



Riga Management college

**Public annual report  
2022**

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# 1. Information about the College

## 1.1. Basic information about the College and its strategic development directions, including the following points:

### 1) A brief description of the College

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, internal rules, 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 is a state-accredited higher education institution that implements short-cycle professional higher education programs based on Chapter 2, 10.1 of the Higher Education Law.

### 2) RMC implements the study direction:

- **Management, administration and real estate management**, which includes one study program "**Business administration**".

RMC prepares business specialists to work in any company, however, students are guided to choose to found their own company, thus following the national economic policy directed by the Latvian National Development Plan for 2021–2027, which defines the need for support for learning entrepreneurship, modernization of the learning environment, learning based on the working environment, etc.

It is important for higher education institutions to prepare not only employees, but most importantly – employers. In the Business Management study program, students' qualification works are directly related to building their own business or improving the company's work.

The college's development concept is based on the Standards and Guidelines for Quality Assurance in European Higher Education Area developed by the European Association for Quality

Assurance in Higher Education (ESG - Standards and Guidelines for Quality Assurance in European Higher Education Area) and the basic principles of the Excellence Model of EFQM (the European Foundation for Quality Management) .

**The mission of RMC** is to prepare creative thinking, communicative and socially responsible specialists to work in a modern business environment.

**RMC's 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.

## **VALUES**

- Competence
- Cooperation
- Liability
- 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 preparing specialists.
  - Create new study programs, taking into account trends in the labor market and demand.
  - Develop new elective study courses and offer them to students.
  - To observe the principles of sustainable development and social responsibility in creating the content of study courses.
  - Increase the number of academic staff with PhDs. Regularly motivate the academic staff for targeted professional development and research activities.
  - Organize guest lectures by foreign lecturers.

- Provide a modern study environment and regularly train lecturers to work with the latest programs.
  - Ensure the operation of the quality management system.
  - Organize cooperation among students for the realization of joint projects according to study programs.
  - Provide students with wide access to study literature and databases.
  - To improve and maintain the support system for students for studies, provision of practice and work places.
  - Develop the college's internal communication process.
  - Provide the college with a modern study infrastructure.
  - Encourage student participation in extracurricular activities.
2. International cooperation to promote knowledge transfer.
- Establish and develop cooperation with Latvian and foreign higher education institutions in the implementation of study programs.
  - To support the initiative of students and academic staff to gain international experience in the educational and professional field.
  - To provide students and lecturers with the opportunity to participate in international projects in accordance with the directions of the college's activities.
  - To create cooperation with foreign representatives for attracting students and finding out the requirements of the labor market.
  - Participate in education fairs in potential market countries.
  - Create a system for attracting foreign applicants.
3. Involvement of employers in the study and research process.
- 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.
  - Update cooperation with employers.
  - Establish cooperation with a business incubator for the development of study areas.
  - Involve employers in the creation of new study programs.
  - 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.
- Develop and implement a marketing plan.
  - Involve all parties interested in the development of the college in ensuring the visibility of the college.

## **1.2. Description of the management structure of the college, the main institutions involved in decision-making, their composition (academic staff, administration representatives, students).**

The founder of RMC is the limited liability company "Rīgas Management College". The highest management body and decision-making body of RMC in strategic, financial and economic matters is the board established by the founder.

The representatives, management bodies and decision-making bodies of RMC in matters of study and research are the college council and the college director. The council is the collegial management body and decision-making body of the college staff. The director is the highest official of the RMC who implements the general administrative and financial management of the college and is the official representative of the college in all college affairs.

The RMC council consists of ten council members: the director, one member of the board, three representatives of the academic staff, one representative of the general staff, two representatives of the student self-government, two representatives of employers or professional organizations. The council approves study programs, their self-evaluation reports on the implementation of study programs, as well as decides on the development and implementation of new study programs, approves the directions of research and scientific activity, after coordination with the board, approves the regulations on academic and administrative positions in the college and develops and approves the implementation procedure in the college rules of the internal procedure, supports and promotes the work of student self-government, as well as approves the rules of student self-government, approves the college's symbolism, decides on other issues in accordance with the current regulatory enactments.

The Students' Self-Government operates in RMC, which is the main decision-making body for representing the rights and interests of college students. The self-government represents the students of the college, defends their rights and interests, ensures that students' opinions are respected in solving issues related to the college, ensures cooperation with students of other colleges in the country, promotes the exchange of experience with students in foreign countries, and also organizes various events for students.

Two representatives of the student self-government are part of the RMC council and participate in its meetings, thus participating in the adoption of the most important documents and decisions for the college.

The college has a procedure for how each student can turn to the student self-government with proposals, criticisms, recommendations for improving the work of the college. Information can be sent to the Moodle section of the college's website under the Student Self-Government subsection, as well as to the members of the student self-governance by writing to [students@college.lv](mailto:students@college.lv) or in person.

Representatives of the student council meet regularly (at least once a semester) with the college administration and discuss issues that are relevant to students and which were discussed at student self-government meetings. The administration takes into account the opinions and proposals expressed by students in improving the study process and college work.

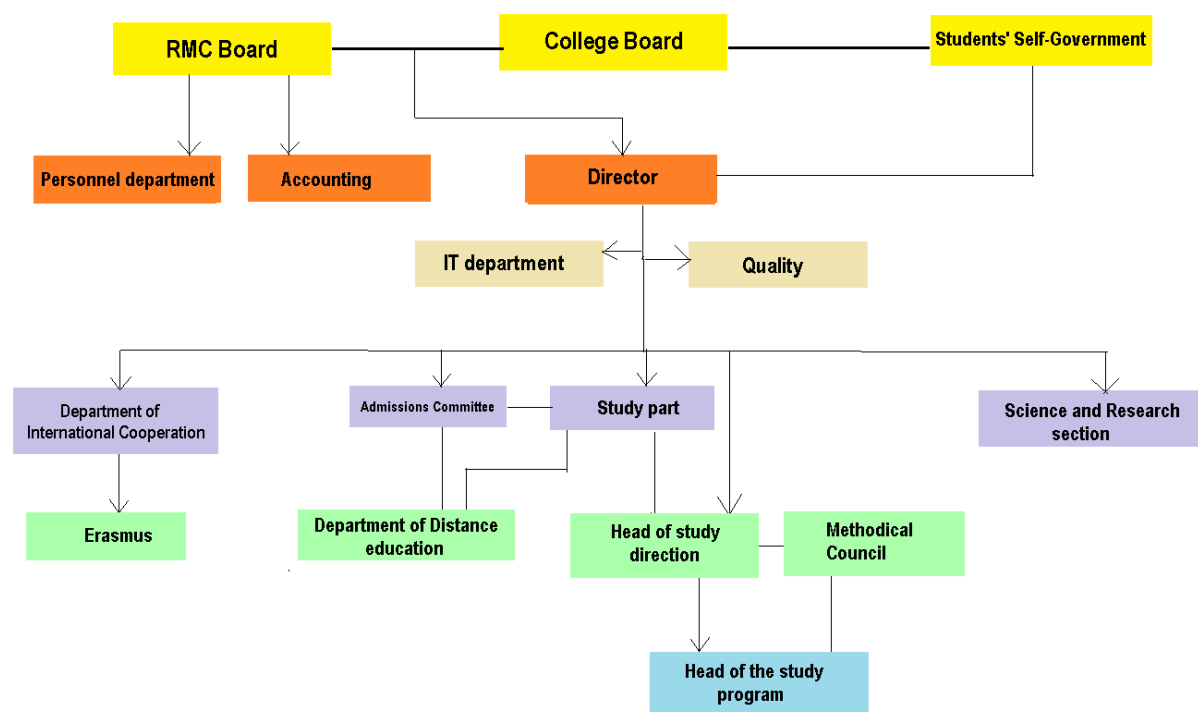


Figure 1.1. RMC management structure

### 1.3. Characteristics of the quality policy implementation mechanism and procedures for quality assurance of higher education.

Riga Management college is an educational institution that follows requirements of external laws and regulations to secure, maintain and improve the quality of higher education system, thereby integrating and ensuring a common understanding of quality assurance within the European Higher Education Area (ESG), demonstrating its quality, increasing transparency, and building mutual trust, and, as a result, recognition of better qualification, recognition of programs and other educational offers.

Based on the requirements of external laws and regulations, RMC has developed internal regulations (statutes, regulations, instructions, etc.) that are binding on the College. Additionally, a quality management system was developed in collaboration with the College stakeholders (employees, students, employers, and others), including a quality management system policy manual, quality management system procedures and associated forms and instructions.

RMC has surveyed/identified stakeholders who directly or indirectly participate in the provision and improvement of the education quality system and are able to look at education quality processes more objectively. With the involvement of stakeholders, RMC continuously monitors, periodically obtains analytical data, identifies improvement measures and develops, and, when necessary, develops/updates procedures and other internal regulatory documents.

