



RIGA MEDICAL COLLEGE
OF THE UNIVERSITY OF LATVIA

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APPROVED

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**RIGA MEDICAL COLLEGE
OF THE UNIVERSITY OF LATVIA
DEVELOPMENT STRATEGY**

2016. - 2020.

Adopted at the meeting of College Council on January 21, 2016, protocol No. 58

Riga, 2016

Introduction

Riga Medical College of the University of Latvia (hereinafter – LU RMC) is an agency founded by the University of Latvia, which implements the first level professional higher education programs “*Nursing*” (code 41723), “*Medicine*” (41721) and “*Massage and hydrotherapy*” (41722) in the study direction *HEALTH CARE*. LU RMC was founded in 1980 as the Riga Medical School No 5, which implemented education programmes for nurses and paediatric nurses. Since 2004, the school is proceeding to work as Riga Medical College, implementing study programmes “*Nursing*” and “*Medicine*”. Since 2010, the College has been part of the University of Latvia. The College has been accredited since 2005 (Accreditation sheet No.087), study programs accredited in 2005, re-accredited in 2011.

According to the visit and evaluation of international experts in 2013, the study programs “*Medicine*” and “*Nursing*” have been ranked into the first quality group of the study program distribution of the Higher Education Council and are considered sustainable. Study direction Health Care and study programmes are accredited until May 30, 2019 (Accreditation sheet No.70).

The study programme “*Nursing*” (41723), duration of full-time studies – 3 years, obtains a fourth level professional qualification: Nurse or Internal Medicine Nurse, or Paediatric Nurse, or Anaesthetist, Intensive and Emergency Care Nurse, or Surgical Nurse, or Outpatient nurse.

Programme “*Medicine*” (41721), duration of full-time studies – 3 years, obtains the fourth level professional qualification: Physician Assistant or Physician Assistant in Ambulatory Care, or Physician Assistant in Emergency Care.

Implementation of the study program “*Massage and Hydrotherapy*” (41722) started after receiving the license No. 041020-3 in 2015/2016 academic year, graduates obtain a fourth level professional qualification: Massage Therapist.

The aim of the Strategy is to create an educational environment that is based on scientific research and to ensure the fulfilment of the mission of LU RMC.

The Strategy is designed to stimulate the development of LU RMC, enabling staff cooperation with academic community, public administration institutions, social partners and employers.

The Strategy complies with the Regulation of LU RMC, developed in accordance with the State policy planning documents, guidelines in education and science, economic and labour market development trends and demographic forecasts.

LU RMC Strategy, after approval by the College Council and the Senate of the UL, is a fundamental document for the development of annual action plans, thus ensuring the implementation of the Strategy, its execution and achievements are described in the self-assessment report, which is the basis for refining the strategic plan.

Analysis of strengths and weaknesses, opportunities and threats

For the further development of LU RMC, it is important to identify, analyse and determine the institution’s strengths and weaknesses, threats and opportunities.

Strengths:

- professionalism and loyalty of academic and general staff
- successful cooperation with potential employers (health care institutions in Riga and regions)
- competitive education with opportunities for continuing education
- positive employer feedback on graduate readiness for the labour market
- a comprehensive network of health care institutions with contractual ties for provision of student placements
- modern teaching, methodological and medical equipment, frequently updated library with available methodological and scientific literature

- efficient attraction and use of financial resources
- optimal attraction of students and their interest in the study process
- study places financed from the State budget
- improvement of the dormitory and student living conditions
- extensive network of 54 partner universities for the implementation of international activities, organizing student and teacher mobilities, exchange of experience and scientific research activities
- know-how in organizing international scientific conferences
- active student participation in mobility projects

Weaknesses:

- insufficient effort in attraction of new academic staff
- insufficient foreign language skills of students and academic staff
- insufficient student involvement in projects and research work

Opportunities:

- expansion of further education and professional development education programme offer, including the development of e-learning and distance learning
- attracting funding from the European Union and other funds
- increasing the efficiency and capacity of the college administrative staff
- increasing the professional and scientific capacity of academic and general staff
- modernization of infrastructure and active usage in the study process and scientific activities

Threats:

- unfavourable demographic situation in the country, emigration
- gradual aging of academic staff
- insufficient overall funding for the health care sector with an impact on the esteem of acquired professions and the competitiveness of the field of study
- competition in higher education in health care sector
- unpredictable impact of Latvia's economic development on the labour market

Vision

Riga Medical College of the University of Latvia is a recognized higher education institution that implements first-level professional higher education study programmes, preparing competent specialists in the field of health care, whose acquired knowledge, skills, competencies and attitudes meet the needs of Latvian economy and promotes the international competitiveness of graduates.

