APPLICATION

Study field "Information and Communication Sciences" for assessment

Study field	*Information and Communication Sciences*
Title of the higher education institution	*Biznesa augstskola Turība*
Registration code	*3343800213*
Legal address	*GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058*
Phone number	*67622551*
E-mail	*turiba@turiba.lv*

Self-evaluation report

Study field "Information and Communication Sciences"

Turība University

Table of content

I - Information on the Higher Education Institution/College

1.1. Basic information on the higher education institution/ college and its strategic development directions, including the following information:

Turiba University (TU) was founded in 1993 under the name "Turība" Ltd. Training Center. In 1998, the name was changed to the School of Business Administration Turība, Ltd. Since 2009 the name of the educational institution is Turiba University.08.05.1997. accreditation certificate No.002 has been issued to the higher educational establishment "Turiba Teaching Center", which gives the right to implement accredited study programs and issue state recognized diplomas for the acquisition of higher education. Educational establishment registration No.3343800213.

TU Vision:

We are the creative core and driving force behind the future Latvian economy.

TU Mission:

We steer forward business ideas in the world prospering ourselves and teaching others how to prosper.

Study directions:

Law Science (Accreditation certificate No.2020/62):

1. First Level Professional Higher Education Study Program "Law"
2. Academic Bachelor Study Program "Law"
3. Professional Master's Degree Program in Law
4. Doctoral study program "Law"

"Economics" (Accreditation certificate *No.209):*

1. First level professional higher education program "Finance and Accounting";
2. First level professional higher education program "Marketing and Trade";
3. Professional Bachelor study program "Marketing and Sales Management".

"Information and Communication Sciences" (Accreditation certificate *No.2020/63):*

1. Professional bachelor's study program "Public Relations".
2. Professional bachelor's study program "International Communication Management".
3. Professional Master's Degree Program in Public Relations
4. Doctoral study program "Communication Management

Management, Administration and Real Estate Management (Accreditation certificate *No.2020/61):*

1. Professional Bachelor's study program "Business Management";
2. Professional Bachelor study program "International Financemanagement "(licensed July 2, 2018)
3. Professional Bachelor Study Program "Business Logistics Management"(licensed June 21, 2018)
4. Professional Master's study program "Business Management";
5. Professional Master's study program "Business Psychology andhuman resource management in business "(licensed July 2, 2018);

6. Professional Master's study program "Public administration"
7. Doctoral study program "Business Management";
8. Doctoral study program "Management Science".

"Hotel and Restaurant Service, Tourism and Recreation Organization" (Accreditation Certificate No 102):

1. First Level Professional Higher Education Program "Hospitality Service"
2. Professional Bachelor Study Program "Tourism and Hospitality Management"
3. Professional Bachelor Study Program "Business and Recreation Management"
4. Professional Master's study program "Strategic Tourism Management"

"Internal Security and Civil Protection" (Accreditation certificate *No. 55):*

1. First Level Professional Higher Education Program, Organization Security (41861)
2. Professional Bachelor's Degree Program in Organizational Security (42861)

"Information Technology, Computing, Electronics, Telecommunications, Computer Control and Computer Science"

Professional Bachelor Study Program "Computer Systems". (licensed June 27, 2018);

General information about TU branches:

1. Cesis Branch. Established in 2002 as Cesis Study Center. 5/29/2003 is registered in the Register of Educational Institutions as a branch of Turiba University, Cesis branch.
2. Talsi Branch. Established in 2002 as Talsi Studies Center. 5/29/2003 registered in the Register of Educational Institutions as Talsi Branch of Turiba University.
3. Liepaja Branch. Established in 2002 as Liepaja Study Center. 5/29/2003 registered in the Register of Educational Institutions as Liepaja branch of Turiba University.

Dynamics of the number of students in the higher education institution during the evaluation period

Year	All students			Matriculated students in the 1th study year			Graduates		
	Full	Part	Sum	Full	Part	Sum	Full	Part	Sum
2015	2580	1518	4098	714	411	1125	418	156	574
2016	2367	1530	3897	625	404	1029	357	160	517
2017	2167	1481	3648	648	380	1028	417	152	569
2018	2000	1513	3513	717	461	1178	354	168	522
2019	1771	1562	3333	690	472	1162	337	153	490
2020	1512	1848	3360	605	649	1254	339	173	512

Number of students 2015.-2020. (on 01.10. in the 1st study year)

Year	2015	2016	2017	2018	2019	2020
Full	2580	2367	2167	2000	1771	1512
Part	1518	1530	1481	1513	1562	1848
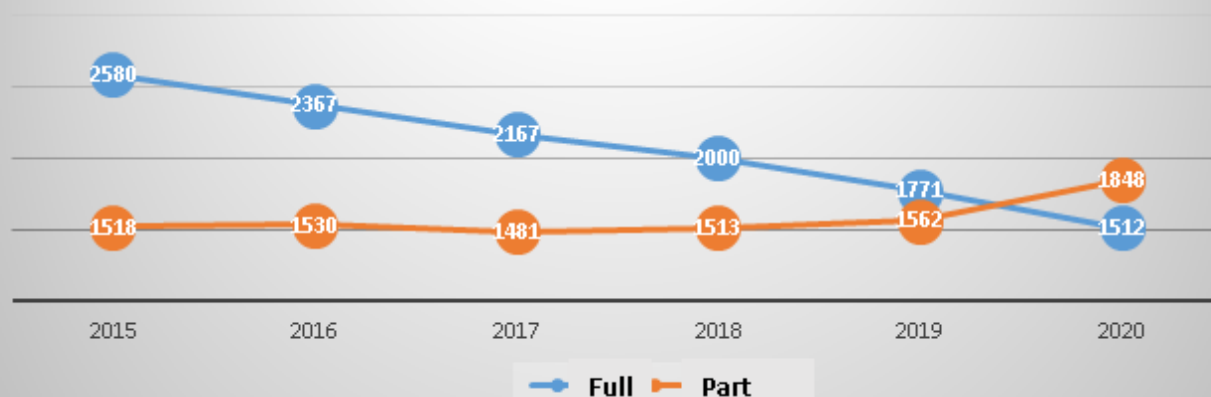
Matriculated students in the 1st study year (on 01.10.)

Year	2015	2016	2017	2018	2019	2020
Full	714	625	648	717	690	605
Part	411	404	380	461	472	649
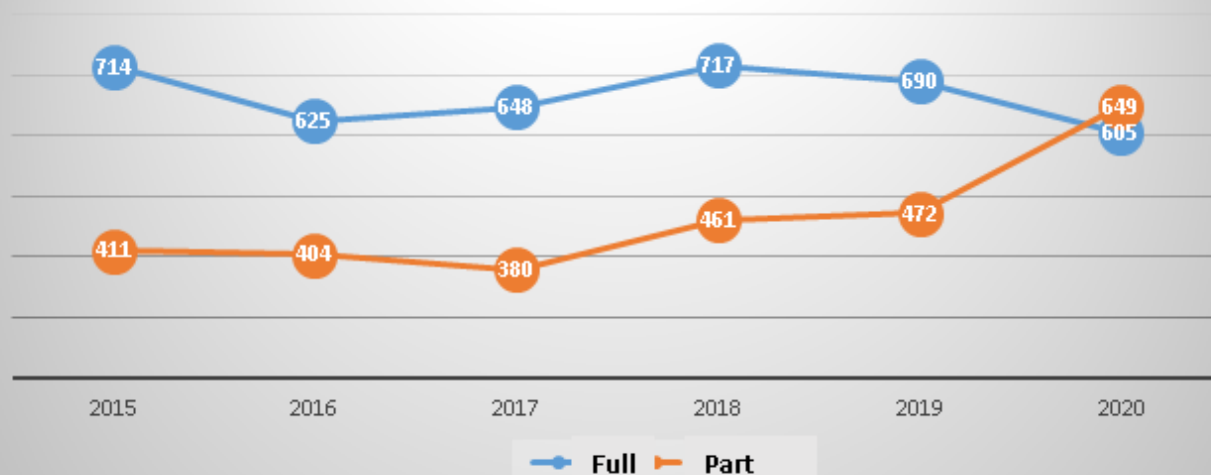
Graduates (previous study year)

Year	2015	2016	2017	2018	2019	2020
Full	418	357	417	354	337	339
Part	156	160	152	168	153	173
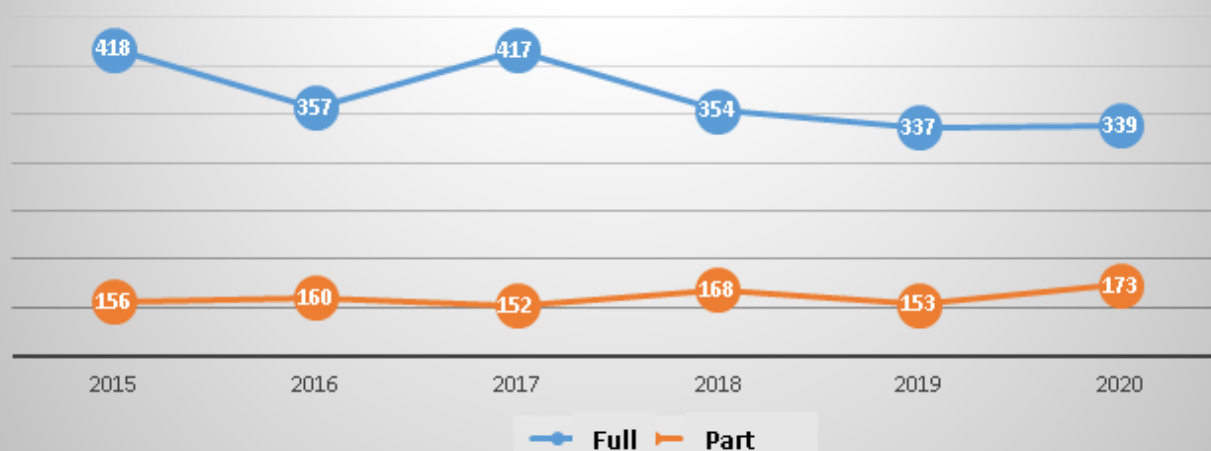
Higher education institution development strategy – main development objectives and defined directions of activities.

According to Turiba University Strategy for 2016-2020, the University has set 4 strategic objectives for itself:

Objective 1: Our study programs are the first choice for those who wish to study in Latvia in the directions we offer.

Objective 2: At the heart of our activity is a student, a comfortable study process and a comfortable environment.

Objective 3: The academic staff is knowledgeable, experienced and engaged in practical research work.

Objective 4: Turiba University is the most recognized brand in the Latvian business environment.

Priority tasks to achieve the strategic objectives:

- To improve the study content in accordance with current and trends in Latvia and the world.
- To use effective and attractive solutions in the organization and implementation of studies.
- Ensure that our performance allows us to maintain existing and obtain new accreditations in various international organizations and to promote visibility.
- Improve and modernize customer service processes to make them convenient, efficient and studio-friendly.
- Promote multicultural tolerance and integration, facilitate entry of foreigners.
- To improve and develop the campus, creating an attractive environment both for the study process and outside the study activities.
- To develop high quality, interdisciplinary and university-level academic staff.
- To promote research and publication in internationally quoted publications.
- Directing and supporting staff development in international programs, participation in projects, and experience development.
- To develop a common understanding of the culture, values and principles of the institution as an organization.
- Promote staff activities and publicity in business, scientific and community settings.
- Attract the best students, lecturers and professionals to develop products that are important for the economy.
- Communicate with clients and partners, dominate the public space.

The goals of the School of Business Administration Turiba strategy for 2016 - 2020 were achieved and a new development strategy has been developed for the next five years.