In compliance with the requirements of external and internal laws and regulations, RMC has defined which quality management documents are publicly available and which are available to a particular group of stakeholders. The following documents are publicly available: quality management policy manual, Statutes, regulations, instructions, and forms. Documents are available on the RMC website: <https://mcollege.eu/documents> and on the *Moodle* study site.

## 2. College staff

16 lecturers are involved in the implementation of the Business Administration study program, 3 of them have a doctor's degree, 13 lecturers have a master's degree in the relevant specialty. The academic staff for the study program is selected according to scientific research directions and study courses.

The academic and research workload of the teaching staff is determined in accordance with the regulations of the Cabinet of Ministers of July 5, 2016 on the salary of teachers and the Regulations of the Riga Management College on the salary of academic personnel (approved on 06.06.2017. director's order No. 1-10/3 with amendments on 17.09.2020 at the meeting of the RMC Council, protocol No. 4).

By guiding students' research works, study and qualification works, the academic staff also involves students in research work, inviting students to participate in international and local student scientific conferences.

The teaching staff of the college participates in Latvian and international scientific conferences, the acquired information and experience are used to update study courses, where the aforementioned activities are supported in accordance with the college's Regulations on the remuneration of academic staff. (approved on 06.06.2017 with amendments at the meeting of the RMC Council on 17.09.2020, protocol No. 4)

International activities were organized during the incoming mobility of teaching staff. Since 2021, several guest lectures (both online and face-to-face) have been organized by Zanete Garanti, Phd, from the Cyprus International University in Nicosia.

In the context of faculty mobility, the main difficulty the college faces is attracting foreign lecturers. This can be explained by the lecturers' low interest in teaching lower-level study programs to students in a little-known higher education institution, as European colleges usually also have bachelor's and master's level study programs. The college works a lot to promote positive publicity - it is looking for opportunities to conclude cooperation agreements with various universities, for example, since April 2021, RMC has concluded a cooperation agreement with a previous educational institution - City Vinity College Nicosia (Cyprus).

Teaching staff regularly attend professional development seminars. During the reporting period, trainings organized by RMK were attended, such as the Professional development program for lecturers of higher education institutions (31.05.2022).

In general, the teaching staff involved in the implementation of the study program are highly qualified and competent in order to ensure that the students acquire the necessary research skills, theoretical knowledge, skills and competencies. The qualifications of the teaching staff meet the criteria set out in Articles 32, 36, 39, 40 of the Law on Higher Education and comply with the provisions of the Cabinet of Ministers of September 11, 2018, No. 569 "Rules on the necessary education and professional qualifications for pedagogues and the procedure for improving the professional competence of pedagogues" requirements specified in point 16.



### **3. College resources and provision**

#### **3.1. Information about the financial security necessary for the implementation of studies.**

The amount of funding required for the specific field of study consists of study programs and study base funding corresponding to the number of students, which consists of such expense items as staff salaries, tax payments, utility payments, infrastructure maintenance costs, inventory provision, representative expenses, advertising.

The amount of study base funding for a field of study is determined based on the predicted number of student places in a given academic year and the base cost of a study place.

Based on the analysis of the collected data on the available funding for the provision of the study program, the college management made a decision to increase the tuition fees for local students in the Latvian language stream, as well as to offer both local students and EU citizens the opportunity to study in English at a competitive price.

The sources of funding for RMC's study direction consist of: tuition fees, revenues from the economic activity of the college, funds of the founders. In the internal regulatory document of the college, Regulations on the salary of academic personnel (developed in accordance with the Cabinet of Ministers' regulations No. 445 of July 5, 2016, Regulations on the salary of teachers, the Law on Universities, the Law on Education, the regulations of the Riga Management College and other binding regulatory enactments that are in force in the Republic of Latvia (approved on 06.06.2017 by the director's order No. 1-10/3, with amendments on 17.09.2020 at the meeting of the RMC council, protocol No. 4), the criteria for determining the wages of academic staff and the amount of wages are determined, the RMC council approved Tuition fees, which are later approved by the Board, based on RMC regulations, paragraph 22. The approved tuition fees are placed in the regulatory document - the price list.

For the student, a study payment plan is drawn up by concluding a study contract, which stipulates the payment procedure. In cases where an individually developed payment schedule is required, it is applied on the basis of a written application by the student, which is approved by the director and the board. As well as in cases where it is possible to apply a tuition fee discount for investment in student self-government or other study-related activities, the application is reviewed by the college director and approved by the board.

The College has developed the regulations of the Loan Allocation Commission (approved on 30.08.2019, protocol No. 5), on the basis of which the student can qualify for the state-guaranteed study loan.

In accordance with the Regulations on the procedures for financing students' scientific research activities (approved at the council meeting on 08.01.2019, protocol No. 1) 1.2. point: "The maximum amount of funding annually available for the quality support of students' scientific research work is up to EUR 150.00 per year per student". Based on Article 5.9 of the Student Scientific Paper Competition Regulations. point, Riga Management College financially supports the organization of

events and the costs of awards. According to the Regulation on remuneration of academic staff 2.3. 12, 13, 14, 15, RMC financially supports the following lecturers' activities: project development, participation in a conference with a report, publication in an internationally peer-reviewed collection, work on the editorial board. In accordance with the criteria established in the regulations of the Science Council, other scientific research activities are also supported, such as the granting of creative leave, the college's scientific cooperation with Latvian and foreign educational institutions, etc.

*Table 3.1.*

**Costs of study place for one student and their assessment**

Cost calculation of the Business Administration study program per 1 student in 2022

<b>Name</b>	<b>Normative</b>	<b>Calculated costs</b>
N1	Salary per one study place per year	Euro 531.54
N2	Employer's social security contributions 24.09%	Euro 128.05
N3	Mission and business travel costs	Euro 9.11
N4	Payment for services	Euro 84.45
N5	Materials, energy, water and equipment	Euro 5,65
N6	Improvement of training program	Euro 102.7
N7	Equipment and modernization costs	Euro 24.28
	<b>VZ – one study place per year (N1 + N2 + N3 + N4 + N5 + N6 + N7)</b>	<b>Euro 885.78</b>

The percentage distribution of the costs of the study direction, the items included in it are similar to the calculations of the base costs of the study place, they ensure the optimal use of resources in the intended study process. The percentage distribution of funding reflects the optimal use of existing resources to achieve the set goals to ensure the study process.

*Table 3.2.*

**The percentage distribution of the costs of the field of study in 2022**

<b>No</b>	<b>Name of the cost position</b>	<b>Percentage distribution</b>
N1	Salary per study place per year	60.01%
N2	Employer's social security contributions 24.09%	14.46%
N3	Business trip and official travel expenses	1,03%
N4	Service charges	9,53%
N5	Materials, energy, water and inventory	0.64%
N6	Curriculum development	11.59%

N7	Equipment and modernization costs	2.74%
	<b>TOTAL</b>	<b>100%</b>

### **3.2. Information about the infrastructure and material and technical provision necessary for the implementation of studies.**

Sufficient resources and material and technical support are available at RMC to ensure the study process. The study process takes place at Lomonosova Street 1, K-4 and Lomonosova Street 4, Riga, on the basis of the cooperation and premises lease agreement (No. 04/SNL concluded on September 1, 2017) with the Baltic International Academy. The agreements stipulate the procedure for the use of auditoriums and computer rooms and their availability for RMC teaching staff and students, as well as the lease of administrative premises. The college has no branches.

Additional agreement no. 1 was concluded on October 11, 2019, it stipulates the cooperation that the lessor provides RMC with access to auditoriums and computer classrooms, having previously agreed on the workload of the auditoriums at the beginning of each semester. As well as the mentioned agreement, the payment procedure is stipulated in cases where joint study activities are carried out, implementing undivided study subjects in the student training programs implemented by the parties. The mentioned agreement confirms that the agreement no. 04/SNL operates until September 30, 2026.

Based on contract no. 04/SNL, RCK students have access to the resources of the Baltic International Academy's accredited library (certificate No. 8), which is located at Lomonosova Street 1 k-4, Riga, which includes the availability of books relevant to the industry in both Latvian and English, which can be selected both in person and in the electronic book catalog. Students have access to a separate list that lists the most recent books purchased, as well as access to the electronic database.

Since 2018, the official website of the college is <https://mcollege.eu/>, where current information is regularly posted. On the other hand, RMC's study site Moodle contains free access sources in both Latvian and English, which contain scientifically based sources - books, magazines, research articles, dictionaries, encyclopedias, etc. For students, the Library section contains all the necessary information to go directly to the specified information source, with which we have a cooperation agreement, thus simplifying access to scientific sources in the development of their study work and learning the subject.

Digital databases and e-book databases are compiled and easily accessible to students in an e-environment. They are available 24 hours a day, you need an internet connection, which can be obtained at the place of study and in the library premises.

