the implementation of the study process.</li> <li>● Instructors' experience in working with foreign students.</li> <li>● Riga Management College is a member of the Latvian Chamber of Commerce and Industry.</li> <li>● Riga Management College is a member of the Association of Latvian Colleges.</li> <li>● Competitive tuition fees.</li> </ul>	<ul style="list-style-type: none"> <li>● Small number of study programs.</li> <li>● Few students.</li> <li>● The new image of the college is little known in society.</li> <li>● Lack of engaging and targeted advertising.</li> <li>● There are no strategic cooperation partners - large, well-known employers and social enterprises.</li> <li>● A small number of guest lectures at the college.</li> <li>● Few off-site classes in companies.</li> <li>● Lack of internships for foreign students who do not speak Latvian.</li> <li>● Employment of lecturers in other workplaces due to low workload at the college.</li> <li>● Low number of elected academic staff with doctoral degrees.</li> <li>● Insufficient research activity and publication activity in the college.</li> <li>● Few continuing education events for teachers (courses, seminars).</li> <li>● Change of administration staff.</li> <li>● Financial dependence on students' solvency.</li> <li>● No approval has been received for ERASMUS + charter college.</li> </ul>
<b>External factors</b>	
<b><i>Options</i></b>	<b><i>Threats</i></b>
<ul style="list-style-type: none"> <li>● Growing interest of foreigners in studying in Latvia.</li> <li>● The interest of many potential students to study remotely.</li> <li>● Development of new study programs, including involving foreign specialists.</li> <li>● Opportunities offered by international projects.</li> </ul>	<ul style="list-style-type: none"> <li>● The influence of the demographic situation on the number of students in Latvia.</li> <li>● Change of legislative acts in the space of higher education.</li> <li>● Ministry of Education and Culture's policy on reducing the number of colleges and universities.</li> </ul>

<ul style="list-style-type: none"> <li>● Employers' interest in qualified employees with experience.</li> <li>● The rapid development of IT.</li> <li>● The growing demand for solutions to business problems.</li> </ul>	<ul style="list-style-type: none"> <li>● Frequent changes in the requirements of regulatory laws and regulations.</li> <li>● Competition among higher education institutions.</li> <li>● Possibility to study at other higher education institutions with state budget funds.</li> <li>● Poor previous education and knowledge of the study language of potential foreign students.</li> <li>● Bureaucracy in attracting foreign students.</li> <li>● Changes in employers' requirements regarding educational programs and study results.</li> </ul>
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### **5. Development strategy implementation and control**

RMC development strategy 2023–2028 is created as the main development planning document of the educational institution. The development and implementation of the strategy is the overall responsibility of the RMC director, who cooperates with all levels of the RMC organizational structure (see Figure 1.1).

The course of implementation of the development strategy is reviewed and approved at the meeting of the College Council. Evaluation of the implementation of the strategy takes place once a year based on the director's report at the meeting of the RMC Council. RMC Council members jointly evaluate the implementation of the RMC development strategy in the previous academic year and provide recommendations for improvements, as well as recommend the necessary action strategies for the implementation of the plan.

At the RMC Council meeting, it is assessed whether the priority tasks for achieving strategic goals have been fulfilled, and additional tasks are given to different levels of the RMC organizational structure in case the priority tasks have not been fully fulfilled.

During the execution of the RMC development strategy, the director examines and evaluates the implementation of the RMC development strategy from aspects such as education, finance, research, cooperation with companies and other educational institutions, human resources development, innovation and sustainability.

In the development strategy of RMC, all participating structural units monitor the control of task performance, preparing information on the previous academic year and analyzing the impact of result indicators on the achievement of RMC's main performance indicators. The data prepared by all structural units of the college are collected and examined at the meeting of the college Council.