The Development Strategy for 2021-2025 is a planning document that, in accordance with the vision, mission and values defined for long-term development, sets BAT priorities, main development and horizontal goals and objectives to be implemented to achieve each set goal, and key indicators.

Current TU Strategy (ENG):
https://www.turiba.lv/en/university/about-us

1.2. Description of the management of the higher education institution/ college, the main institutions involved in the decision-making process, their composition (percentage depending on the position, for instance, the academic staff, administrative staff members, students), and the powers of these institutions.

Founder / Board. Founder-created executive body for managing Turiba University (TU) in strategic and financial matters. Proposes rector's candidature for election to the Constitutional Assembly and removal of the Rector, makes proposals to the Senate to convene an extraordinary Constitutional meeting, decides in cooperation with the Senate on academic and scientific issues, makes proposals to the Senate on establishment, reorganization or liquidation of TU Draft Constitution or its amendments, etc.

Constituent Assembly. The highest body for the representation, management and decision-making of TU academic and scientific activities. Adopt and amend the TU Constitution, elect and dismiss the Rector in accordance with the Constitution, listen to the Rector's report, elect the Senate and the Academic Arbitration Court, approve the Senate and Academic Arbitration Regulations, elect the Chairman of the Constitutional Assembly, deputy chairman and secretary.

The Constitutional Assembly shall consist of twenty representatives (twelve representatives shall be elected from the academic staff, four representatives from the students and four representatives from the general staff).

Senate. The collegial management body and decision-making body of TU personnel, which approves the rules and regulations governing all areas of the University's activities. The Senate appoints professors, associate professors, leading researchers, researchers with whom to conclude employment contracts, approves study directions, programs and calendar schedules, decides on issues of academic and scientific activities of the higher education institution and departments, academic positions and their election procedure, approve the documents regulating the study process, decide on the establishment of the Council of Advisers, the composition of which is recommended by the TU Board, and approve the regulations of the activities of the Council of Advisers, etc.

The Senate is made up of 28 senators, 21 of whom are academic staff, 1 is from the TU Board and 6 are from the Student Council.

Advisory Convention. Advises the Senate and the Rector on the development strategy of the School.

Faculty councils. The Council evaluates and submits to the Senate proposals for the establishment, reorganization or liquidation of the structural units of the Faculty, examines the study field self-evaluation reports and reports on the actions taken to improve the study field. The Council evaluates and provides proposals to the Dean of the Faculty on the quality of study programs, student success and compliance of the study programs with the labor market requirements, basic directions of the academic activity of the Faculty, its development strategy and perspectives; faculty scientific research and international co-operation directions, new study programs and their director candidates, additions and enhancements of existing study programs, on closure of some existing programs.

The council comprises 30% of the academic and general staff, 50% of the industry professionals and 20% of the students.

The basic documents of TU activities are the Statutes of the TU (V1) and the Constitution of the Turiba University (V2). The TU organizational structure is defined in the TU organizational chart (D1) approved by the Board. The tasks and administration of each structural unit are specified in the structural regulations, but the duties of each employee are described in the job descriptions and job descriptions, in the work instructions.

The main TU long term planning document is the strategy, which is reviewed every 5 years. Currently the Strategic Guidelines 2016-2020 approved by the TU Senate are relevant. years (V46).

TU Ethics Policy (V123) contains ethical principles and norms that are binding to TU employees in their attitude to work, in their interaction, and in their relations with governmental and non-governmental institutions and business partners. Issues relating to restrictions or violations of academic freedom and rights are dealt with by the TU Academic Arbitration Tribunal, which operates in accordance with the Bylaws of the Academic Arbitration Court (N12).

The Study Regulations (N1) are the basic document regulating the study procedure in the study programs implemented by TU. It describes the organization of the study process, examinations and assessment, internships and study papers, final examinations, as well as the rights and obligations of students and lecturers.

The **Examination regulations** (N51) determine the types and forms of examinations, the rights and obligations of students and lecturers. The composition of the state examination commission, the procedure for approving the supervisors and the composition of the commission, the rights and obligations of the supervisor, the procedure for submitting and reviewing the work and taking the examination, the student's rights, as well as the appeal procedure are specified in the **State examination regulations** (N86).

The practice, preparation, defense and evaluation of the practice report are carried out in accordance with the **Practice Statute** (N60), while the procedure for approving and evaluating the topic of study papers and supervisors and the obligations of students are set out in the **Regulations on Application and Defense** (N61).

The Regulations on the Development and Design of Independent Research Papers (N134) set out and approve requirements for the preparation and presentation of research papers.

Requirements for passing tests, assessment criteria, pedagogical methods, etc. are defined in the course descriptions.

The Academic Honesty and Plagiarism Regulations (N157) set out the basic principles of academic integrity for TU administration, academic, scientific and general staff, and the procedure for identifying and preventing plagiarism in student, faculty, and research papers.

TU scheme (ENG) is also attached.

These links are located on the BAT internal network and will be available to experts during their visit or may be made available to experts before the visist upon request):

http://inet.turiba.lv/dok_adreses/Dok/2008_gada_marta_sakot/Sekretariats/BAT_organziatoriskas_strukturas_shema_D1_39.vers_ENG.docx

1.3. Description of the mechanism for the implementation of the quality policy and the procedures for the assurance of the quality of higher education, as well as the stakeholders involved in the development and improvement of the quality assurance system and their role in these processes.

Turiba University (TU) is a Quality Policy (V66), defined and approved by the Senate, which aims to promote the implementation of the TU strategy and to ensure consistently high quality as defined in the quality policy. There are general guidelines for quality policy, but detailed quality assurance

activities are described in TU internal regulatory documents which cover a wide range of documents (policies, regulations, procedures, etc.).

The quality policy is published both on TU employees' intranet page, on BATIS and on www.turiba.lv. The quality policy is implemented by all TU units and their employees both within the unit and individually.

The Quality Management Manual is a Senate-approved description of maintaining the BAT Quality Management System. Its purpose is to ensure that all TU employees have a common understanding of TU quality standards.

The Quality Management Manual, together with other TU internal regulations, is available to any TU employee on the TU Employee intranet page, as well as in paper form. The TU internal normative documents binding on students are published on the TU website and in the BATIS student information system in accordance with the Senate approved list of "Binding documents published on the Internet and in the BATIS student information system" (S45). Information on amended documents as well as changes in specific documents, BATIS students and Outlook Public Folders are regularly published.

The TU quality management system is implemented in accordance with the requirements of Article 5 (21) of the Law on Higher Education Institutions of the Republic of Latvia, Standards and Guidelines for Quality Assurance in the European Higher Education Area (hereinafter - ESG) and ISO 9001 guidelines.

Basic principles of TU quality management system:

- customer orientation;
- leadership and staff engagement;
- process approach;
- continuous improvement;
- evidence-based decision making;
- customer relationship management.

The aim of TU quality management system is to increase the efficiency of TU and the satisfaction level of all stakeholders through continuous improvement.

TU defines the following quality management document structure:

- Strategic Planning Documents (TU Strategic Guidelines with Vision Mission, Goals, Goals and Indicators for Performance Control, SWOT Analysis, Study Area Development Plans);
- Policies (Quality Policy, Ethics Policy, Personnel Policy, Personal Data Processing and Protection Policy, Security Policy for Information and Communication Technology Systems, Energy Policy, etc.);
- Documents describing the process (regulations, rules, procedures, lists, diagrams);
- Planning documents (work plans of structural units, individual work plans of lecturers);
- Supporting documents (order, personnel, correspondence, document forms, references, deeds, minutes, reports, records, etc.).

Responsibility is defined in the Regulations of the Faculties and other regulations, regulations, by-laws, procedures and job descriptions of the structural units.

The Chairman of the Management Board is responsible for the quality management system at TU. The quality manager is responsible for designing, maintaining and improving the TU quality management system. The quality manager ensures the maintenance and improvement of the process management and measurement system, performs the review of the efficiency and

effectiveness of the TU quality management system by organizing internal audits, ensures the maintenance of TU normative documents, participates in the development and updating of TU organizational documentation.

It is the responsibility of the Rector and Vice-Rectors to ensure a unified pedagogical process at TU, the organization and management of the study process, the management of scientific methodological activities and the provision of study development and international cooperation.

 The Dean of the Faculty is responsible for the compliance of the study programs implemented by the Faculty with the demand of the labor market, initiates the creation of new programs or the improvement of the programs to be implemented, organizes the , implementation and improvement and is responsible for the implementation of the quality management system in the faculty and for proposing improvements.

The Vice-Dean of the Faculty manages the implementation of the study process and its improvement in accordance with the TU vision, mission and strategic development plan, is responsible for the comparative assessment of study process quality and student movement analysis, as well as methodological work in the Faculty.

Program directors are responsible for the design, implementation and development of a particular study program.

Heads of Departments are responsible for systematic improvement and modernization of the study process, participation in the collection of the library, organization of scientific research and methodological work, organization of experience exchange and qualification improvement of the lecturers, preparation of plans and reports, regular meetings of the Department on topical and prospective issues of study quality and scientific research, preparation, approval and publication of study course descriptions for the current academic year.

The TU branch managers, together with the department heads and program directors, are responsible for ensuring the quality of the programs being implemented in the branches and the appropriate control process.

Heads of units are responsible for analyzing the results of surveys related to the operation of their unit, for planning and implementing corrective and preventive actions, and for ensuring continuous improvement of the unit's work.

Each TU employee is responsible for maintaining the quality management system within TU's own competence. It is the responsibility of each employee to inform management of any identified or suspected non-conformities and to propose suggestions for improvement.

Internal audits of the TU quality management system (implemented in accordance with the Quality Management System Internal Audit Regulation (N105)) are conducted to verify that the activities and results of the TU departments are consistent with the planned activities and that these activities are appropriate for achieving the objectives. Various surveys (employees, students, employers, graduates) are conducted to obtain feedback (Survey Procedure (P17)). A process and measurement system was used to improve process quality (Annex 2 to the Quality Management Manual).

Lecturers' qualification development is followed by TU professional competence training and departmental methodological seminars, which are dedicated to exchange of experience, introduction of new technologies and new teaching methods. Also used are the visits conducted in accordance with the Lesson Attendance Procedure (P30), as well as the results of the study course implementation survey, which are collected and analyzed at the end of each semester.

As quality assurance must comply with the standards and guidelines set by the European Association for Quality Assurance in the European Higher Education Area, the higher education institution recognizes in its study process that quality assurance is a guarantee of study outcomes and graduates' competitiveness in the labor market.

Eligible internal quality assurance measures are as follows:

- annual identification of weaknesses and strengths of study fields, changes, opportunities for development and internal self-evaluation;
- Competent study direction management by the Faculty Council, heads of departments and study program directors, including student self-government;
- listening to students' opinions by advising students and collaborating on the development of a qualification paper;
- Continuous evaluation of the study process, using various forms and methods of diagnostics, for example, conducting regular questionnaires (student survey), as well as analyzing the results obtained and discussing the students' thoughts with the lecturers (feedback);
- Regular meetings of the academic staff at the Faculty Council meetings, where the contents of the courses and the possibilities for their improvement according to the development of the scientific fields are discussed, taking into account the latest scientific and technical achievements;
- Involvement of students and graduates in scientific activities, promoting the development of qualitative papers based on the latest scientific achievements (student research results are published and reported at local and international conferences);
- Invitation of students to the Faculty Council meetings, where problems concerning the quality assurance of the study courses and adjustments in the content of study programs are discussed.

The quality of studies is also ensured by the regular improvement of individual study courses, using the latest teaching aids and books prepared by the academic staff involved in the study fields.

The most important performance evaluation criteria are student satisfaction level, employer references, graduate profile - competitiveness in the labor market (application of knowledge and skills in professional activities), accreditation - national and international, enrollment / graduation rates and financial indicators.