In order to provide studies in the form of distance learning, instructors, when developing a study course, adapt literature sources from digitally available materials, which include e-books and databases. In the "Library catalogs and databases" section of the college's e-environment, all available e-resources are collected, and the instructor can provide a consultative explanation to the student to promote digital information literacy.

Students have access to a computer room located in the library, Lomonosova Street 1 k-4, where a library employee can provide answers to questions about the procedure for obtaining the necessary sources. As well as, computer-equipped workplaces are available in the administrative premises of the college for college students and lecturers. Wireless (Wi-Fi) internet is available in all study facilities. All classrooms are equipped with computer equipment that allows classes to be

conducted using multimedia projectors. Copying, scanning and printing (both black and white and color) services are available to students based on the price list developed by the college.

For students' convenience, there are rest areas in the lobbies and the library, as well as services offered by the canteen with hot lunches. Even before arriving in Latvia, RMC offers foreign students possible places to live, based on cooperation agreements on the provision of service hotel services. Several have been concluded. With SIA Krustkalnu project, SIA Bulduru Gardening High School, 1Home Group AS.

### **3.3. Characterization and assessment of information and communication technology solutions used in the study process.**

During the study process, RMC students and lecturers have access to two study portals - Moodle and "My RMC". In the Moodle study platform, both full-time face-to-face and distance learning students have access to all the necessary study materials and other information for learning a study course, which the instructor places in the profile of each course. The Moodle portal is available in Latvian and English.

Other binding documents are also placed under each course profile, such as study course description, Internship Regulations, Methodological instructions for the development of scientific and practical works, etc. Each course profile also provides students with a link to online lectures, a news/announcement folder where the instructor or study section posts important information for students, and a link to a course evaluation survey that each student must complete once the course has finished.

In the Moodle course profile, the student can submit homework or practical assignments that the instructors allow to be submitted in electronic format. Also, in some courses it is possible to complete self-tests, which the instructor can easily create in Moodle by selecting the appropriate function of this platform. The course profile contains not only information about the instructor, but also contact information (e-mail), which students can use in case of questions/uncertainties related to the study of the course.

In the Moodle section "Information for students" there is information about the current information for the specific academic year - study plan for each group/semester, study calendar, as well as rules and regulations (Internal rules for students, Student Self-Government Rules, RMC price list, personal data protection rules, as well as regulations on the procedure for consideration of recommendations/complaints.

In this section "Information for students" a suggestion/complaint folder has been created which students can use to express their opinion and send it to the college management.

The Moodle section "Assistance for lecturers" is available for lecturers, it has several subsections where lecturers can get the most up-to-date information and familiarize themselves with the rules of the internal procedure. The lecture attendance register is also available in this section, where the lecturers note the students' attendance during each lecture.

The head of the distance learning department and the methodologist of the study department are responsible for updating, updating and posting information on the Moodle portal. If students or lecturers need technical support in connection with Moodle, the head of the distance learning department and the methodologist of the study department provide advice on solving problems.

On the second study portal "My RMC", students and teachers can view the schedule of lectures by connecting to their profile. The lecture schedule is easy to use for both teachers and

students, because the teacher can view only the lectures he/she leads without looking for them in the general list, while the student can choose his group and view only the lectures scheduled for his group.

In this study portal, students have access to the "My data" section, where the most important study information can be viewed - study group, semester, academic year, financial and academic debts, completed courses and final grades. From the "My RMC" portal, it is possible to be redirected to the Moodle portal by clicking on the "Moodle" section. The "My RMC" portal is available in both English and Latvian. Distance learning students do not use the "My RMC" portal because they do not have lectures and do not need a lecture schedule.

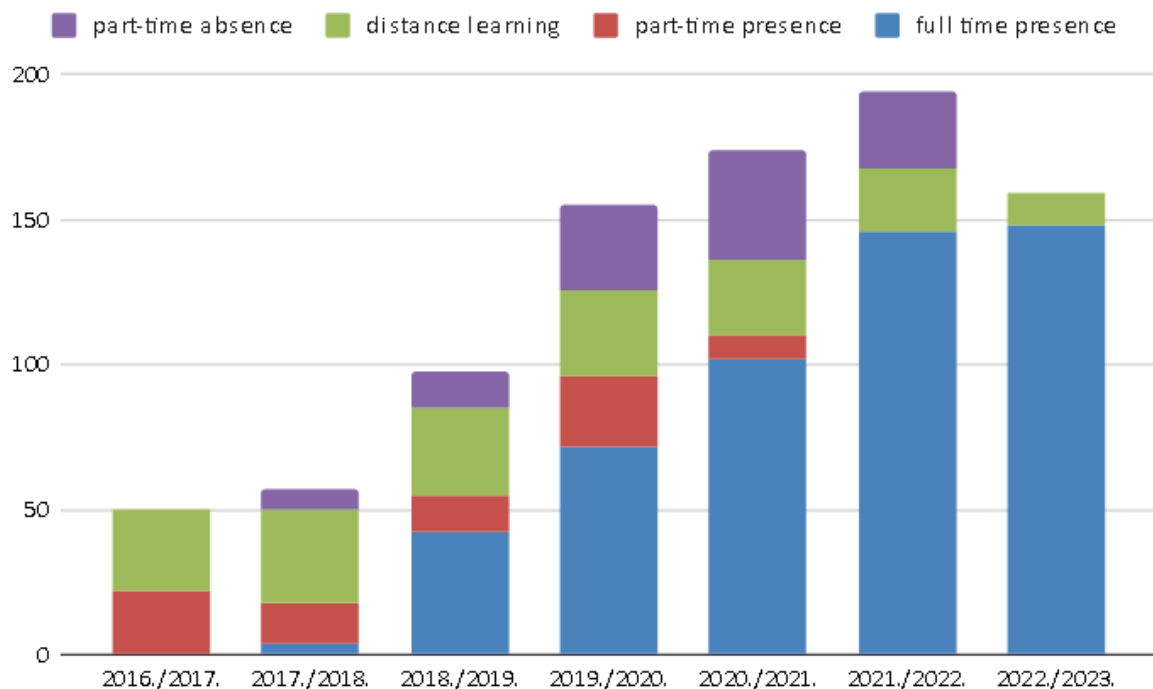
The student can also view the most important information about the study data in the Moodle profile, where the group number, semester, study plan, study courses and other information are indicated. The Moodle environment for distance learning students is designed so that the student can independently download and learn course materials and submit them under each course profile. Student consultations with lecturers are organized by communicating by e-mail.

## 4. College performance results

### 4.1. Dynamics of the number of students

Until February 2022, RMC provided two study programs - "Business Administration" (full-time and part-time studies) and "Organization of Social Assistance" (part-time studies). The last students of the "Organization of Social Assistance" study program graduated from the college on 10.02.2022, thus the number of part-time part-time students of the college decreased significantly.

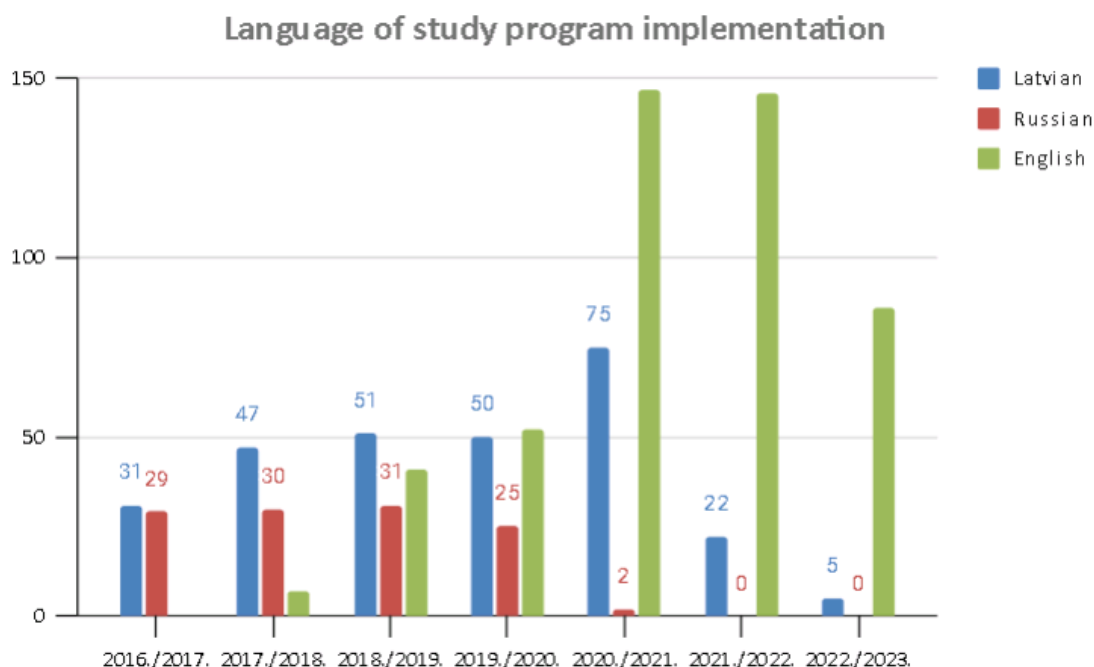
Starting from the beginning of RMC's operation until the fall semester of 2022, the number of students has gradually increased in each study year (see Figure 4.1).