Mission

LU RMC provides students with high-quality education and professional qualification through implementation of attainable result-based study programs.

LU RMC ensures the advancement of human resources in the health care sector; integration of studies and science in the educational environment promotes the development of the health care in Latvia.

Values

Excellence, openness and respect for diversity, creativity, intelligence, competence, professionalism, human, responsibility

Strategical objectives

- I. Development of the study direction and quality assurance for the provision of excellence-oriented study programmes.
- II. Integration and internationalization of studies and scientific activities.
- III. Improvement of institutional capacity and educational environment by developing innovation-based and high technology infrastructure

Strategic targets

I. Development of the study direction and quality assurance for the provision of excellence-oriented study programmes

1.1. Purposefully plan and implement high-quality study programmes with a focus on results, in accordance with economic development trends and labour market requirements.

Tasks:

- To improve study programmes to ensure the unity of education and practice
- To increase the number of study programmes based on the labour market forecasts in Europe and Latvia
- To develop further education, non-formal professional development and interest education programmes, providing distance learning opportunities
- To increase the efficiency of the study programme implementation and the employment of graduates through cooperation and feedback from employers and professional organizations
- To advocate student involvement in the delivery of quality education
- To improve the quality assessment process of the study direction and to elevate the student judgement of the study process quality
- To improve the verification system of achieved learning outcomes, to gain assurance of their compliance with the planned results by introducing a modular system in professional study courses of the study programmes
- Continue cooperation with the UL and other higher education institutions, engaging the intellectual potential of guest lecturers from other higher education institutions in the study process implementation
- To provide an increase in the proportion of academic staff with scientific degrees
- To develop and implement study courses in English

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Guidelines for identifying and documenting Nursing Care problems in the Nursing study programme, jointly developed by educators and employers	0	1

Number of study programmes	3	5
Distance learning course modules for non-formal professional development and interest-related education	0	1. Wound care module 2. Perioperative care module 3. Trauma patient care module
Number of professional continuing education programmes	2	5
Number of graduates in relation to the enrolment rates per year	63 %	75%
Implementation of surveys in study courses and at the end of study year on the quality of the study course	60%	100%
Student participation in the survey on the quality of the study programme	80%	100%
Student evaluation of the study programme quality	8,5	8,7
Alumni participation in surveys	30%	60%
Employment of alumni in the field 2-3 years after graduation	79%	81%
Employer participation in the survey	Employer survey	Questionnaire for employers, health care institutions, and heads of structural units
Total increase in the number of students	578	750
Number of guest lecturers	0	1
Percentage of academic staff with a scientific degree	Share of doctoral degree 15% Share of doctoral students 19%	Share of doctoral degree 20% Share of doctoral students 25%
To prepare and implement study courses in English	0	2 study courses in each study programme
Development of a modular system in the study programmes "Medicine" and "Nursing"	0	1 module in each study programme: Emergency medicine Patient care

1.2. To improve and regularly evaluate the assessment of professional competences for the registry of nurses, physician assistants, midwives and nursing assistants, ensuring the human resource development in the health care sector

Tasks:

- Update and revise examination questions, involving representatives of professional organizations and employers, to ensure that the exam content meets the requirements of the labour market and novelties in health care.
- Prepare and provide study materials on e-platform for distance learning applicants

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Updated and revised exam questions according to qualifications	1	4
Prepared and provided study material on e-platform for distance learning	0	2

II. Integration and internationalization of studies and scientific activities.

2.1. Integration of studies and scientific activities

Tasks:

- To promote teaching staff participation in scientific research and obtained result presentation in Latvian-wide scientific conferences and seminars
- To ensure and support the expansion of teaching staff publications in Latvian-wide editions
- To ensure the development of methodological teaching materials, including the latest scientific research
- To advocate research conducted by LU RMC teaching staff and students in mass media and popular scientific literature
- To promote student engagement in the groundwork of scientific publications of teaching staff, to update and promote the publicity of student research work
- To actualize and promote the publicity of student research work in Latvian-wide conferences and seminars
- To provide applied research conferences for students and teachers
- To support publication of monographs in accordance with the requirements of the Latvian Council of Sciences
- To develop internal scientific projects of the college, to increase the participation of students and lecturers in scientific projects
- To increase the financial distribution from college revenue for research activities
- To develop access to world-renowned scientific databases, to ensure the inclusion of the latest scientific research in the study process
- To advance the methodological base of the research laboratory
- To improve student scientific research skills by working in the laboratory and analysing scientific literature, current research and its methodology
- Involve students in the organizational work of international and local conferences

- To promote activities of the student council by organizing events related to current scientific research in the field
- Establish an annual award for the best student research
- Establish an annual award for the best teaching staff scientific research performance
- To develop a scientific conference evaluation questionnaire
- To create a block C subject 'Scientific activities'
- To reduce the fragmentation of research topics by synchronizing them with the needs of employers and current concerns in Latvia and abroad
- To form student research groups in accordance with the teacher scientific research interests

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Promotion of teaching staff participation in scientific research and presentation of the obtained results in Latvian-wide scientific conferences and seminars	8	15
Ensuring and supporting the development of teaching staff publications in Latvian-wide editions	6	15
Development of methodological teaching material containing most recent scientific research	2	7
Promotion of research conducted by LU RMC lecturers and students in mass media and popular scientific literature	0	4x per annum
Student engagement in the groundwork of scientific publications of teaching staff, promotion and appraisal of the publicity of student research work	4	15
Promotion and updating of publicity of student research work in Latvian-wide conferences and seminars	2	10
Applied research conferences for students and teaching staff	1	1
Publication of monographs according to requirements of Latvian Council of Sciences	1	3
Development of internal scientific projects, increased student and teacher participation in scientific projects	11 students; 10 teaching staff members	25 students; 15 teaching staff members
Redistribution of college revenue for research activities	10%	15%
Access to world-renowned scientific databases	0	3
Methodological base for the scientific research laboratory	Amount of funding for base-line improvement	Planned funding
Stimulated student scientific research skills in laboratory work and analysis of scientific literature, current research and its methodology	n/a	1 scientific research group
Student involvement in the organizational	5	In the period 2015-

work of international and local conferences		2020, at least 30 students involved
Activity of the student council in organizing events related to current scientific research in the field	none	1 event per annum
Annual award for the best student research	none	1 award
Annual award for the best teaching staff scientific research performance	none	1 award
Development of evaluation questionnaire for scientific conferences	none	Questionnaire for each conference, according to the topic
Creation of block C subject 'Scientific activities'	none	1
Reduced fragmentation of student research topics by synchronizing them with the needs of employers and current concerns in Latvia and abroad	none	At least 3 relevant directions in cooperation with employers
Formation of student scientific research groups in accordance with the scientific research interests of the teacher	none	15
Funding for internal scientific projects	10 % of the college revenue	15 % of the college revenue
Journal of student scientific articles	0	1 x 2 years

2.2. Internationalization of studies and scientific activities.

Tasks:

- To stimulate the teaching staff participation in scientific research and the presentation of obtained results in international scientific conferences
- To ensure and support the development of teacher publications in international editions
- To trigger and promote the publicity of student research work outside Latvian borders
- To promote student involvement in foreign scientific conferences
- Organize international scientific conferences in an interdisciplinary aspect
- To develop access to world-renowned scientific databases in order to promote the compliance of student and teaching staff research with current global trends
- To endorse international scientific research collaboration by signing co-operation agreements in scientific activities with foreign universities and giving financial priority to international research activities
- To stimulate the attraction of foreign lecturers within mobility programs
- To promote the involvement of exchange students in scientific and applied conferences
- Organize an annual student and teacher conference on the knowledge gained during scientific business trips, Erasmus and other mobilities