Quality Policy (ENG):

http://nodarbibas.turiba.lv/regdok_en.asp

Quality Management Guide (LV):

http://inet.turiba.lv/dok_adreses/Dok/2008_gada_marta_sakot/Sekretariats/Kvalitates_vadibas_rokasgramata_V139_1.versija.docx

These links are located on the BAT internal network and will be available to experts during their visit or may be made available to experts before the visist upon request.

 In addition, the document "Quality Policy" is attached in Annex Other

1.4. Fill in the table on the compliance of the internal quality assurance system of the higher education institution/ college with the provisions of Section 5, Paragraph 21 of the Law on Institutions of Higher Education by providing a justification for the given statement. In addition, it is also possible to refer to the respective chapter of the Self-

Assessment Report, where the provided information serves as evidence for the full compliance, partial compliance or non-compliance.

1.	The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.	Complies
		Quality policy. Quality management manual.Faculty Regulations. Hospitality procedure. Survey procedure. Article 1.3 of the Report.
2.	A mechanism for the creation and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof has been developed.	Complies
		Regulations for the Development, Approval and Change of Study Programs. Process measurement system included in the Quality Management System Manual. Appendix to paragraph 1.2. report.
3.	The criteria, conditions, and procedures for the evaluation of students' results, which enable reassurance of the achievement of the intended learning outcomes, have been developed and made public.	Complies
		Study regulations. Examination regulations. State examination regulations. Study course descriptions. Appendix to paragraph 1.2. report.
4.	Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.	Complies
		Hospitality procedure. Survey procedure. Process measurement system included in the Quality Management System Manual.
5.	The higher education institution/ college ensures the collection and analysis of the information on the study achievements of the students, employment of the graduates, satisfaction of the students with the study programme, efficiency of the work of the academic staff, the study funds available, and the disbursements thereof, as well as the key performance indicators of the higher education institution/ college.	Complies
		Process measurement system included in the Quality Management System Manual. Survey procedure, questionnaire.

6.	The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their quality assurance systems.	Complies
		The improvement of the study direction is ensured by the constant cooperation with Latvian and foreign companies and organizations, which ensure the achievement of the study goals. New study programs and their actualization are developed in cooperation with representatives of industry companies. The directions of scientific research correspond to the strategy of the institution of higher education, study directions and corresponding study programs, they correspond to the actualities of the branch and the needs of the labor market. Report p.5,6.

II - Description of the Study Direction (1. Management of the Study Direction)

1.1. Economic and/or social grounds for the creation of the study direction and the relevant study programmes, the assessment of the interrelation among the study programmes, as well as the analysis of the significance (singularity) of the study programmes in comparison with other similar study programmes in Latvia and abroad.

"Information and Communication Sciences" includes four study programs of the Faculty of Business Administration (hereinafter - UVF), the content of which is based on consultations with professional organizations in the field and has been developed over time according to the recommendations of lecturers, students, employers and graduates from similar study programs in foreign universities:

1. Professional Bachelor study program "Public Relations".
2. Professional Bachelor study program "International Communication Management".
3. Professional Master's Degree Program in Public Relations.
4. Doctoral study program "Communication Management".

The above mentioned study programs in previous periods have obtained accreditation of study programs for a maximum term of 6 years, which indicates the relevance and sustainability of study programs.

The overall direction of studies and the individual programmes of the studies are to be assessed in regards to perspectives in Latvia and in the EU. This is confirmed by the action lines set out in the Latvian National Development Plan for 2014-2020, where high-yield and export-friendly production and international competitive services are identified as one of the country's priorities. The "Developed research, innovation and higher education" action focuses on ensuring an access of higher education and supporting higher education exports (combine excellent programmes and setting up joint programmes in other EU languages, international publicity of programmes and development of foreign student support points, attracting foreign lecturers, competitiveness and consolidation of higher education, development of the material-technical base, development of the

internal quality system of universities and colleges, encouraging the increase in scientific publications of higher education staff, creation of international scientific journals and increasing the efficiency of the management system). Higher education, science and private sector cooperation, the transfer of research and innovation to business and the export of education have been identified as Latvia's priority for the coming years, so the objectives of the studies and their implementation are directly aligned with the interests and development of the State.

Communication with society, dialogue with different impact groups (young people, entrepreneurs, refugees and others) has been identified as one of the main cornerstones of society. The number of migrants from abroad is increasing in Latvia. Language knowledge, intercultural communication skills are needed to integrate them into our societies. Social challenges are becoming more complex, which makes it necessary to establish a rational dialogue not only between different cultures but also between different social groups, by creating a harmonious, knowledge-based society. The number of electronic mass media, social media advertising, increases the need for companies to inform themselves.

These and other essential conditions have been taken into account by the Faculty in the development of the "Information and Communication Sciences" course of studies. The conditions and tasks for the implementation of the course of study programmes for further development have been assessed in the BAT rectorate, in the Science Department of Communications, in the Faculty Council and in the working groups with professionals in the sector. It is a positive development that knowledge transfer from the undergraduate program to the doctoral program is being implemented.

All the mentioned study programs are implemented in accordance with the professional qualification standards approved by the state.

The Turība University is the only higher education institution in Latvia that implements the study program "International Communication Management" (for both Latvian and English).

1.2. Aims of the study direction and their compliance with the scope of activities of the higher education institution/ college, the strategic development directions, as well as the needs and the development trends of the society and the national economy.

Studies in the field of communication, aimed at promoting the development of communication and public relations professionals, have a positive impact on the economy as a whole, as well as on various specific areas: politics, business, export, education, science, etc. Knowledgeable and professional communication professionals are sought after in various sectors, both public and private. Analyzing the choice of Bachelor program graduates to continue their studies at a higher level (including within the field of communication), it can be concluded that the skills and knowledge offered by the study programs are sequential and complementary. Compared to other study programs in Latvia and abroad, TU in the field of communication can highlight the dynamic study process, when students are offered practical knowledge and skills, which allows not only to acquire theory, but also to try their hand in the field. Another distinguishing feature is the close link between the study process and the industry, such as collaboration with field professionals. The study programs are led by communication and public relations professionals with several years of experience in practical work, so regular lecturers and guest lecturers are invited.

The directions of the study direction development strategy correspond to the strategic directions of

the university:

- Expanding and improving cooperation with foreign universities.
- Co-operation with universities and practitioners in Latvia and abroad by engaging in scientific and practical research projects.
- Improving the quality of studies in cooperation with the TU Students' Association and industry practitioners.
- The orientation of academic staff and students towards sustainable development.
- Development of the professional skills of students in cooperation with employers on joint student training with the beginning of studies.
- Promoting the achievements of the academic staff and students in Latvia and abroad.
- Involvement in the development of the sector and promoting achievements.

The aims and development of the study direction are closely related to the Strategic Guidelines 2016-2020. The goals of the School of Business Administration Turiba strategy for 2016 - 2020 were achieved and a new development strategy has been developed for the next five years. Current strategy -

https://www.turiba.lv/en/university/about-us

The goals and tasks set in the TU strategy promote the development of the study field as a whole as well as the study programs included in the field.

1.3. SWOT analysis of the study direction with regard to the set aims by providing explanations on how the higher education institution/ college expects to eliminate/ improve weaknesses, prevent threats, and avail themselves of the given opportunities, etc. The assessment of the plan for the development of the study direction for the next six years and the procedure of the elaboration thereof. In case there is no development plan elaborated or the aims/ objectives are set for a shorter period of time, information on the elaboration of the plan for the development of the study direction for the next assessment period shall be provided.

SWOT analysis is a popular case study method that addresses the strengths, weaknesses, opportunities, and threats of the case. The SWOT analysis of the information and communication direction is as follows:

The strengths of the course of study:

- Correspondence of the content of the direction and the qualification of the academic staff with the content and development trends of modern communication science and practice.
- Almost all academics are practitioners of the industry, involved in practical studies and projects.
- Labour market-oriented studies, practices since the first year of study.
- Cooperation with foreign universities, doctorates and students, places of study and practice abroad.
- Cooperation with employers who offer students their infrastructure and hardware for carrying out practical tasks.

Weaknesses in the direction of study:

- Limited academic research capabilities.

- Adaptation period during the period of introduction of new programmes

Options for the direction of study:

- The good reputation among industry professionals among students in the direction of study and academic staff.
- Attracting foreign students to work with professionals in the industry.
- Promoting the direction of study in different projects abroad.

Threat of direction of study:

- The deterioration of the demographic situation.
- Lack of understanding the importance of journalism and the importance of communication in Eastern countries.
- Latvian young people go to study at foreign universities.

The following activities are planned to eliminate weaknesses and reduce listed threats in the external environment:

1. Involvement of university lecturers in international projects, applied and field research.

2. Improvement of international mobility by increasing the number of lecturers wishing to gain international experience.

3. Organization of guest lectures in secondary schools as well as in higher education institutions.

4. Expression of opinions of lecturers and leaders in the media.

As part of the next period, a development plan (*Annex 1.*) is being developed that would include all weaknesses and threats that would be prevented on the basis of existing opportunities, thereby increasing the quality of training and work for academic staff and learners.

1.4. The structure of the management of the study direction and the relevant study programmes, and the analysis and assessment of the efficiency thereof, including the assessment of the role of the director of the study direction and the heads of the study programmes, their responsibilities, and the cooperation with other heads of the study programmes, as well as the assessment of the support by the administrative and technical staff of the higher education institution/ college provided within the study direction.

Management structure of the direction of study and the corresponding study programmes

Directors of study programmes	Carry out a practical process for the implementation of his or her study programme, draw up reports, make proposals to the head of the course of study regarding the necessary changes to the programme.

Head of the study direction	Ensure the development of the course of study and the programmes it contains, comply with the legislation, is responsible for the orientation of the direction of study for the needs of the labour market, proposes, where necessary, the establishment and inclusion of a new programme in the direction.
Manager of Business administration faculty	Attracts appropriate doctors, monitors the symbiosis of academic and scientific work in the study process.
Dean	Supervises the processes of establishing and implementing the direction of study.
Prodecan	Carries out a practical study process implementation process, works closely with students and graduates, uses their views for study direction development suggestions.
Council	Considers Assasement report, recommends necessary improvements, recommends programs and plans for Senate approval, as well as amendments.
TU Senate	Approves the programmes to be included in the course of studies. Approves new programmes.

Study Process Self-Assessment Procedure (Approved by Senate 22.01.2014. decision), prescribes that the objective of study programmes and self-assessment of the process is to ensure continuous improvement in the quality management of studies.

Several departments of higher education ensure the operation of the direction of study.

The faculty and departments are primarily involved in the implementation of academic work, whereas the Study Department and the rectors' council ensure the implementation of the study process.

The annual study programme self-assessment report (hereinafter - SPPN) should analyse the current situation in the Latvian and international market, analyse problems related to the implementation of the study programme and develop recommendations for the development of the study process, as well as to increase the demand for the study programme.

- The preparation of the SPPN shall be organised by the director of the study programme, involving department teachers, guest lecturers, employers, students and TU departments that ensure the study process.
- The annual volume of SPPN preferred up to 5 pages.
- For the analysis of SPPN, quantitative and qualitative TU performance indicators shall be used on 30 June of the reference year, which shall be accumulated over the years in the relevant databases.
- A self-assessment report (hereinafter - PZ) to be submitted for accreditation or for re-

accreditation shall be prepared by the programme director in accordance with the regulatory enactments by the Republic of Latvia (RL), using the results of the SPPN analysis.