**Figure 4.1.** The dynamics of the number of RMC students

The main increase in the number of students is full-time, where students from abroad study. The largest number of students in the college so far has been in the 2021/2022 academic year.

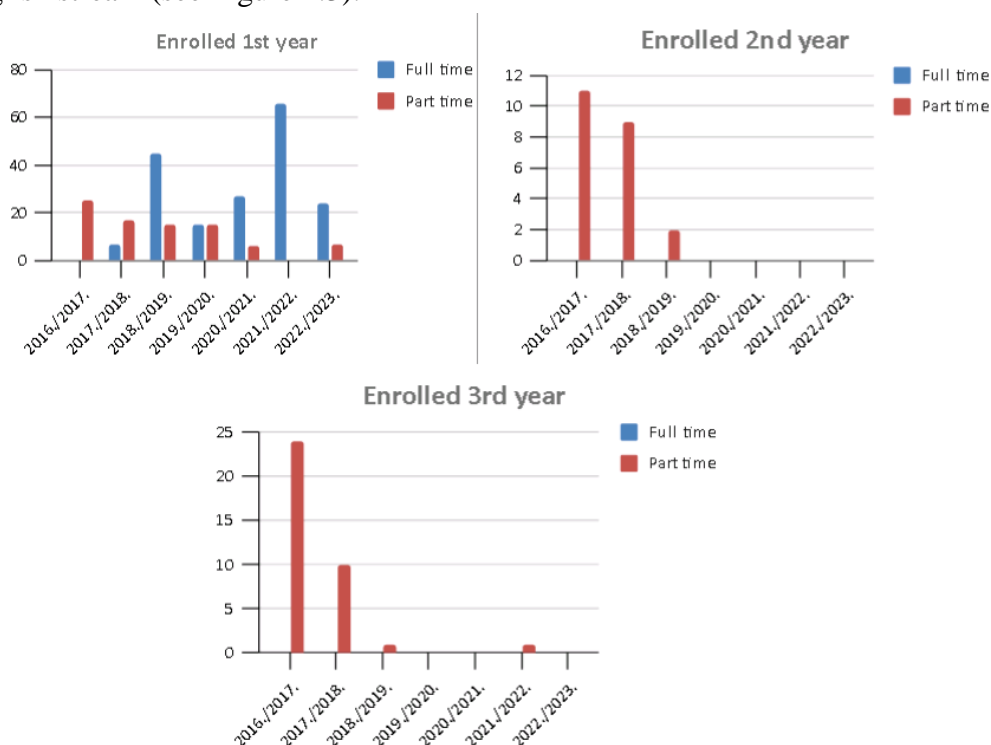
During the reporting period, the number of students with English as the language of the study program has increased (see Figure 4.2). Currently, there are very few students with Latvian as the language of the study program, they are part-time correspondence (distance learning) students.



**Figure 4.2.** Statistics on students in the reporting period (language of study program implementation)

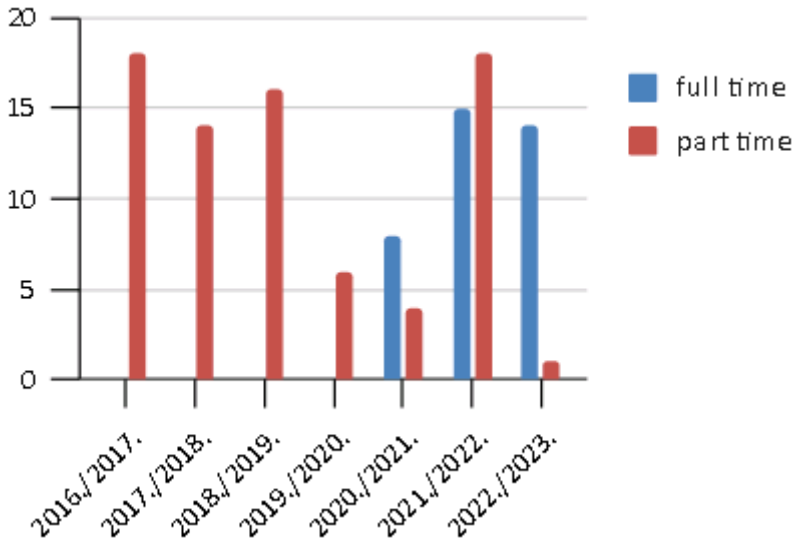
**Student dropout** is not high, the main reasons for this are non-fulfillment of study obligations. Full-time students are foreign students and they are expelled mainly due to non-fulfillment of the obligations stipulated in the study contract: insufficient attendance of lectures, non-fulfillment of other study obligations and financial obligations.

The largest number of **enrolled students** was in the 2021/2022 academic year, when mostly foreign students were enrolled in the study program "Business administration" in the full-time face-to-face English stream (see Figure 4.3).



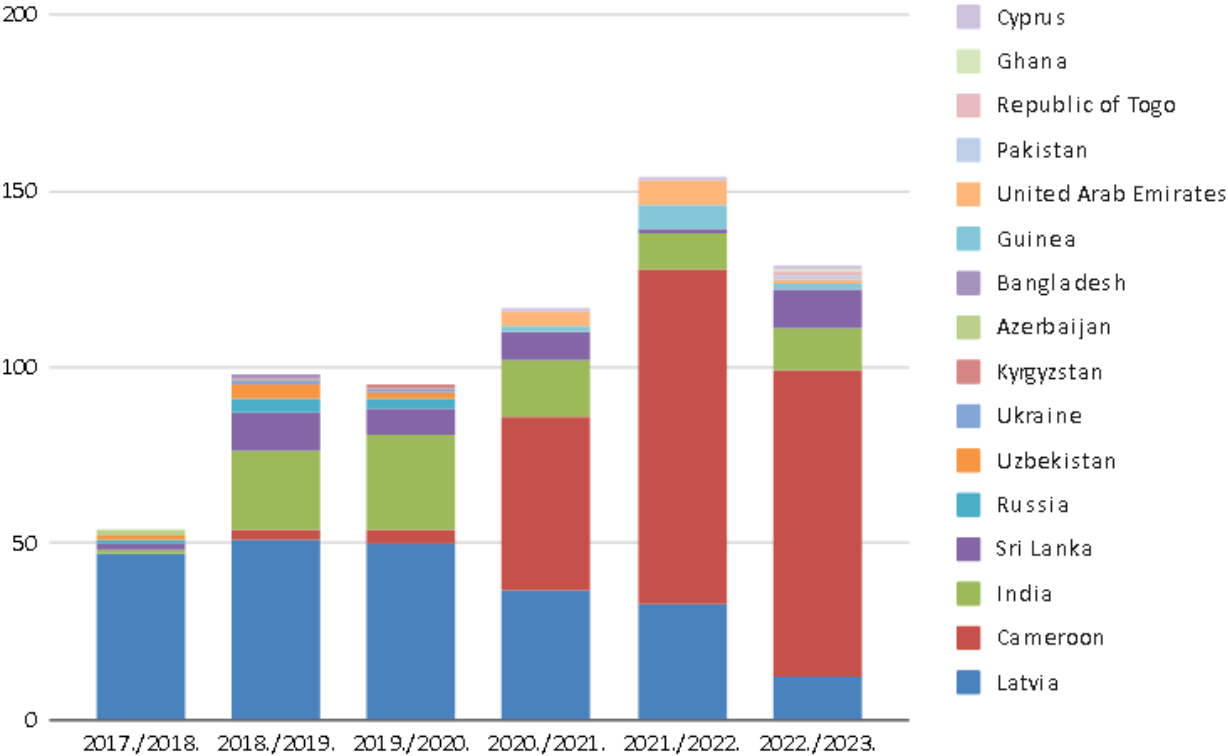
**Figure 4.3.** Statistics of students admitted to RMC

The **number of graduates** during the reporting period within the study year has changed significantly - the number of full-time full-time study graduates has increased. On the other hand, the number of graduates in part-time studies has significantly decreased (see Figure 4.4).



**Figure 4.4.** The dynamics of the number of RMC graduates

The statistics of the number of students includes the collection of data on student records, taking into account their **country of residence** - the country from which the student came to Latvia (see figure 4.5).



**Figure 4.5.** RMC student statistics - list by country.



In 2022, among those studying at RMC, the largest number of students was from Cameroon. Latvia has established close cooperation with this Central African country over the past 5–7 years, as a result of which the interest of Cameroonian youth in studying in Latvia and Europe has increased.

Apart from Latvian students, the number of citizens of India and Sri Lanka who have chosen to study at RMC is also significantly large.