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
The presentation of obtained scientific research results in international scientific conferences	2	At least 12
Teaching staff publications in international editions	4	15
Publicity of student research work outside Latvian borders	2	At least 10
Student involvement in foreign scientific conferences	none	At least 5
International scientific conferences in an interdisciplinary aspect	1x 3 years	1x 3 years
Access to world-renowned scientific databases	none	3
International scientific research collaboration by signing co-operation agreements in scientific activities with foreign universities and giving financial priority to international research	3 cooperation agreements; 2 transnational studies	At least 10 cooperation agreements; At least 4 transnational studies
Attracted foreign lecturers within mobility programs	10	15
Involvement of exchange students in scientific and applied conferences	1	5
Annual student and teacher conference on the knowledge gained during scientific business trips, Erasmus and other mobilities	none	1

3.3. International cooperation to ensure competitiveness; development of studies and scientific activities

Tasks:

- Support the participation of college students and academic staff in international mobility programs
- Strengthen and expand the range of international partners through partnership projects with the ENPI countries
- To increase the competitiveness of the college by developing cooperation and exchange of good practices with higher education institutions of the EU and its neighboring countries
- To promote the dissemination of information and publicity about international activities
- Continue to attract foreign lecturers and guest lecturers, thus providing non-mobile students with an international component (internationalization at home / internationalization of the study process)
- Development of joint study courses in the Baltic Sea region, with the aim to even out the education of health care professionals in the region and in Europe

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Academic staff mobilities: with partner universities outgoing /incoming	14/12	22/20
Student mobilities: with partner universities outgoing /incoming	15/14	20/18
Erasmus+ and Nordplus financially supported and implemented intensive program projects	2	4
Jointly developed and implemented study courses in cooperation with partner universities	0	2
Established partnership projects	0	2
Foreign guest lecturer involvement in the implementation of study courses	0	3

III. Improvement of institutional capacity and educational environment by developing innovation-based and high technology infrastructure

3.1. Institutional capacity building and quality management

Tasks:

- Develop a staff selection policy to attract qualified, competent and loyal academic and administrative staff
- To increase the proportion of elected academic staff in study programs
- To stimulate and support the professional development and lifelong learning of academic and general staff
- Develop and implement a result-oriented staff selection and remuneration system
- Develop and support academic and general staff motivation policy
- To reduce the share and importance of the State budget in the college financial plan by increasing the amount of EU funding, paid study/further education offer and the share of third party funding through participating in projects and procurements
- Apply structural changes to increase the capacity and efficiency of administrative staff
- Implement and manage LUIS for work with students and staff
- To intensify cooperation with community in order to increase the recognition of the college and attraction of students by implementing resourceful and purposeful participation in various and diverse events in Riga and regions, activating cooperation with secondary schools

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Staff selection and further training	0	Developed staff selection and further education policy
Motivating staff remuneration system	Pilot project for academic staff remuneration system	Developed and implemented result-oriented staff remuneration system
Databases and information system	WinStudents (student secretarial system)	LUIS
Share of the State budget in the total financial plan of the college	80%	65%

3.2. Development of educational environment and infrastructure

Tasks:

- To improve the learning environment by providing a clinical environment-approximated modern simulation mannequins and other technologies, creating a clinical simulation centre
- To implement the construction project of the college conference and training centre, expanding the area of premises intended for the auditoriums and pre-clinic study practice
- To establish a Public Health Promotion and Disease Prevention Office for the delivery of services to the residents of Mežciems district and for the development of student professional skills and competencies
- Create an auditorium for video conferencing, including live streaming, with online access to the e-learning environment
- Continue modernization of IT and infrastructure
- To improve library collections and information resources in the study direction Health Care by increasing the share of electronic resources

<i>Performance indicators</i>	<i>Indicator in 2015</i>	<i>Indicator in 2020</i>
Modernization and adaptation of work environment for study and research purposes, optimization of study process	E-Studies on Moodle platform available for students and academic staff	Study courses are implemented on e-platform
	Established database of the best (from 7 points) qualification papers	Qualification papers submitted on e-platform
Provision of interactive methodological materials in the study process	2	At least 10
Study environment approximation with the clinical setting	5 pre-clinical classrooms Biomedical research laboratory	Established clinical simulation center
Access to scientific databases and electronic resources	0	3
Online video conferencing and video lectures possibilities	0	1

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