- SPPN and PZ shall be examined and approved by the Faculty Council until 10 September of the current year of study.
- The Programme Director shall be responsible for the publication of the PZ.
- The Director of the programme shall draw up the evaluation of the perspectivity of the study programme and the development plans using the results of the SWOT analysis, the recommendations of the internal audit and cooperation partners, as well as other factors.

Deans of Faculty:

- reports the effectiveness of the programme quality and process development measures carried out in the faculty during the previous study year at the Senate meeting in September of the current study year and proposes for the current study year measures to improve the quality of studies, research and management;
- operationally prevents the pitfalls identified as a result of hospitations , surveys, claims and other works to be carried out on a daily basis.

Programme Director

- analyses the target reach of the study programme, the demand for graduates in the labour market and the quality of studies using quantitative creators;
- analyses the number of students by year of study;
- years of drop-out and its causes;
- the dynamism of student achievement in study courses and State tests;
- demand for graduates in the labour market; employment of graduates;
- an offer of study opportunities in the Latvian and foreign education market.
- The quantitative indicators shall be provided by the relevant TU departments conducting data storage and/or organising surveys.

Quantitative indicators shall be provided by the Study Department.

The Head of the Department shall analyse the quality of the study process and quality of the process performers (the activities of elected and engaged lecturers) by means of quantitative indicators: the structure of academic staff; the qualifications of academic staff and its growth; practical experience of academic staff according to the teaching course; research, methodological and consultative activities in the academic person; publications of academic staff.

The results of the analysis shall be examined at the final section meeting of the year of study, and the departments shall submit them to the Director of the Programme.

The quantitative indicators shall be provided by the Departments, the Staff Department and the Sciences Division.

Structure for the management of the direction of study:

Unit	Tasks

Rector Council	The rector council is the TU unit for ensuring the management of the teaching and scientific process of the institution of higher education and international cooperation. The main tasks of the rectors council are: • ensuring a single teaching process in higher education; • organisation and management of the study process; • scientific - management of methodical activity; • ensuring the development of studies and international cooperation; • development of organisational, order, statement and reporting documents necessary to ensure the fulfilment of the tasks referred to above.
Faculty of Business Administration	A faculty is a unit of higher education, which has been established for the organisation of professional, academic, methodical and scientific activities in the directions of studies to be performed in the faculty. The tasks of the faculty are: • developing international competitiveness; • developing new programmes and new courses; • improving the study process; • promoting the loyalty of academic staff, students and employees; • developing cooperation with students, employers and graduates; • develop cooperation with other universities, including those outside Latvia; • promote entrepreneurial analysis and self-analysis of students, as well as communication skills, creativity and cultural level relevance to the international business environment.

Department of Law Sciences	The Department is a structural unit of the Faculty for the implementation of the study, methodical and research work (hereinafter - the Department). The Department ensures the implementation of study courses, in accordance with the objectives, and expected results of the study programmes. Tasks of the Department:
Language Department	• systematically improve the study process; • participate in the formation of the Library Fund; • organise research and methodological work; • participating in the lifelong education system of University; • to cooperate with employers, students and graduates on the modernisation of the study process;
Business Department	• develop a student culture and a positive attitude towards studies; • organise exchanges and qualification improvement of lecturers; • ensuring the management of practices and studies, approving their leaders; • organize the Department's record keeping.
Communication Science Department	
Tourism and hospitality department	
Study Department	The study department is a structural unit of TU, which ensures planning and conduct of the study process. Tasks of the Study Department: • to plan and coordinate the study process; • to ensure registration of the lecturers' pedagogical load; • to organize record-keeping of the study process; • to form and update academic groups; • to keep records of students and groups; • trepare orders on student status and study groups; • trepare education and training documents; • trepare study cards; • to ensure the recording and analysis of students success; • trepare statistical reports.

Other departments also participate in the implementation of the course of study:

Unit	Tasks

Study Information Centre	The Study Information Center (hereinafter - SIC) is a structural unit of the TU Development Department to provide information and service to applicants, interested persons and students. Tasks of SIC: • registration and admission of applicants, in cooperation with the Admission Commission, approved by the Senate; • provision of information to students and interested persons: • to provide inquiries on the services of the University; • to place binding information of interest to students and applicants in the Central Corps; • to provide inquiries on questions related to the study process, study fees and study results or, where necessary, to redirect the response to the responsible department; • provide information on the list of lessons; • organization of record keeping; • to manage the documents submitted by the applicants (except in the Affiliates); • to create and maintain the files of applicants and students in accordance with the regulatory enactments of the Republic of Latvia; • preparing contracts for education, organising their closure, amending them; • organise the conclusion of loan agreements with students regarding the granting of a loan to studies; • organise sponsorship agreements with students; • ensure the examination, enforcement control of student applications registered in the SIC; • to prepare and issue references to students; • to prepare and issue to students' permits - assignments; • to carry out study and student lending records; • to carry out lists with students within the scope of the competence of the Department; • ensure the production, issuance and extension of ISIC cards for students. • marketing of university souvenirs; • listening to customer requests, collecting and conveying information to relevant departments; • making changes to the data of students and studies in the database; • development of the regulatory documents of the institution of higher education necessary for the performance of SIC tasks; • issuance of room keys in the Central Corps.

Information system part	Information system part is the TU unit for the development, maintenance and development of the TU information system, as well as to provide the work and study process with the necessary hardware and software by purchasing, maintaining, upgrading, renewing, recording and preserving them ISD tasks: • Development, purchase, deployment and maintenance of software for TU purposes. • Purchase, installation and maintenance of TU hardware and software. • Provision of hardware rental services. • Computer network user administration. • Ensuring computer network and data security. • Recording and monitoring the use of hardware and computer network resources. • User training. • Development of regulatory documents for the use of hardware and computer networks. • Ensuring minimum use of funds in the performance of tasks.
Library	A library is a TU unit that performs the functions of the Study and Science Information Centre and maintains the communication of the TU Library with Latvian and foreign libraries and information centres. Tasks of Library: • Implement the Library Foundation Building Policy. • Ensure that information is available and operational. • Ensure the maintenance of the fund. • Provide services: issue books, copy library materials, book materials, sell publishing books of the University, advise readers on the Library Foundation, etc. • Promote the Library. • Plan resources in cooperation with faculty, departments and other departments regarding the purchase of a quality fund, raising the qualifications of employees, upgrading the Library and providing material for technical means. • Use Library resources rationally.

Development Section	The Development part is the TU unit, the main aim of which is to attract students to TU. Functions and tasks of the Development Part: • TU branding (development of TU brand strategy, development and maintenance of graphical standard); • directing study programmes on the market and providing and/or coordinating marketing activities in line with TU long-term development concept; • the involvement of students in improving the study process by measuring the satisfaction of students with the services provided by TU and evaluating the results; • planning, organising and providing TU public relations in accordance with the interests and objectives and tasks of the company; • maintenance and development of TU https://www.turiba.lv/en • market research; • cooperation with graduates (development and implementation of the loyalty programme, updating the database, conducting surveys); • organising events for TU employees; • providing advertising and design services to other TU units; • coordination of the deployment of advertising and information materials in the TU area; • supervision of the activities of the study information centre, which ensures the servicing of applicants, interests and students; • monitoring the operation of a museum providing material and spiritual value for the collection and conservation of TU developments; • ensuring cooperation between the administrative management of TU and the Student Association.
Student Association	TU SA is an independent, collegial body elected for one year for representing the rights and interests of students in TU. The purpose of the SA is to defend and represent the interests of all students in academic, material, cultural and domestic matters in higher education and other State institutions. Tasks of SA: • establish their organisational and management structure; • develope basic lines of action; • represent students in the national and international environment; • to cooperate with educational institutions of the Republic of Latvia and abroad and their student associations; • exploring the needs, interests and expectations of students to improve the academic process and making proposals to implement these improvements; • organise and coordinate the activities of students outside the study process; • inform students of the activities and activities of SA; • participate in the activities of the decision-making bodies of BAT, representing the interests of students; • develop the draft budget of the SP and monitor its use.

The Management Structure developed and implemented is considered to be an effective factor in

the annual student surveys, communication, information and environmental accessibility (individual approach in each situation, adjusting the study process as much as possible) and those involved in these factors are evaluated positively. Overall, assessing the effectiveness of the governance structure implies that the principles of good governance are being implemented: a clear division of roles between owners and management; requirements of honesty, integrity, accountability and ethics towards those who determine the organization's strategy and financial performance; clear, accurate and truthful processes for the preparation of activity reports; awareness and respect of owner's rights; operational risk awareness and management; a remuneration system that simultaneously serves the long-term interests of the company and provides the necessary knowledge, experience and competences in the organization.

Structure for the management of the direction of study in appendix Nr.2.

1.5. Description and assessment of the requirements and the system for the admission of students by specifying, inter alia, the regulatory framework of the admission procedures and requirements. The assessment of the study period, professional experience, and the options for the students to have their previously acquired formal and non-formal education recognised within the study direction by providing specific examples of the application of these procedures.

The rules of admission are in conformity with the Law on Higher Education Institutions, Cabinet of Ministers regulation 10.10.2006. 846 "Regulations on Requirements, Criteria and Procedure for Admission to Study Programs" and the law of University Studies. The right to study Turiba University (TU) shall be for each citizen of the Republic of Latvia and for persons who have the right to a non-citizen passport issued by the Republic of Latvia, as well as for persons who have been issued permanent residence permits or temporary residence permits, or on the basis of an intermediate-school contract. Matriculation is ordered by TU Rector.

The recognition of the study period, professional experience, formal and non-formal learning previously acquired shall be in accordance with the rules established by TU on the procedures for the recognition of the results of studies achieved in previous education or professional experience. The results of studies achieved by TU in previous education or professional experience shall be evaluated and determined to comply with the studies programmes implemented by TU, if they meet the relevant requirements of the study programs implemented by TU, they shall be recognized and the relevant credits shall be awarded.

A person who is not a student of the relevant study programme may, after the recognition of the results of studies, be matriculated to the appropriate stage of the studies of such study programme, if necessary by individually determining the amount of additional study courses or study modules to be studied and the relevant examinations.

- In order to ensure that the results of studies achieved in previous education or professional experience are recognised, the following criteria must be met:
    1. the documents presented shall contain clear, unambiguous and complete information on the results achieved;
    2. at least one credit score can be allocated for the results of the studies achieved;
    3. the education previously acquired by the person complies with the requirements for admission in the relevant study programme;
    4. the person shall, in accordance with the decision of the commission, complete the

examinations and present the relevant knowledge, skills and competence relevant to the requirements of the relevant study programme or part thereof.

- The results of studies achieved in professional experience may be recognised only by:

1. in that part of the relevant study programme consisting of the practice, the results of these studies must be achieved in the field of professional activity corresponding to the thematic area of education of the study programme;
2. the study course or study module of the study programme in which practical knowledge, skills and competence are acquired.
3. The results of studies achieved in professional or academic experience may be recognised in vocational or academic study programmes, and only 30 percent of the professional or academic study programme credits may be allocated in recognition of the results of studies achieved in professional experience.

The results of studies achieved in previous education may be recognised if they correspond to the degree of higher education and have been achieved:

1. in accredited study programme;
2. in a vocational continuing training programme, the acquisition of which makes it possible to obtain a fourth or fifth level of professional qualifications;
3. in a separate study course or study module of a study programme which the person has acquired as an audience;
4. in part of the study programme;
5. in other forms obtained outside formal education (excluding study programmes corresponding to the regulated professions).

A single credit score for the results of studies achieved in previous education or professional experience may be granted if they have been achieved during at least one week (40 academic hours) education. The results of studies achieved and recognised in previous education or professional experience may not be counted as final examination of the relevant study programme, national examination, final examination - qualification examination or promotion work.