## 4.2. Evaluation of study direction

The goal and development plan of the study direction "Management, administration and real estate management" are closely related to the development strategy of Riga Management College for 2018-2023. The aim of the study direction is to prepare qualified, socially responsible, market-competitive business specialists who are able to organize and manage the activities of the company's structural unit or to establish and manage their own companies as businessmen.

The directions of the "Latvija 2030" strategy are used in the development plan of the study direction and the implementation of the study program:

- Latvia's higher education system will not be able to exist by accepting only students from its own country;
- the goal of the 21st century education system is to strengthen the individual's skills to continuously learn and master innovations;
- Already, a large number of student groups in universities and colleges are people of the so-called non-traditional age group, over 23 years old, so universities should switch to adult training as a stable and necessary direction of their activities;
- A higher education institution can create programs that take place entirely in the e-environment.

While preparing the self-evaluation report for the field of study, in the spring of 2023, the working group for the development of the self-evaluation report of RMC has carried out a SWOT analysis in cooperation with the Methodological Commission of the field of study.

Table 4.1.

### SWOT analysis of the study direction "Management, administration and real estate management"

<b>Internal factors</b>	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>· Possibility to continue studies in 2nd level higher education study programs.</li> <li>· A well-developed distance learning system with all the necessary provision.</li> <li>· The necessary material and technical base is provided.</li> <li>· Study offer in Latvian and English.</li> <li>· Professional and qualified academic staff with experience in working with foreign students is oriented towards development.</li> </ul>	<ul style="list-style-type: none"> <li>· Small number of study programs in the direction of study.</li> <li>· A small 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) organized by the college.</li> <li>· Small number of guest speakers</li> <li>· There is no student hotel</li> </ul>

<ul style="list-style-type: none"> <li>· Instructors' ability to work using information technology, databases and innovative methods.</li> <li>· College membership in professional associations (Latvian Chamber of Commerce and Industry, Social Entrepreneurship Association).</li> <li>· Agreements have been concluded with strategic cooperation partners (Latvian Samaritans Association, Association "Patvērumš "Droša māja", "Innovation Support Center", "Cooperation Platform", etc.).</li> </ul> <p>Provision of internships, also for foreign students who do not speak Latvian.</p> <ul style="list-style-type: none"> <li>· Developing cooperation with entrepreneurs, promoting the compliance of the study program with the needs of society.</li> <li>· Competitive tuition fees.</li> </ul>	<ul style="list-style-type: none"> <li>· Late payment of tuition fees by foreign students in later study semesters</li> </ul>
<b>External factors</b>	
<i>Options</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>· Foreigners' interest in studying in Latvia</li> <li>· Interest of potential students to study remotely</li> <li>· Employers' interest in qualified employees with experience</li> <li>· Citizens' interest in becoming employers and small business owners</li> <li>· The growing demand for solutions to social problems.</li> <li>· Development of social entrepreneurship in Latvia and Europe</li> <li>· The rapid development of information technology</li> </ul>	<ul style="list-style-type: none"> <li>· The influence of demography on the number of students in Latvia</li> <li>· Disorganization in the space of higher education, frequent changes in the requirements of regulatory legal acts.</li> <li>· Ministry of Education and Culture's policy on reducing the number of colleges and universities</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 study language knowledge of potential students from abroad</li> <li>· Bureaucracy in attracting foreign students</li> <li>· Changes in employers' requirements regarding educational programs and study results</li> </ul>

**To improve the weak points, RMC has carried out and plans to carry out various activities.**

- In order to ensure the development of new study programs in the field of study "Management, administration and real estate management", RMC has surveyed potential students about their interest in various study programs. Taking into account the interest in studies in the field of tourism, RMC has conducted a study of European and Latvian tourism market trends. RMC

plans to create and implement a new study program "Tourism Services Organization" during the course of studies, after which students will obtain a short-cycle higher professional education and qualification - "Tourism Services Organizer".

- The college plans recruitment and actively recruits lecturers with PhD degrees. In 2022, two representatives of the academic staff with a doctorate degree were elected to the college. Four principally elected lecturers are studying for doctoral studies.
- The study direction development plan provides for the cooperation of students and academic staff in the research field with Latvian and foreign higher education institutions. 12.08.2019 concluded an agreement with the Business and Hotel Management School B.H.M.S in Lucerne, Switzerland and on 07.01.2020 signed an agreement on cooperation with the Croatian "Lavoslava Ružička" College of Applied Sciences in Vukovar, Croatia. These agreements also include research cooperation. On May 17, 2023, RMC organized the first international research conference on business processes – "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS", RMC guest lecturers from Cyprus International University, University of Banking and Nicosia City Unity College also participated in it , Cyprus,
- The college activates the course and seminar organization for teachers. The administration has decided to organize such courses at least once a semester, for example, on February 13, 2020, the seminar "Academic honesty and plagiarism control" was held.
- The college has activated the engagement of guest lecturers. Practitioners are mainly recruited in cooperation with employers. In this study year, the emphasis is on guest lecturers who are practitioners and related to social entrepreneurship, for example, the guest lecture "My opportunities in the labor market in Latvia" by Kaspar Kotānas, head of the Personnel Selection Department of "CV-Online", Veidemane, the internal lectures of the Industry Department of the company "Schneider Electric Grop" communications director, K. Kotāns, head of the HR department of "CV-Online", owner of a social enterprise, director of the Latvian Samaritans Association A. Bērziņš, head of the Latvian department of the international organization "Reach for Change" K. Kanepeja, etc.
- Currently, RMC fully provides students with the opportunity to live in hotels with which the college has signed contracts. In the future, as the number of students increases, it is planned to consider the possibility of providing a student hotel.
- RMC Studies department works with students, regularly informing them about tuition fees orally and in writing. At the end of 2019, a mentor was recruited to work with students from abroad, who helps with support not only in questions about the study process, but also in financial literacy, cultural differences, various household issues, etc.

### **Threat avoidance**

- Responding to the constant changes in the higher education space, RMC tries to get involved in the creation of change policy and ensuring stability in the higher education space. This mostly happens with active participation in the work of the Association of Latvian Colleges (hereinafter - LKA), of which RMC has been a member since October 2017. RMC has regularly participated in the discussion of all documents prepared by the Ministry of Interior and the Saeima commissions, preparing and submitting its opinion and proposals in writing

and discussing them at the meetings of the LKA. Currently, RMC is actively involved in solving the issue of the typology of higher education institutions and the place of colleges in the education system of Latvia, in order to maintain the status of higher education institutions for colleges.

In cooperation with Alberta College, RMC has initiated the updating of the professional standard Commercial activity specialist and in cooperation with the Latvian Chamber of Commerce and Industry (hereinafter - LTRK), of which RMC has been a member since October 2017, participated in the development of this standard project. Involvement in cooperation with employers in LTRK and also in the Latvian Social Entrepreneurship Association (hereinafter - LSUA), of which RMC has been a member since October 2017, gives the opportunity to more promptly follow the requirements of employers regarding educational programs and study results. RMC is ready to continue to be actively involved in the targeted solution of problems related to higher education in Latvia.

- At the same time, RMC is looking for unique niches in the implementation of short-cycle higher professional education in order to reduce competitive tension. Therefore, the integration of the aspect of social entrepreneurship in the study program implemented by the college is continued and the market is studied, and work has been started on the opportunity to offer potential students to learn the "Tourism Service Organization" program.
- RMC accumulates experience and purposefully introduces innovations in the attraction of students from abroad, imposing increasingly strict admission requirements and testing English language skills (tests, interviews), as well as tries to cooperate with bodies involved in the attraction of foreign students, the Higher Education Center (hereinafter - AIC) , Directorate of Citizenship and Migration Affairs (hereinafter - PMLP), etc.

### **Taking advantage of opportunities**

- RMC regularly recognizes the interest of foreign potential students in studying at RMC by going to various promotional events/exhibitions abroad. In this way, new students were attracted and the interest of foreign students to study at the college in the field of tourism was recognized. Research and attraction work is planned to be carried out regularly. Participation in exhibitions is being prepared in the future.
- RMC has also evaluated the increasing interest of students from abroad to study by distance learning. This wish is also expressed by students who, due to health or family circumstances, have to stop their full-time studies in Latvia and return to their home country. RMC regularly improves the Moodle study website in order to be able to develop the offer of distance learning studies.
- The rapid development of information technologies and the offer of new opportunities are used in the regular improvement of RMC's distance learning study provision, as well as the entire study site Moodle and RMC's communication system.
- RMC takes advantage of the growing interest of the population in recent years to become employers and to establish small companies, including micro-enterprises, paying a lot of attention during the study process to exactly this type of companies, without, of course, excluding opportunities to gain knowledge and practice in large companies, in order to become a professional employee in the larger in the company.

### 4.3. Development strategy of the field of study

In order to implement the guidelines set by RMC's management and external experts, RMC has created a new development strategy for 2023-2028, which is a document confirming the progress of RMC's planning, as well as a subsequent continuation of RMC's development strategy for 2021-2023. The RMC development strategy 2023-2028 is designed as the main development planning document of the educational institution. The development and implementation of the strategy is generally the responsibility of the director of RMC, who cooperates with all levels of the organizational structure of RMC.

The main tasks of the development strategy are indicated in table 4.2.

*Table 4.2.*

#### **The main tasks of the development plan for 2023-2028 of the study direction "Management, administration and real estate management"**

<b>Direction of development</b>	<b>Tasks</b>
New study programs in the direction of studies	<ol style="list-style-type: none"> <li>1. Creation of new study programs for the development of the study direction.</li> <li>2. Further development of the study direction, forming cooperation with other higher education institutions in Latvia and abroad.</li> </ol>
Content of study programs	<ol style="list-style-type: none"> <li>1. Ensuring compliance of study programs in accordance with market requirements and actuality.</li> <li>2. Improvement of training practice tasks in accordance with the requirements of the labor market and the possibilities of practice places.</li> <li>3. Evaluation and improvement of program content after each study year.</li> </ol>
Study process	<ol style="list-style-type: none"> <li>1. At the beginning of each semester, update study course programs (improvement of study content, including information on the latest research) and ensure their timely availability in the e-environment.</li> <li>2. Promote the updating and improvement of study course materials and their placement on the study Moodle website.</li> <li>3. To ensure constant and intensive inter-subject communication.</li> <li>4. To diversify and improve study methods.</li> <li>5. Expand the use of information technology in the study process.</li> <li>6. Constantly monitor changes in external regulatory documents and ensure their coordination with internal regulatory documents.</li> <li>7. Constantly work on raising the qualifications of the academic staff.</li> <li>8. Expand the mobility of academic staff (guest lecturers; RMC lecturers teaching at other higher education institutions in Latvia).</li> <li>9. Ensuring the participation of students in the research work of RMC.</li> <li>10. Development of cooperation with other related higher education institutions in Latvia and abroad.</li> </ol>

Study environment	<ol style="list-style-type: none"> <li>1. To conclude new cooperation agreements with academic libraries in Latvia and other countries.</li> <li>2. To supplement the library funds with the latest teaching aids and reference materials.</li> <li>3. By motivating the academic staff of RMC, continue to develop new study materials and ensure their availability in the e-environment.</li> <li>4. Constantly improve the document circulation scheme with the aim of ensuring timely and high-quality receipt of information, incl. electronically.</li> <li>5. To constantly analyze the satisfaction of students and graduates with the study process and study results and use the results to improve the study process.</li> </ol>
Graduates of the study program	<ol style="list-style-type: none"> <li>1. Inform graduates of the study program about further education opportunities.</li> <li>2. Conduct surveys of graduates and their employers, involving them in the development of the field of study and improvement of the quality of the program.</li> <li>3. Provide practical support to graduates in starting their own business through cooperation with business, incl. social entrepreneurship, incubators in Latvia and abroad.</li> <li>4. Cooperate with employers in providing graduates with jobs.</li> </ol>
Study program promotion	<ol style="list-style-type: none"> <li>1. Promotion of study programs in Latvia, in cooperation with employers and graduates of the study program.</li> <li>2. To ensure promotion and popularization of study programs abroad.</li> </ol>
Cooperation with other higher education institutions; legal and natural persons	<ol style="list-style-type: none"> <li>1. Strengthening cooperation with Latvian and foreign higher education institutions.</li> <li>2. Promotion of student and academic staff mobility and cooperation in the research field with Latvian and foreign higher education institutions.</li> </ol>

#### 4.4. Management structure of the study area

Currently, within the framework of the study direction, the 1st level professional higher education study program “Business administration” is implemented, where the **head of the study direction** also performs the functions of the director of the study program. According to the Regulation on the head of the study direction (approved at the meeting of the College Council on 09.05.2023, protocol No. 1-1.5/2023/02), the head of the study direction has specific duties.

To control and improve the implementation of the study program, a **Methodological Commission** has been established in the college, which operates in accordance with the Regulations of the Methodological Commission (approved at the meeting of the College Council on 17.09.2020, protocol No. 4).

Scientific work in the college is coordinated by the **Science Council** in accordance with the regulations of the Science Council (approved at the meeting of the College Council on 08.01.2019, protocol No. 1 with amendments at the meeting of the College Council on 30.08.2019, protocol No.

5). The purpose of the activity of the Science Council is to determine the priority directions of scientific work, planning and coordinating the scientific work of academic staff and students, promoting the improvement of the scientific qualifications of lecturers, promoting international scientific cooperation, evaluating and summarizing research results.

Study work in the college is coordinated by the **Study Department**, where the structure of the department consists of the head of the Study Department, heads of study areas, education methodologist. The purpose of the study part's activity is: to ensure the solution of the common conceptual and organizational issues of the college in the fields of study content, process organization and quality assurance.

The work of distance learning studies is coordinated by the **Distance Learning Department** in accordance with the Regulations of the Distance Learning Department of the Riga Management College (approved at the 02.11.2023 RMK Council meeting, protocol No. 1-1.5/2023/04). The purpose of the distance learning part is to ensure quality short-cycle professional higher education in the form of distance learning studies, using the experience and technologies of the modern world.

The operation of the distance education department is ensured by the head of the distance learning department, the specialist of the distance learning department, the methodologist of the study department, the heads of the study areas, the methodical commissions of the study areas, lecturers. The coordinated operation of the management of all the above-mentioned study areas is ensured by the Director of the College in accordance with the Regulations of the Riga Management College (Regulations of the Cabinet of Ministers No. 131 of March 6, 2018).

In accordance with the requirements set out in Article 5, Clause 2<sup>1</sup> of the Law on Higher Education Institutions, RMC has introduced a Quality Management System policy, within the framework of which the management quality of the study direction and the study program included in it is regularly evaluated, for example, the implementation of the study program is analyzed at the meetings of the Methodological Commission, the evaluation is reflected in the minutes of the meetings) . In general, the management of the study direction and study program can be assessed as good, according to external and internal documents regulating the study process.

#### **4.5. Development of study direction and study program**

2022/2023 In the study year, the implementation of the Digital Marketing study course was started in the Business administration program. In 2022, the development of a new study program "Tourism Services Organization" has started. The study program is developed in accordance with the standard of the tourism service organizer profession adopted on February 9, 2022.

Research on tourism development trends clearly indicates that large group travel is becoming increasingly unpopular, while travelers prefer traveling in small groups or alone. Consequently, there is a need for the creation and offer of new tourism products and specialists who can work in the creation of a tourism product and in the organization of a small tourism company are needed.

The opinions of Latvian residents who have small tourism businesses in rural regions of Latvia or who would like to create one have been clarified. They confirm the need for a Tourist Services organizer in the company. Potential applicants from India and Sri Lanka have shown great interest in studying in the tourism program.

The organizer of the tourism service has been newly included in the map of professions included in the structure of the tourism industry, developed in 2018 and supervised by the State

Education Content Center. Therefore, the expert council of the tourism industry has already confirmed that such a profession is necessary. In November 2019, RMC approached the Association of Latvian Tourism Agents and Operators, which is also a member of the expert council of the industry, and received confirmation that RMC will be able to participate in the development of the standard for the tourism service organizer profession, which was launched in the summer of 2020.

## **5. Cooperation and internationalization**

### **5.1. Cooperation with various Latvian institutions.**

Since 2017, the founders, administration, teaching staff and students of RMC have worked purposefully to develop successful cooperation with various institutions - universities, colleges, employers, employers' organizations, municipalities, non-governmental organizations in various fields of activity.

Cooperation with colleges, both among the administration and students, is facilitated by RMC's membership in the Association of Latvian Colleges. The biggest contribution of this cooperation is in the formation of the higher education policy, which is aimed at the development and strengthening of the prestige of colleges in Latvia, as well as the constant improvement of the quality of the 1st level higher professional education.

RMK has established a particularly successful cooperation with the Baltic International Academy (BSA), whose premises RMK uses for administration and study work. An agreement has also been concluded for the use of BSA library premises (Lomonosova street 1), which RMK students can use during their studies.

In order to promote the improvement of the quality of RMC's education, RMC organizes seminars and conferences, where the acquired knowledge is brought to life in the improvement of RMC's institutional and study work. In 2022, a professional development program for lecturers of higher education institutions was organized, where representatives of various Latvian higher education institutions participated. On the other hand, in 2023, it is planned to organize a webinar "Why it is worth obtaining higher education 100% remotely", which would be intended for all interested parties, and a webinar "Introduction to managing European Union projects", inviting college students, lecturers, members of the Association of Latvian Colleges, etc. to participate. It is planned to hold the 1st international research conference (IRCEP 2023) on business processes "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS" in 2023, where academics, industry experts and students would share their research results and opinions on important business and economic issues, as well as all participants of IRCEP 2023 would be invited to join the discussion and share their assessment of challenges, perspectives and possible solutions

Cooperation with employers is mostly formed by RMC, choosing to communicate through employers' organizations. Employers are involved in the management of RMC, the work of the College Council, as well as going through the entire study process: in the development, assessment and improvement cycles of study courses and study programs, in the assessment and improvement of college work, as well as being involved in state examination commissions.