In active cooperation with secondary schools throughout Latvia, the "Panākumu universitāte" project continues. It is a professional development education program for young people, which, by learning about the lives and business experiences of other young and successful personalities, develops and promotes the individual skills of each young person to achieve his or her personal success. The monthly events taking place in TU encourage young people's interest in higher education, as well as a wider range of information from regional teachers, which is also passed on to pupils. In the year 2018/2019, 600 young people participated in the programme.

The enrollment procedure and requirements are specified in the Admission Regulations, which are available on the University's website: https://www.turiba.lv/en/admission/admission.

The Regulations regarding the procedures for the recognition of the results of studies achieved in previous education or professional experience are available on the home page of University: http://nodarbibas.turiba.lv/regdok_en.asp.

1.6. Assessment of the methods and procedures for the evaluation of students' achievements, as well as the principles of their selection and the analysis of the compliance of the evaluation methods and procedures with the aims of the study programmes and the needs of the students.

One of the most important indicators of the university's performance are the results of the final examination. As the National Examination Boards are formed by external evaluators, when looking at trends in assessments, can, to some extent, judge the quality of the academic process pursued in University. Although this is not the only and most relevant indicator, it nevertheless allows individual conclusions to be drawn in a relatively short time or at least to signal the need for deeper analysis. How well or poorly our graduates perform in the labour market for each particular year of study will be able to judge three years after completing studies on which to obtain information on this issue is relatively difficult and not always convinced of its objectivity. From this point of view, it is clearly necessary to regularly analyse changes and trends in the assessments of national examinations. The results of the evaluation are analyzed in the meetings of the Rector's Council, Faculty Council, Department and Senate.

Results of state exams in programmes

Study programme	2015./2016.	2016./2017.	2017./2018.	2018./2019.	2019./2020.
19./PM	7.89	8.02	8.24	8.42	7.71
PR	7.7	7.64	7.79	7.81	7.17
SK	7.66	7.85	7.58	7.57	7.92

Terms used in the table: PR - Professional bachelor's study program "Public Relations", SK - Professional bachelor's study program "International Communication Management", PM - Professional Master's Degree Program in Public Relations

The study regulations (modifications approved by the Senate at 23.01.2019. sitting) determine the procedures for examination and evaluation:

During each course the student must pass the regular tests (tests, reports, etc.) specified in the course description. At the end of the study course, the student takes the final examination of the study course - an examination or receive a set-off.

Prior to the examination, pre-examination consultation, except for distance learners, is planned in addition to the contact hours provided for in the study course.

Only students who have fulfilled all the requirements specified in the study course description (have passed all routine examinations), have fulfilled their obligations under the education contract are admitted to the final examination of the study course.

The 10-grade system is used to assess the final examinations and routine examinations of the course.

The general criteria for assessing tests in the 10-grade system are as follows:

10 – excellent – the knowledge, skills and skills of the student exceed the requirements of the study programme;

9 – very well – the knowledge, skills and skills of the student fully comply with the requirements of the study programme;

8 – very well – the student's knowledge, skills and skills meet the requirements of the study programme, but there is no deeper understanding;

7 – good – student's knowledge and skills are generally in line with the requirements of the study

programme, but there is insufficient skill and knowledge to use independently;

6 – almost good– the student's knowledge and skills are generally in line with the requirements of the study programme, but there are small gaps in the knowledge of the theory, the ability to describe it or to associate it with practice;

5 – mediocre – the student's knowledge and skills are generally in line with the requirements of the study programme, but at the same time there are gaps in the knowledge, understanding, presentation and ability to link it to practice;

4 — nearly mediocre — the student's knowledge and skills correspond to the minimum level of the requirements of the study programme; however, there is insufficient knowledge of the theory, as well as a lack of skills for the independent and correct performance of the practical tasks of the standard;

3 – poor– the student has only partly acquired the subjects of the study programme and his knowledge and skills are insufficient;

2 - very poor - the student only superficially knows the issues of the study program, lacks knowledge and understanding of them;

1 – very, very poor– student is unable to answer theoretical questions, perform practical tasks.

The lecturer of the study course can develop his / her own criteria according to the expected learning outcomes of the course, using the general evaluation criteria included in the study regulations.

According to the Cabinet regulations regarding the standards of the state of first and second level vocational higher education, grade 4 (almost mediocre) is considered to be the lowest successful passing grade..

Qualification is granted if the student has successfully passed the State examination or qualification examination. The lowest successful grade in the State test or qualification test is a grade 4 (almost mediocre).

If the student disputes the objectivity of the grade received in the final examination of the study course and applies for a higher assessment, he or she must submit a written motivated appeal to the SIC within 5 (five) working days after the final examination. Upon receipt of an appeal, the head of the department and the student establish a commission for the final examination of a repeated study course in the composition of three people(the student deletes two from the list of five commission members, leaving three). The Commission shall re-evaluate the work of the student's written examination or re-accept the oral examination. The Commission's assessment cannot be disputed.

If a student disputes the objectivity of the grade received during the final examination of the year of study (study work, practice report) and applies for a higher assessment, he or she shall submit a written, motivated appeal to SIC after the final examination of the year of study within 5 (five) working days. The appeal is limited to the examination procedure. The validity of the appeal is assessed by the nominated appeal commission: the dean, the pro-rector in scientific and academic work and the rector. The Commission's assessment cannot be disputed. If violations of the examination procedure are confirmed, the assessment received during the examination is cancelled. The student is given the opportunity to take a re-examine in accordance with the procedures specified by the relevant by-law.

If the lecturer or commission determines that the student's work is plagiarism (fragments of text written by other authors have been identified in the work, without indicating the author's name) or

the student has violated the principle of academic fairness (submitting the same work without substantial additions of at least 50%), the student's work must be re-performed. In the event of repeated plagiarism or violation of the principle of academic fairness, the student shall be exmatriculated.

If the student uses unauthorised materials and/or technological means during the examination, he or she is suspended from the examination and may be exmatriculated. After being suspended, the student may take the re-examination no sooner than the following day.

If a student completes all the final examinations and final examinations of the year of study with a score of not less than 9 (nine) and at all other courses in the study programme, the average grade is not lower than 8,5 and no final assessment of the course is lower than 6 (six) when completing the programme, in the Annex to the diploma, the "Study programme learned with excellence" is recorded.

Examination regulations (approved at the meeting of the Senate on 25.11.2019) determine the procedures for carrying out tests: the types and forms of examinations, as well as the duties and rights of the lecturers and students.

The students can get acquainted with the criteria, conditions and binding procedures for evaluating student results on the TU website: http://nodarbibas.turiba.lv/regdok_en.asp

1.7. Description and assessment of the academic integrity principles, the mechanisms for the compliance with these principles, and the way in which the stakeholders are informed. Specify the plagiarism detection tools used by providing examples of the use of these tools and mechanisms.

The Regulations on the Development and Design of Independent Research Papers determines the order and procedures for writing independent work, with a special focus on referencing. The Academic Honesty and Plagiarism Regulations identify certain types of plagiarism, describing each of them:

- absolute plagiarism or fallacy - the author of the work submits a work written by another author in his name;
- literal plagiarism - the author of the work copies large fragments, one or more paragraphs or parts thereof, of another text in his work, making it his own and not referring to the original sources;
- unethical plagiarism - the author submits a work on his / her own behalf although other author (s) participated and are not mentioned as co-authors;
- deception - the author of the paper identifies other students who have not participated in the elaboration of the thesis as the author of the thesis;
- copying - multiple submission of work, although the author guarantees that the work has not been submitted elsewhere for publication or evaluation;
- paraphrasing - the author takes the work of another author, preserves the original content, paraphrase it a little, changes the keywords, or even do not change them, and calls it his work;
- incorrect sources - references to non-existent sources at work or artificially increased list of sources and literature used, not included in the reference text;
- secondary sources - the author of paper copies large fragments, one or more paragraphs or

parts of them from secondary sources, assigns them to primary sources.

Study Regulations prescribe the obligation for students to study in good faith within the framework of the relevant study programme and, when carrying out studies, to use other authors' works only to the extent appropriate to the purpose of use, with a mandatory indication of the author and title of the work used. It is stipulated that each test must be accompanied by a work designed to meet the requirements and it is not allowed to submit one paper several times if it does not involve any substantial additions. Study Regulations provide information for cases where the student has not been in good faith and has submitted a work which is plagiarism or has re-submitted the same work without substantial additions. In such cases, the student's work must be performed repeatedly, but in the event of repeated misconduct, the student shall be exmatriculated State Examination Regulations regulate cases where students have submitted plagiarism for defense of their final thesis (qualification paper, diploma paper or master's thesis). In such a situation the Study Regulations stipulate that the student is expelled with the right to re-develop and submit the thesis for defense within three years, but if the work shows signs of plagiarism repeatedly, the student is exmatriculated without the right to defend the thesis

One of the tools for discovering plagiarism, is the unified computerized plagiarism control system (VDPKS), which was created jointly by Latvian higher education institutions, in which works can be compared with 16 works developed by Latvian universities, as well as documents found on the web. In addition the Turnitin system is used, whose inspection scheme looks at works from a number of educational institutions around the world, assessing the various sources from which students have gathered information for their research. TU has joined this system and checks every paper submitted by the qualifications, bachelor, master and doctorate. Every semester, several students are not admitted to defending their paper and are forced to re-develop and present their paper and pay extra for defending.

According to the TU rules, if a paper is found to be consistent with one of the papers placed in VDPKS from 15% to 30%, the work is evaluated by a commission organized by the Dean of the Faculty and consists of three staff members. But if paper matches more than 30% conformity, it is considered plagiarism without further checks.

Plagiarism was not found in the communication programs during the reporting period.

1.8. Specify the websites (e.g. the homepage) on which the information on the study direction and the relevant study programmes is published (in all languages in which the study programmes are implemented) by indicating the persons responsible for the compliance of the information available on the website with the information published in the official registers.

Study programs implemented by TU are available on the website of the University: https://www.turiba.lv/en/admission/study-programs. The Director of each study programme is responsible for the conformity of the information available on the website with the information available in the official registers and, in general, for the information availability responsible is the Development Part.

II - Description of the Study Direction (2. Efficiency of the Internal

Quality Assurance System)

2.1. Assessment of the efficiency of the internal quality assurance system within the study direction by specifying the measures undertaken to achieve the aims and outcomes of the study programmes and to ensure continuous improvement, development, and efficient performance of the study direction and the relevant study programmes.

The Turiba University (TU) Quality Policy states that: Quality management in TU is organised through a systemic approach, efficiency and continuous development, in line with the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" and the TU Strategic Guidelines.

TU identifies processes as well as maintains, purposefully uses and improves process measurement systems:

1. Faculties, departments and other departments, management, each staff member and students are responsible for improving TU performance.
2. Stakeholders are involved in the development of TU.
3. TU staff (including students) shall participate in the implementation of the quality policy, the maintenance and development of the quality management system.

Study programmes:

1. The development and approval of study programmes is organised on the basis of internal procedures approved by the TU Senate.
2. The study programmes are developed in line with the TU strategy with clearly defined objectives and expected learning outcomes.
3. Both students and lecturers, employers and non-governmental organizations are involved in the development of the TU study programmes.

Students:

1. The TU study process is focused on students, highlighting individual approaches to students in the study process.
2. Students are encouraged to participate in the development of the study process.
3. Studying methodologies and pedagogical methods are regularly reviewed, innovations are introduced and new technologies are introduced.
4. Participation in the labour market and the creation of new businesses are promoted during the study process.
5. The evaluation is consistent and is carried out in accordance with approved TUprocedures.The evaluation criteria and methods are known to both students and evaluators.
6. Claims, proposals and TU appeals are examined in accordance with approved procedures.

Study process:

1. The study process at TU is conducted in accordance with goal-oriented, consistent, validated and published regulations that describe the entire course of studies, from enrollment to graduation.
2. Monitoring of students' study process is implemented at TU.

Staff:

1. The recruitment of competent staff is carried out through clear, open and fair recruitment procedures.
2. The study process is provided by highly qualified Latvian and foreign lecturers with academic professionalism and honesty, as well as intolerance to academic fraud.
3. TU provides opportunities and motivates staff to improve their professionalism, carry out scientific activities.
4. Exchanges of students and lecturers and cooperation with foreign universities are encouraged.

Resources:

1. TU provides students and the TU with the necessary financial, personnel and material resources.
2. A high-level, modern materials-technical base, modern infrastructure and a comfortable, safe and clean environment is provided to support the study process.
3. Convenient and study-supportive customer service is provided.

Information:

1. TU systematizes and analyzes information about its activities and uses it to improve its study programs and internal quality management system.
2. A systematic self-assessment of TU activities is carried out.
3. TU cooperates with students, employers and other stakeholders to ensure feedback.

Informing the public:

1. TU publishes clear, accurate, objective, up-to-date and easily accessible information about its activities on the TU website, social networks and information booklets.
2. TU staff is actively involved in the development of public opinion through publications, lectures, seminars, conferences, and in the involvement of public organisations.

Review:

1. TU regularly assesses the relevance of its study programmes to the expectations and needs of students and the changing needs of society and the achievement of study objectives.
2. The revision of the study programs is aimed at ensuring the topicality and continuous improvement and is carried out with the involvement of students, employees, employers, public organisations.

Qualitative indicators of the programme in the study direction are measured using various instruments and various statistical indicators from Turiba's internal database system such as the number of students enrolled; number of alumni and students are also used. Survey of various target audiences are used to gather information on the level of satisfaction of students, employers, alumni and employees, the pedagogical performance of educators, professional career of alumni for example salaries, career growth etc.

Quality Management Manual (document v139, approved on 22.05.2019. senate session, minutes No.5.) details the objectives and standards of the Quality Management System, as well as the various processes and measurement systems, and other relevant quality assurance measures. Documents are electronically available at:

http://inet.turiba.lv/dok_adreses/Dok/2008_gada_marta_sakot/Sekretariats/Kvalitates_politika_V66_3_vers_ENG_1.docx

These links are located on the TU internal network and will be available to experts during their visit or may be made available to experts before the visist upon request.

In Other appendix added Quality Policy document.

2.2. Analysis and assessment of the system and the procedures for the development and review of the study programmes by providing specific examples of the procedures for the development of new study programmes within the study direction (including the approval of study programmes), the review of the study programmes, the aims, and regularity, as well as the stakeholders and their responsibilities. Description of the mechanism for obtaining and providing a feedback, including with regard to the work with the students, graduates, and employers.

The procedure for drawing up and approving study courses and study programmes was approved by a decision of the TU Senate meeting and a decision of the Board meeting on 25.11.2019. However, prior to the adoption of this internal legislation, the study programmes were developed and revised in accordance with the existing TU arrangements. The following are the current changes made on the basis of the TUarrangements:

1. Bachelor's programme "Public Relations":

- The course "Public Relations Campaigns" study course has been renamed to "Communication Campaigns".
- The course "Product creativity" has been renamed to "Innovation communication".
- The course "Communication Ethics, Business Etiquette and Protocol" has been renamed to "Communication Ethics and Business Etiquette".

2. Bachelor's programme "International Communications":

- The course "International Organisations" has been renamed to "Communication in International Organisations".
- The course "Creating a Product" has been renamed to "Innovation Communication".
- The course "Ethics for Communication, Applied Label and Protocol" has been renamed to "Ethics for Communication and Applied Labelling".

3. Doctoral programme "Communication management":

- The elective course "Economic Analysis of Public Relations and Journalism International" has been transferred from 1st semester to 2nd semester of the same study year, replacing the "Current social processes and community management" course.
- Introduced an elective course "Digital Communication" in the 2nd semester of study year 2, replacing the "Public Relations, Persuasion and Propaganda" course.

TU Existing Order:

- The development of a new study programme may be proposed by the Faculty Council, the dean, the head of the division, the Student Association.
- The proposal to create a new study programme shall be examined at the meeting of the Faculty Council, which shall take a decision.
- Following a decision of the Council meeting to form a new study programme, the dean or the head of the department organises the preparation of an application for the establishment of a

study programme, which shall consist of:

1. substantiation of the topicality of the study program in the national and international context;
2. substantiation of the utility of the study programme, indicating significant differences from similar study programmes implemented by TU;
3. justification of compliance with TU strategy and TU resources;
4. an evaluation of the potential programme director;
5. assessment of costs and profitability.

- An application for the establishment of a study programme is examined by a commission composed of a rector, a pro-rector in scientific and academic work, a candidate for the development of studies and international cooperation, a Head of the Finance Section, a dean or a head of unit who shall encourage the establishment of a study programme, a potential programme director and a representative of the Student Association.
- Upon receipt of a positive decision of the commission, the dean or head of unit organises the preparation of the content and sales description of the studies of the working groups, consisting of the potential representatives of TU, lecturers, representatives of employers and social partners involved in the implementation of the study programme.
- The description of the content and implementation of the study is developed in accordance with the criteria for the assessment of the requirements set forth in the fifth paragraph of Article 55 of the Law on Higher Education Institutions and Cabinet Regulation No.795 "Regulations for Licensing Study Programs".
- The dean or head of unit shall organise an independent study programme expert-examination, which shall be attached to the description of the content and marketing of studies.
- The Faculty Council reviews the description of the content and marketing of studies and decides on directing the study program for approval in the Senate.
- The study content and marketing documents are presented to senators for approval no later than two weeks before the Senate hearing.
- The Senate is giving a decision on the introduction of the study programme and approval of the program director.
- The Director of the study programme prepares for the Academic Information Center (AIC) an application for the licensing of the study programme, signed by the Rector, and submits it to the AIC for a license for the study programme.

If it is necessary to make a change to a licensed study programme, the following procedures for making changes shall be specified:

- Changes to the study programme may be proposed by the director of the programme, the dean, the head of the department, the Faculty Council, the Student Association.
- Changes to the study programme to be approved by TU Senate:
  1. changes in the requirements set when starting the study programme;
  2. places of implementation, form, the language of the study programme, changes;
  3. changes in the conformity of the study programme with the direction of study direction;
  4. the changes made during the course of study accreditation period over the duration or amount of the study programme corresponding to that direction exceed 20 per cent of the amount of the study programme corresponding to the direction of study application specified in the study application;
  5. A decrease in the qualifications of academic staff working in the relevant course of study inthe TU since the previous accreditation of the course of study, if it covers at least 20 percent of the total number of academic staff working in the relevant course of

study, or if at least 50 percent of the total amount of academic work in the relevant direction of the TU (excluding the free selection of the study programme) the implementation of the section, practices and end-tests is no longer provided by academic staff whose place of election is TU.

- The preferred changes to the study program are directed by the programme director for consideration at the Faculty Council, which decides on making changes and directing changes for approval in the Senate.
- After approving the changes in the Senate, the programme director drafts an application, signed by the rector, for changes to the study programme and submitted to the AIC.

The closure of the study programmes is carried out according to the following procedure:

- The programme is closed by the director, dean, head of the department of the faculty Council, pro-rector in scientific and academic work or rector.
- The Faculty Council is examining a decision to close the study programme and directing it to the Senate to make a decision.

The mechanism for obtaining and providing feedback:

- with the students - at the end of each study course and the academic year students fill in a questionnaire in which they express their objections or recommendations for the development of the study program. The results of the student surveys are processed by the Development Department and passed on to the faculties. Faculties take these student recommendations into account when amending or supplementing the content of study programs;
- with graduates - once every two years the Development Department organizes student surveys. In these surveys graduates working often provide information on what was missing in the content of a course to ensure the necessary knowledge, skills and competences;
- with employers - at the end of each practice, the practice enterprise provides information on the student's knowledge and skills by answering questions such as - basic skills, professional skills, demonstration of initiative, etc. The Council of the Faculty of Business Administration includes a number of employers' representatives whose views are carefully heard, debated and analysed. The information obtained is processed and used by modifying or supplementing the content of study programs.

Documents on the process of creating and reviewing study programmes are available at link:

http://inet.turiba.lv/dok_adreses/Dok/2008_gada_marta_sakot/Rektorats/Studiju_programmu_izstrades_manas_apstiprin_nolikums_P49_2.vers_ENG.docx

These links are located on the TU internal network and will be available to experts during their visit or may be made available to experts before the visist upon request.

2.3. Description of the procedures and/or systems according to which the students are expected to submit complaints and proposals (except for the surveys to be conducted

among the students). Specify whether and how the students have access to the information on the possibilities to submit complaints and proposals and how the outcomes of the examination of the complaints and proposals and the improvements of the study direction and the relevant study programmes are communicated by providing the respective examples.

Students have access to information regarding opportunities for making complaints and suggesstions (internal information system):

http://inet.turiba.lv/dok_adreses/?nr=&psearch=iesniegumu+izs&Process=&st_search=&am_search=

This link are located on the TU internal network and will be available to experts during their visit or may be made available to experts before the visist upon request.

All claims and suggestions should be made to the Study Information Centre (SIC), which will then be addressed to the responsible department. The structural unit responds to the results of the review and the improvements made (deadlines are controlled). This procedure is set out in the Procedure for reviewing student applications received by the Study Information Centre approved by the Senate on 24.04.2019 and the Board decree dated 26.04.2019.

In turn, the document "Procedure for acceptance and review of claims", approved by decree No.55 of the Deputy Chairman of the Board as of 14.09.2011. states that 2.2. TU accepts any claim addressed to it by a natural or legal person and gives its author a substantive reply in accordance with the procedures prescribed by the laws and regulations of the Republic of Latvia.

Acceptance of claims

Claims from natural or legal persons are accepted as written applications by the heads of structural units, in departments and faculties - also by assistants and secretaries, in the Secretariat - by secretary, in the Study Information Centre (SIC) - employees of the Study Information Centre.

Claims in writing shall be filed and registered with the Secretariat or the SIC, as appropriate. Written claims shall be answered in writing.

Any employee of TU who hears an oral claim shall inform the head of their unit. Responses to oral submissions shall be agreed with the complainant.

If the complainant wishes to address the matter to Turiba management (the Chairman of the Turiba Board or his deputy) in person, the Board secretary shall arrange an appointment.

Review of oral complaints and decision-making

If an oral complaint does not require additional verification, head of a structural unit makes a decision on the case and informs the complainant accordingly.

If a complaint requires additional information, the complainant should be duly informed about this fact.

If a complaint requires transfer to another structural unit in charge of the particular issue, it should be performed either by sending an e-mail letter to the head of the particular unit or by informing the head of unit orally and simultaneously – informing the complainant.

Review of written complaints, decision-making and providing response.

After receiving a written complaint, secretary of the Secretariat or employee of SIC no later than the next working day forwards it to the head of the structural unit responsible for the particular issue. Prior to that secretary or an employee of SIC should verify if the complaint concerned is not a repeated complaint.

In case of dealing with a repeated complaint, it is submitted attaching documents related to previous claims or complaints.

In accordance with written instructions of the head of a structural unit, secretary of the Secretariat or employee of SIC forwards a copy of complaint to the responsible executive who prepares information necessary for assessment of the situation.

The Head of the responsible structural unit assesses the prepared information and takes a decision.

The Secretary of the Secretariat or employee of SIC ensure/control that the response is provided in a timely manner.

The Secretary of the Secretariat or employee of SIC has the right to ask responsible executives information regarding the review of a particular complaint.