RMC also establishes contacts with entrepreneurs through the Latvian Chamber of Commerce and Industry, of which RMC has been a member since October 2017. College employees and lecturers have attended LTRK seminars on various issues related to entrepreneurship and innovation, participated in the working group initiated by LTRK for the renewal of the commercial specialist standard, RMC participated in the LTRK discount program for a Member-to-Member.

In 2019, RMC established cooperation with the Association of Latvian Tourism Agents and Operators on the creation of a new program ("Organization of tourism services"), in which tourism service organizers will be trained. In the summer of 2020, the association started the development of the standard for this profession. RMC has already studied the tourism market trends and the opinions of potential students abroad and in Latvia and plans to start preparing such specialists for business in tourism.

A very important aspect of cooperation with companies and organizations is the provision of internships for students. Student practice is an integral part of the professional study program. RMC provides study internships by offering internships according to concluded contracts or allowing students to choose internships themselves. The feedback that the college receives from the questionnaires filled by the employers after the student internships is important. Recommendations after collecting the questionnaires are one of the most important working materials in the further improvement of studies.

In total, cooperation agreements and agreements on internships have been concluded with 30 different companies in Latvia.

## **5.2. International cooperation. System or mechanisms for attracting foreign students and teaching staff.**

In the development strategy of RMC for 2018-2023, it is envisaged that internationalization is one of the main directions of RMC's activity, and both international cooperation for the promotion of knowledge transfer and cooperation with employers are set as strategic goals. Internationalization is an essential activity direction of RMC. RMC developed its activity in this field until 2021 with Erasmus+ mobility, as well as attracting foreign students for full-time studies.

Since 2019, RMC has received a large number of foreign students, and RMC plans and strives to further develop systems and mechanisms to successfully find and attract foreign students and teaching staff.

Until now, RMC has concluded agreements with Business & Hotel Management School B.H.M.S in Switzerland and College of Applied Sciences "Lavoslav Ružicka" in Croatia. RMC graduates can continue their studies in one of the study programs offered by these schools.

Foreign teaching staff are attracted using internal resources, as, for example, as a result of successful prior cooperation of RMC lecturers, guest lecturer Dr. oec was attracted in 2022. Zanete Garanti from Cyprus International University.

With the support of cooperation partner "Education Bridge" SIA, RMC also uses the search for partners at European higher education presentation events and elsewhere in the world to attract students and teaching staff.

Foreign students are attracted to study at RMC in a targeted manner. In 2018, RMC started accepting foreign students, and since then the number of students has increased significantly every year: in the 2020/2021 academic year, 102 full-time face-to-face (foreign) students studied at RMC, in the 2021/2022 academic year, 146 full-time face-to-face (foreign ) students and 148 full-time (foreign) students are already studying in the 2022/2023 academic year. In total, 80 students from abroad, mostly from Cameroon, Sri Lanka, India and other countries, are currently studying in the accredited study direction.

RMC's Admissions department attracts foreign students and cooperation partners through cooperation with the company SIA Education Bridge, with which a cooperation agreement has been concluded on the provision of recruitment services, through cooperation with student recruitment agencies of various countries, as well as by advertising studies on RMC's account on the social network Facebook in English (<https://www.facebook.com/mcollege.eu>).

## **6. Student self-government and student activities**

The Students' Self-Government operates at RMC, which is an independent main decision-making body representing the rights and interests of college students. The student self-government represents the students of the college, defends their rights and interests, ensures that the students' opinion is respected in solving college-related issues, ensures cooperation with students of other colleges in the country, promotes the exchange of experience with students in foreign countries, and also organizes various events for students.

Two representatives of the student self-government are part of the RMC council and participate in its meetings, thus participating in the adoption of the most important documents and decisions for the college.

The college has implemented a procedure on how each student can turn to the student self-government with proposals, criticism, recommendations for improving the work of the college. Information can be sent to the Moodle section of the college's website under the Student Self-Government subsection, as well as to the members of the student self-governance by writing to [students@college.lv](mailto:students@college.lv) or in person.

Representatives of the student council meet regularly (at least once a semester) with the college administration and discuss issues that are relevant to students and which were discussed at student self-government meetings. The administration takes into account the opinions and proposals expressed by students in improving the study process and college work.

### **Student activities**

On March 19, 2022, an excursion to the historical center of our capital - Old Riga, was organized for RMC students. RMC students who came to Latvia mainly from Cameroon, India and the United Arab Emirates took part in the excursion. Accompanied by a professional guide, students visited the most beautiful and exciting places in Old Riga, as well as got to know the history of various objects. After the excursion, the students went together to the Ala Pagrabs Folk Club, where the students had the opportunity to taste Latvian traditional dishes, as well as get to know Latvian music and the environment.



**Figure 6.1.** RMC student tour of Old Riga

Riga Management College students also participated in the 17th international scientific conference "Students on their Way to Science", organized by the Latvian University of Biosciences and Technologies (University of Life Sciences and Technologies). The conference was held online, where students from different countries of the world presented their research in various sectors.

Riga Management College 4th semester students Pamela Monyuy Ngoran, Abdul Hai Syed, Silva Godakanda Arachchige Hashan Madumadawa and Abeykoon Mudiyansele Anjalee Jayaprada presented their works in the field of social sciences and used these studies as a basis for creating qualification papers in the "Business Administration" study program.



**Figure 6.2.** Certificates received by RMC students for participation in the international scientific conference "Students on their Way to Science"

In October 2022, RMC students visited the National Library of Latvia with a guide and got to know the available public reading rooms and various resources that can be used on a daily basis in the study process. The guide of the Latvian National Library also showed the exhibitions on view at that time and briefly told about the history of the library, as well as the most interesting facts about the library. At the end of the tour, each student drew up a reader's card for himself, so that he could visit the library at any time and use the resources available there (literature, databases, video and audio resources, etc.).



**Figure 6.3.** Educational excursion to the National Library of Latvia

On November 15, 2022, RMC students went on a field trip to the company "Vilmārs Noma", where the manager of the company presented the most important aspects of the company's operation and management. In this way, the students of the "Business Management" program were given the opportunity to get an idea of the company's operation and development opportunities in Latvia, as well as learn about the most important components without which the company cannot exist.





**Figure 6.4.** Students of RMC's "Business Administration" program get to know the operation of the company "Vilmārs Noma" in person

The company "Vilmārs Noma" is a cooperation partner of RMC, which offers students internships, therefore, during the tour, the manager also told the students about the specifics of work and responsibilities in case they choose to do an internship in this company.

## **7. Communication and public relations**

### **7.1. Communication with students**

RMC has approved the procedure for consideration of Recommendations / complaints (approved at the meeting of the College Council on 02.11.2023, protocol No. 1-1.5/2023/04). Students have the opportunity to submit complaints and proposals by filling out the complaints/proposals form posted on the Moodle study site and uploading it in the "Suggestions/complaints review" section, or submit their opinion to the college in a free form in the study section or in the student self-government by writing to students@college.lv.

Students and teachers use the Moodle study environment to submit proposals. Student proposals and complaints are also considered if RMC receives a message to the official e-mail: info@managementcollege.eu.

Mostly questions and proposals are about difficulties in using the study environment. After analyzing several proposals, the head of the distance learning department has created various instructions for using the distance learning website, such as Communication procedures at the college, Instructions for students on using the distance learning website "How to learn on the RMC distance learning website?", "Guidelines and useful resources".

Since there are relatively few students at RMC and the students have a very open communication environment, full-time students choose to solve their interesting or problematic questions by discussing with the lecturer, methodologist of the study department or mentor/study

manager. The issues to be resolved were, for example, the time of scheduled lectures and exams, academic debts, renewal of residence permits, etc.

Students are informed about the results of the review of complaints and proposals and the improvements made by e-mail or using the communication options of Moodle (in the "Information for students" section, in the notification subsection or by sending a message to the student through Moodle).

**In order to obtain feedback, RMC regularly conducts three surveys** - a student survey on the evaluation of study courses, a questionnaire for the Head of Practice and a survey for College Graduates. These surveys provide valuable information about the quality of the college's academic work, the work of lecturers and administration, and also help to plan the work of the college in the future.

**The student survey** on the evaluation of the study course is placed on the distance learning website Moodle on the home page of each course profile. Survey questionnaires have been created using Google Forms, and the link to the survey is available on the Moodle website in the profile of each study course. The survey is anonymous, it is available to all students of the study course who are registered in the relevant study course. At the beginning of the examination session, the study department encourages students to fill out questionnaires for each study course, so that it is possible to evaluate and improve the study course and the quality of education. The educational methodologist is responsible for posting the survey on the Moodle website. At the end of the test session, the data obtained in the surveys are collected and analyzed.

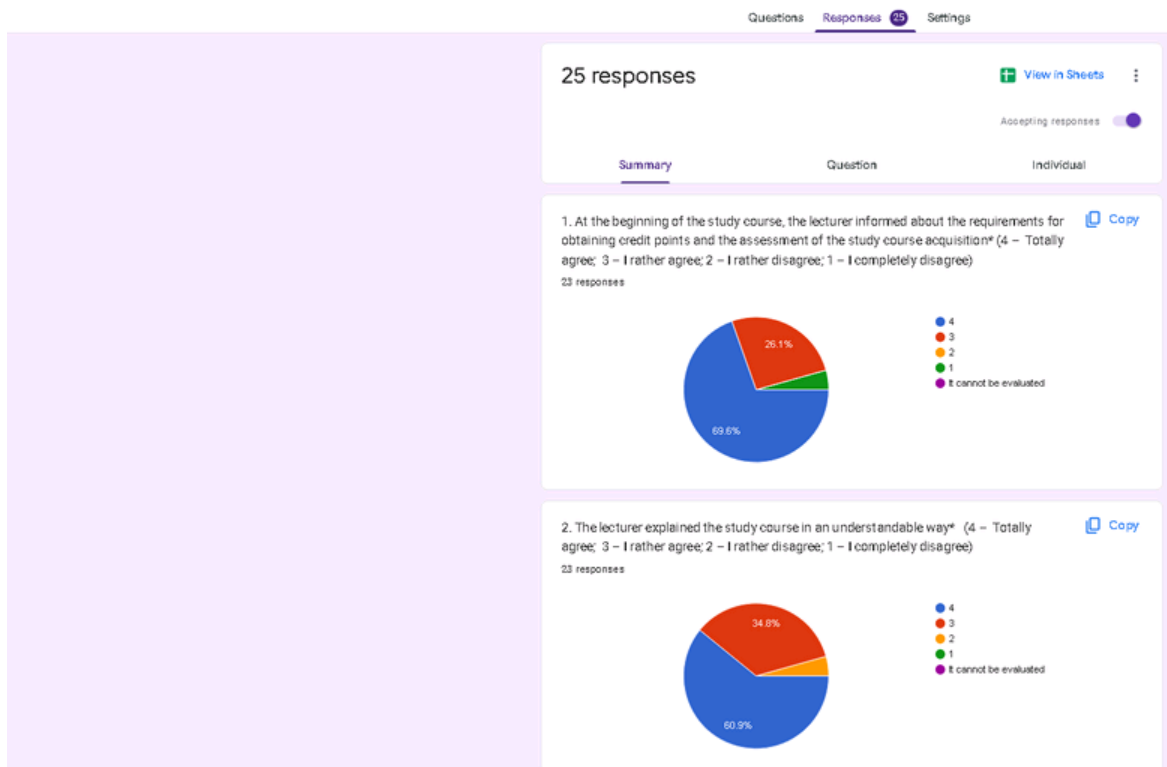
RMC students must do an internship, the conditions of which are informed by the internship manager of the relevant study program. At the end of the internship, the managers of the internship in the company fill out the **questionnaire of the internship manager**, which the student submits to his internship manager - the employer in printed format. The questionnaires are completed by the employer, confirming the honesty of the answers and the questionnaires with a signature. Students submit the completed questionnaires in the study section. Submitting the questionnaire is a mandatory condition for completing the practice and obtaining the assessment. After each internship, the Study Department evaluates the surveys, discussing and analyzing the answers given by the managers of the internships. If necessary, the possibility of implementing improvements or changes in the internship program is evaluated.

All RMC graduates are approached after completing their studies at RMC to fill out the **Graduate Survey**. The survey is conducted electronically, its form is prepared in the college's Microsoft Office 365 account service Forms (Google Forms) and sent to the e-mail addresses of graduates. The survey is conducted anonymously. The results of all surveys are compiled and submitted to the college administration.

The RMC education methodologist collects the data of all conducted surveys (Study Course Evaluation Survey, Internship Manager Survey and College Graduate Survey).

Study course evaluation surveys or student questionnaire responses are collected after each semester of the academic year in a .xlsx or .csv file. After the survey is closed, all submitted responses are saved to the college's Google Drive account. The file with the survey results is available to the college administration in the file storage of the Office 365 account; the summary is sent individually to the lecturers by e-mail.

The educational methodologist, using the data visualization option of Google Forms (as an example, see Figure 7.1), saves and uploads the collected data to the college's Google Drive account.



**Figure 7.1.** Fragment from the survey on the visualization of the results of the study course "Business planning and launching"

The visualization of survey data is used in planning the work of each study semester, improving the work of lecturers and the content of the study course.

Visualization is available to RMC administration and lecturers. At the end of the test session of each semester of study, the educational methodologist submits a summary of the data of the relevant semester to the director of RMC.

The student self-government receives feedback on the results of the surveys and the measures taken to improve the study process as a result of them in joint meetings with the administration.

All surveys have a comment section, allowing students, internship managers and alumni to express their opinion about the work of the college also in the form of open answers.

The results of the surveys and data comparisons are presented to the college management, whose data is used in organizing the next semesters and study years. If necessary, the college management conducts individual discussions with lecturers, with the aim of improving the content and teaching of the study course.

## 7.2. Communication with cooperation partners

As in the previous subsection 7.1. it was explained, as part of the study practice, RMC conducts a survey of practice providers in order to find out the opinion of managers and leaders of companies/institutions about the skills acquired by students during the practice. Employer surveys are also carried out by sending an electronic survey link (Google Forms) to those companies/institutions that have employed RMK students both during internships and after studies.

In the employers' questionnaire, not only the statistical data on how many RMC students and graduates the company/institution employed in the last 5 years, but also their opinion on whether the

company/institution was satisfied with employees or interns is ascertained. The opinion on whether they had to train RMC students for a long time during their work/internship is also ascertained, and it is asked about what knowledge, skills or competences RMC students lacked.

The results of the survey are analyzed, if necessary, corrective/preventive actions are determined.

By developing the study direction "Management, administration and real estate management", new cooperation partners will be attracted, who would be able to provide students with internships not only in Latvia, but also outside it, as well as offer RMC graduates jobs in the tourism industry.

Within the framework of the latest RMC internationalization strategy (2023–2028), it is planned to build communication and cooperation with other universities in Europe and the world in order to gain experience and provide support to students in developing career opportunities. By concluding agreements with other universities, the College will provide its graduates with opportunities to continue their studies in bachelor's programs.

Currently, with foreign universities, RMC has signed a cooperation agreement with B.H.M.S. Business and Hotel Management School” in Switzerland ([www.bhms.ch](http://www.bhms.ch)), City Vinity College Nicosia in Cyprus (<https://cityu.ac.cy/>), "College of Applied Sciences Lavoslav Ružička" in Croatia (<https://www.vevu.hr/en/>).

The new study program "Tourism Services Organization" is planned to appeal to and attract even more foreign guest lecturers, increasing the human resources capacity of RMC and promoting the internationalization processes of higher education. Currently, memorandums of understanding have been signed with guest lecturers from India, Cyprus and Turkey.

One of the most important strategic tasks is the attraction and admission of foreign students. In cooperation with the education consulting agency "Education Bridge" SIA, students from different countries of the world (Cameroon, India, Sri Lanka, Guinea, United Arab Emirates, etc.) are admitted to the College every year, thus increasing the recognition of RMC on a global scale.

### **7.3. Public Relations**

One of the goals of RMC's internationalization strategy is to ensure the recognition of the College's image in society, in order to attract foreign students, guest lecturers, cooperation partners and other interested parties who will be able to ensure the growth and modernization of the College in the future. To achieve this strategic goal, two important tasks have been set:

- 1) develop and implement RMC's marketing plan;
- 2) involve all parties interested in the College's development in ensuring the recognition of the College.

The main task is to create a positive image of RMC and its offer of higher professional education as internationally recognized, high-quality and competitive, as well as to promote the recognition of Latvian higher education abroad. Likewise, to ensure that the information provided by RMC in any marketing and advertising event about the study offer, the progress of the study process and student life for potential foreign students is true and does not create a misleading impression.

Currently, information about RMC is available on the official website <https://mcollege.eu/> (in Latvian and English), social networks (Facebook, Instagram, TikTok, YouTube) and SEO. The most up-to-date information about the College is posted both on the website and in social networks by the



study department.

Information about study opportunities in Latvia and RMC is also placed in its social networks and advertisements by RMC's cooperation partner SIA "Education Bridge", which ensures the selection (interviews, examination of documents, preparation) and admission process of foreign students, thus representing the College and increasing its prestige both in Europe, both outside it. The diplomatic and consular missions of Latvia have been provided with full information about the education consulting agents of SIA "Education Bridge", who are entitled to recruit students from RMC and who represent the interests of the College and its students.