After making a decision the responsible executive prepares a written answer to the complainant based on the decision made and submits it for signature to the head of the responsible unit

After providing a reply to a written complaint, its time and method of delivery is registered at SIC or Secretariat register

All information accumulated during the process of reviewing a complaint is filed with the Secretariat or SIC.

Record-keeping and preventive activities.

Heads of structural units ensure filing of oral complaints in their units and prepare annual (every June) reports of all complaints received in their units and submit them in writing formally or by e-mail

The Secretary of the Secretariat and an employee of SIC prepare a summary of the written complaints received and submit it to the Head of Secretariat.

The report shall be prepared listing the themes and number of complaints as well as listing actions taken and recommendations for increasing effectiveness of the system.

The Head of Secretariat summarises the reports received and prepares recommendations for streamlining functions or processes in the areas which have received repeated complaints.

For example - In response to the students' complaint about dissatisfaction with the work of the lecturers, the lecturer was replaced, and students was informed in person and sending an e-mail. Let's give an example of the implementation of students 'proposals, in the reporting period new elective courses have been introduced in the study direction according to the students' recommendations, for example, Media Literacy.

2.4. Provide information on the mechanism for collecting the statistical data, as developed by the higher education institution/ college. Specify the type of the data to be collected, the collection frequency, and the way the information is used to improve the study direction.

Statistics are compiled in accordance with the Personal Data Processing Policy (approved by the Management Board decision No 21 of 08.05.2018).

In accordance with the policy, personal data are stored in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data concerned are processed; personal data may be kept longer insofar as personal data are processed solely for archiving purposes in the public interest, for scientific or historical research purposes or for statistical purposes in accordance with Article 89 (1) of this Regulation, provided that appropriate technical and organisational measures are implemented provided for in this Regulation to protect the rights and freedoms of the data subject.

Data on student achievement, internship placements, and final thesis topics are regularly collected. The data are used for the development of the course of study, including changes in the credits of individual study courses, the addition of new study courses (parts B and C in particular), the conversion or withdrawal of obsolete courses.

2.5. Description and assessment of the integration of the standards set forth in Part 1 of the ESG. Specify which of the standards are considered a challenge and which require special attention.

Standards and guidelines for quality assurance in the European Higher Education Area (ESG) set out the main standards to be followed by universities in order to ensure the quality of education:

Quality assurance policy

Increased attention is being paid to this standard.

TU has developed a Quality Assurance Policy that supports:

- The organisation of the quality system (Quality Policy, Quality Control Manual).
- The responsibility for quality assurance of departments, sections, faculties and other structural units, as well as the Universities institutional management, individual staff members and students (Regulations of the Faculties, Regulations of the Students' Association, Ethics Policy).
- Academic honesty and freedom and intolerance to academic fraud (The Academic Honesty and Plagiarism Regulations; Statute for Academic Arbitration).
- Combating all kinds of lack of tolerance and discrimination between students and staff – a multicultural environment allows everyone to study without distinction in terms of sex, race, state of health (TU Internal Rules of Order).
- Involvement of external stakeholders in quality assurance, the involvement of employers, partners and the Faculty Duma in providing their own development recommendations.

All public documents can be viewed here: http://nodarbibas.turiba.lv/regdok_en.asp

Programme development and approval

Increased attention is being paid to this standard.

Programmes:

- Study programmes are developed according to education and professional standards, providing students with both academic/professional knowledge, clearly formulating both skills and competences, in order to be able to fully prepare students for the labour market in line with current industry trends.
- They shall be constructed according to standard requirements, taking into account the proportion of compulsory and optional courses and their size in credit scores.The levels of the study programme are designed in such a way as to create a succession.
- Are created with carefully planned internship opportunities.
- Are subject to the approval procedures specified by the University, which is also developed in the light of what is specified in the Constitution of the University, and the programmes and plans are approved in the final phase in the TU Senate.

Student-centered learning, teaching and assessment

Increased attention is being paid to this standard.

- Taking into account and respecting the diversity of student contingent and their needs, the lecturer decides on the appropriate teaching method for each group individually, adapting it to the individual characteristics and capabilities of the group.
- Taking into account and using different ways of implementing programmes, in line with the possibilities, topics are presented in an interactive way, raising questions to students and encouraging discussion, and using presentations, seminars, group works.
- Regularly evaluates teaching methods and pedagogical methods - methodological seminars, discussions, department meetings, visits.
- By promoting the propensity of a student to independence - in the management of a teaching force - independent studies, independent-initiative works, studies, practices are a mandatory part of the study process.
- Promoting mutual respect in student-lecturer relations: creating dean hours, introducing seminars, individual and group interviews with students; discussing issues in methodological seminars.
- There are appropriate procedures for resolving student complaints - the procedure for accepting and examining claims has been developed, the procedures for challenging the results of the study course are specified in the Study Regulations the contesting of the results of the State examination shall take place in accordance with the State Examination Regulations. TU tuition fee discount rotation rules 2019/2020. defines the procedure for contesting the results (scholarships, discounts) in the academic year.

The assessment of students shall take into account the following:

- The evaluators are familiar with the testing and examination methods and receive support for the development of their skills in this area – lecturers work in accordance with the rules of Study Regulations, the Statute for examinations, are discussed in workshops and in the meetings of the section. Support shall be provided by the dean, pro-dean, head of the department.
- The assessment criteria and methods, as well as the criteria for marking the marks, have been made public in advance - *the Study Regulations, the Examination Regulations, study course descriptions and regulations are available to each student and lecturer in the Batis system.*
- The evaluation gives students the opportunity to demonstrate to what extent they have achieved the expected learning outcomes: current and final testing criteria.
- Students receive feedback: a follow-up analysis takes place in the form of discussions, where the student will be able to identify the strengths and weaknesses of his or her and other

learners.

- The assessment of internships and study papers are assessed by a commission of two lecturers, the assessment of the State examination shall take place in the composition of five (including the professional members of the sector) members of commission.

Student matriculation, course of study, recognition and certification of qualifications

Increased attention is being paid to this standard.

- Both the TU Internal Information System (BATIS) and the home-page of the TU have access to reception rules which prescribe requirements for admission, procedures for matriculation (https://www.turiba.lv/en/admission/admission).
- Prior to submitting documents to the university, potential students have access to information relevant to themselves on the Turiba website, including the content of the study programme, tuition fees, procedure for obtaining and rotating scholarships and budget places, etc. https://www.turiba.lv/en/admission/scholarships
- Both on the home page and in the regulatory documents, it is possible to familiarise themselves with the mobility opportunities and criteria (https://www.turiba.lv/en/admission/exchange-studies)
- Course of studies – matriculation, the content of studies, organisation of the study process shall be determined by the rules of study (Study Regulations http://nodarbibas.turiba.lv/regdok_en.asp).
- The University also implements the recognition of results achieved in prior education or professional experience.
- Monitoring the course of student studies – surveys, compiling test results, compiling student statistics.

Teaching staff

This standard is addressed but partly perceived as a challenge due to the necessary funding.

- The recruitment of academic staff in the main work shall be carried out in accordance with Regulations for Election of Academic Staff.
- Study visits are conducted regularly to assess the professional qualifications of the lecturers in their daily work. After completing the study course exam, students have the opportunity to express their views on all lecturers. The surveys are conducted anonymously, and students are encouraged to express their views on lecturers openly, indicating both their positive and negative characteristics. Provides opportunities and urges teaching staff to improve their professionalism.
- Regular planning and implementation of the policy on the development of academic staff is ongoing, and is support for training measures. Academic staff is involved in scientific research (creative) work. Research results are published in internationally available and peer-reviewed editions.
- The academic staff involved in the study programme shall be highly qualified and competent and shall ensure that students acquire the necessary research skills, theoretical knowledge, skills and competences.

Learning resources and support for students

Increased attention is being paid to this standard.

- This standard is given increased attention.
- The material and technical equipment of the university is regularly supplemented, renewed

and modernized.

- The library regularly buys new literature, as in printed and electronic format.
- Students shall be provided with free access to both the library and other resources at the time available to students of all departments.
- Counselling is provided to students. The student can address his / her inquiries about the study process to the Study Information Center, the department or faculty, or to the International Cooperation Department on international mobility issues.

Information management

Increased attention is being paid to this standard.

- Qualitative indicators of programme implementation are measured using various tools, statistical indicators are selected from the university's internal data system, for example, number of matriculated students, students, graduates and students. Surveys of the different target audiences, etc., provide information on the level of satisfaction of students, employers, graduates and employees, the level of pedagogical performance, the professional career parameters of graduates, such as job remuneration, career growth, etc.
- Annual student surveys identify satisfaction of existing systems and, if necessary, improvements have been made, including an improved internal student information system, improved computer connections in audiences, as well as the quality of the wireless Internet.
- The dynamics of these qualitative data results are analysed at both the management level and within each unit, thereby ensuring operational and adequate decision-making in relation to the necessary actions to ensure that the overall quality of the service and the level of customer satisfaction are increased or maintained.
- Within the scope of its competence, University collects and compiles the indicators of students' study progress, success and drop-out rates.
- The BATIS system regularly publishes the latest information about the deadlines, changes in normative documents, etc. In the system students also have access to study course descriptions and study materials.
- Graduate surveys are regularly conducted, thus clarifying the course of their careers.

Informing the public

Increased attention is being paid to this standard.

- Information on student, graduate activities and success stories is regularly published.
- Lecturers in the public space act as opinion leaders in the development not only of scientific publications but also of opinions, opinions in the mass media.
- The University news are published on the website https://www.turiba.lv/en, on the University profile on various social networks, such as *facebook.com* and *Instagram*. As well as in the media.

Monitoring and regular checking of programmes

Increased attention is being paid to this standard.

The evaluation and review processes assesses:

- The content of the programme, taking into account the results of the latest studies in the sector, thereby ensuring that the programme is topical.
- Changing needs of society.
- Student workload, study progress and graduati.
- Effectiveness of student performance assessment procedures.
- Student expectations, needs and satisfaction with the programme.

- Study environment, support services and their compliance with the objective of the programme.

The programmes are regularly evaluated and reviewed with the involvement of students and other stakeholders. The information collected is analysed and the programme is further developed to ensuring its topicality. The results of the evaluation of the programme are published on the TU website in the form of annual Programme Assessment reports available here: https://www.turiba.lv/lv/augstskola/studiju-virzienu-pasnovertejuma-zinojumi-un-parskati (only LV).

Cyclical external quality assurance

This standard is addressed but partly perceived as a challenge due to the necessary funding.

- Cyclical external quality assurance is implemented in the process of licensing and accrediting courses of study programmes.
- Licensing and accreditation do not conclude with post-evaluation activities in higher education, TU ensures that progress following previous external quality assurance is taken into account in preparation for the next.

II - Description of the Study Direction (3. Resources and Provision of the Study Direction)

3.1. Provide information on the system developed by the higher education institution/ college for determining the financial resources required for the implementation of the study direction and the relevant study programmes. Provide data on the available funding for the relevant study programmes, as well as the sources of the funding for the scientific research and/or artistic creation activities and their use for the development of the study direction. Provide information on the costs per one student (for each relevant study programme of the study direction) by specifying the headings indicated in the calculation of costs and the percentage of the funding among the indicated headings.

The core activity of TU is the provision of educational services. 2In the year 2019./2020, higher education programmes are provided in three faculty:

1. Faculty of Business Administration
2. Faculty of Law
3. Faculty of International Tourism
4. Department of Information tehnology

The high school offers all levels of higher education: college, bachelor, master and doctorate-level studies. As in the past, the study programmes are not only in Riga, but also in the branches of the University in Talsi, Liepāja and Cēsis. With the aim of developing export opportunities, in parallel with Latvian programmes, programmes are also developed in English, which already include both local and foreign students. Revenue from foreign students continues to grow, as opposed to further declines in revenue in the domestic market.

TU uses only private resources to provide studies. TU financial position is very stable. Each financial year from the start of the University ended with a profit. The reason for this is the successful economic activity of the higher education institution as well as well-considered and purposeful

activities in the field of education. The financing plan is determined by the University's budget for each year. Revenue consists of tuition fees in University, participation fees in seminars, hotel services and other operating income. In proportion to the revenues, expenditure is planned in the budget, the main items of which are staff remuneration, social security charges, room maintenance expenses and public charges, material costs of the training process, the purchase of new equipment, as well as the refurbishment and repairs of premises. Financial resources for the direction of studies to ensure the implementation of the study programme:

For the financial year 2018/2019 the turnover is EUR 5 538 092, gross profit EUR 1 662 216.

Net turnover of the study field:
EUR 327621 for 2018/2019, EUR 282061 for 2019/2020.

The net turnover for the financial year 2018/2019 is EUR 5,564,614, the gross profit is EUR 1,488,422, but the profit after taxes for the reporting year is EUR 375,967.

The net turnover for the financial year 2017/2018 is EUR 5,149,008, the gross profit is EUR 1,558,925, and the profit after taxes for the reporting year is EUR 446,928.

Tuition fees

Professional bachelor study program *Public Relations*
Full time (day) - EUR 2370
Part time (evening) - EUR 2170
Part time - EUR 2070
Professional bachelor study program *International Communication Management*
Full time (day) - EUR 2370
Part time (evening) - EUR 2170
Part time - EUR 2070
Professional Master's Study Program *Public Relations*
Part time (evening) - EUR 2270
Par time - EUR 2070
Doctoral study program *Communication Management*
- EUR 2570

Costs per student are calculated for a specific study program without allocating the time, form or language of its implementation. In general, it can be said that the provision for study programs in Latvian and English is the same or varies within 10 percent.

The sustainable development of TU is evidenced by annual work on updating and adapting study programmes to market requirements, including by improving existing programmes and by creating new ones. Cooperation with foreign universities and research work is also continuing. As a result, TU continues to take a place between the leading Latvian universities, and with the ambition to be among the main innovators in the higher education sector in Latvia in the current times of change.

The TU development strategy envisages developing new and improving existing study programmes in line with the demand of the Latvian labour market, ensuring the quality of study programmes at the level of international standards. It is planned to attract students from Europe and Asia, and to place greater emphasis on the presentation of study programmes and individual courses in English.

In order to ensure the appropriate development of the study process, different types of support staff are involved in the implementation of the programme. The main points are the following: the planning of the study process, the ranking of achievements is addressed by the Section of Studies; materials are addressed by the Technical Part; information provision for students and teaching staff is provided by the Library, the Home Office, the Study Information Centre and the Information

Systems section. The operational objectives and tasks of those departments, the principles of action and cooperation are determined by the laws of those departments.

By forecasting changes in both the demographic situation and the European Higher Education Area and the Latvian regulatory framework, the decisions taken in good time also enable us at a time when the local higher education market in Latvia continues to narrow, regularly make significant investments in the development University. We will continue to do so, because only with this approach can we ensure the future growth of the university.

Another factor determining the stability of a University is the relatively diversified and branched structure of study programmes and forms of study, which, when the market narrows in one sector, allows to compensate it with sufficient income in another. Combined with prudent, frugal and efficient use of resources, a stable revenue base is a necessary factor for the stable functioning of higher education.

Another important factor for the private sector, compared to state universities, is the ability to make decisions and start implementing them much faster. It is true that the decisions taken quickly must not be hasty, but there must also be sufficient time for analysis, discussion and reflection of the situation if necessary, but in our case, there are no significant external barriers to this process.

Sources of funding for research include TU funding, as well as individual projects involving TU or individual lecturers. This funding is used both for participation in conferences with reports and for translation of publications. For indexing a publication in Scopus or WoS databases, an additional bonus is given to the lecturers. Both conference papers and publications are written about the issues included in the study programs, and the researched material is used in the study process and included in the respective study courses.

3.2. Provide information on the infrastructure and the material and technical provision required for the implementation of the study direction and the relevant study programmes. Specify whether the required provision is available to the higher education institution/ college, availability to the students, and the teaching staff (the specific equipment required for the relevant study programme shall be indicated in Part III, Chapter 3 below the respective study programme).

The provision necessary to implement the course of study and the relevant study programmes is at the disposal of TU:

- All the necessary conditions have been created for studies: new conference rooms, audiences, computer classes, a modern library with a wide reading room. Audiences include high-quality visual equipment such as whiteboards, codoscopes and screens, multimedia projectors, audio and video hardware.. Computerized workplaces are available to students. Mobile multimedia projectors are installed and portable multimedia projectors are also available. A gym can also be used in the study process.
- For practice, students can use the entire TU area (except for those rented or otherwise prohibited), including parking lots and buildings.
- An audience specially designed for the special training of students in the TU Training Corps, in which the students of the programme can practically acquire professional skills (for example, the study course Creative Industries: Cinema and Acting and Improvisation can be taken in a specially equipped conference hall, the university auditorium Court Hall can be

used for training press conferences, etc.).

- The technical provision of materials in higher education is regularly replenished, renewed and upgraded.
- Library regularly buys new literature, as in printed and electronic format.
- Students are provided with free access to both the library and other resources at the time available to students of all departments.
- Counselling is provided to students. SA student with questions of interest regarding the study process may refer to both the Study Information Centre and the Faculty, or to international mobility issues - to the International Cooperation Division.
- In the course of 2018/2019,, TU has created an environment for the development of all the necessary environments for e-studies and has consultant for this. Since the event of a drop in the number of full-time students, with increased workforce and occupancy, distance learning is one of the forms of study that allows them to continue their studies, while the university maintains a stable revenue base and contributes to the development of University in general.

3.3. Provide information on the system and procedures for the improvement and purchase of the methodological and informative provision. Description and assessment of the availability of the library and the databases to the students (including in digital environment) and their compliance with the needs of the study direction by specifying whether the opening times of the library are appropriate for the students, as well as the number/ area of the premises, their suitability for individual studies and research work, the services provided by the library, the available literature for the implementation of the study direction, the databases available for the students in the respective field, the statistical data on their use, the procedures for the replenishment of the library stock, as well as the procedures and options for the subscription to the databases.

The Information Systems Department is a structural unit of Turiba that provides for the study process by offering students and lecturers BATIS, which contains information about the whole study process in terms of calendar plan, study courses and their lecturers, requirements and rights in the study process, regular, and final examinations, study and student loans, academic leave, guest lectures, conferences, discussions, and other current events in Turiba.

Information about possibilities to use Turiba library services is included in the study course descriptions of all study programs.

The main task of the library is provide the latest text books and scientific literature for the various study programmes and research directions offering access to not only a wide range of text books and press editions but also to online and local databases and other information resources.

The Turiba University library offers students a modern automated free access library with an electronic subscription/registration system as well as access to books and periodicals using the electronic catalogue ALISE: https://w3i.turiba.lv/Alise/en/home.aspx. If the user has a computer with Internet Access, *Turiba* library's electronic catalog can be accessed from anywhere in the world.

The list of business-related books available in the library is appropriate for ensuring a successful study process for both Latvian and foreign students. The library subscribes to periodicals in print and electronic form. The library resources are mostly in Latvian, Russian, English and German. The heads of the various departments and programme directors in cooperation with the library personnel work out the list of books, journals and electronic databases to be purchased for the new

forthcoming academic year.

The University subscribes to online electronic databases: LETA, Nozare.lv., Letonika, Lursoft, Scopus, ScienceDirect, EBSCO Academic Search Complete, EBSCO eBooks Academic Subscription Collection, EBSCO Business Source Complete, also constantly using trial databases: https://www.turiba.lv/en/library/online-databases.

Online databases are accessible for students not only at the Turiba library, but also remotely by logging in with their password on to the BATIS environment.

The library provides users with a comfortable and work-friendly environment. The total area of the library is 1532 m². Extensive collection of free-access books - subscription with user-accessible electronic catalogue (708,40 m²), library reading room with latest press issues (772,90 m²). Currently, 182 work places are available for students, 59 of them computerized and there is also a quiet reading room and specialized work places for group work. Technical space 51,10 m².

The library offers a variety of library services to students and other users of the Library: https://www.turiba.lv/en/library

Library working hours:

- For subscriber's: Monday - Thursday 10.30 - 18.30; Friday 11.00 - 18.30; Saturday 8.30 - 16.00.
- Reading room: Monday - Saturday 00.00 - 24.00

Night subscription, an additional service provided is a service that offers the opportunity to borrow and use resources on-site (printed matter, books, periodicals, etc.) beyond official Library working hours.

Turiba University Library is a member of LATABA (Latvian Academic Library Association).

Suggestions about the need to supplement information resources can be made by program directors, department heads, deans. The proposal is considered by the Rector's Council and in case of a positive decision, the resource maintaining unit (e.g. Library, Information Systems Department) evaluates the information resource proposals, develops an estimate and makes the necessary agreements.

Turiba invests annually in supplementing the library's information resources (both for purchasing literature and subscribing to electronic databases).

3.4. Provide information on the procedures for attracting and/or employing the teaching staff (including the call for vacancies, employment, election procedure, etc.), and the assessment of their transparency.

The study process takes place under the management of experts in the field. Faculty lecturers are communication experts, project managers at Latvian and international levels who provide not only theoretical knowledge but also provide transparent but in-depth information, based on practical examples and seminars, preparing students to deal with practical tasks in different life situations.

The recruitment and employment processes of teaching staff in higher education are determined by several by-laws:

Regulations on Election of Academic Staff approved by Senate on 28.09.2016. meeting determine the procedures by which:

- assistants, lecturers, dotes are elected;
- associate professors and professors of other higher education professors are directed for election.

Vacant positions of academic staff in TU departments are appointed by the Rector on the proposal of the Dean of the Faculty, the Director of the study program or the head of the department. The competition for vacant posts of the academic staff is open to participation by an applicant, both a resident and a non-resident, whose education and/or professional experience complies with the requirements specified in the Law on Higher Education and in the description of the positions of TU. The process is open, with TU administrative staff and other faculties participating as observers.

In each year of study, TU twice launches a contest for vacancies in academic posts. It is a long-term strategy that allows to increase the proportion of academic staff elected to TU by of 1-2 lecturers and to whom the Turiba university is a primary job each year. However, the election of such doctorates involves financial investment, and therefore cannot be achieved rapidly, particularly in a period where the number of secondary graduates and students in higher education tends to fall.

Procedures for applying for competition:

1. The competition shall be announced by the TU personnel division in accordance with the regulatory enactments of the Republic of Latvia on the recommendation of the Rector and the approval of the Board
2. Applicants must submit their application to the TU Secretariat within one month of the date of publication of the vacancies.
3. The application must be accompanied by a list of CVs, copies of documents certifying educational, academic and scientific degrees, a list of publications of the last six years and/or significant achievements in the field and a draft implementation of the post, as well as other activities specified in the publication.
4. Upon submission of the application, the applicant shall be acquainted with these Regulations. JIf the applicant submits the documents by post, the Regulation will be sent to him by electronic mail at the request of the applicant.
5. Applicants documents for election to the position of associate professors and professors in the Boards of professors of other higher education sciences shall be submitted by TU Personnel Division to TU Science Department for evaluation
6. The Council of Sciences of TU shall evaluate the eligibility of candidates for election to the positions of associate professors and professors, and shall report on its decision to the TU Senate.
7. In the session of the TU Senate, the decision on recommending the election of another council of professors of science is openly voted.
8. Upon obtaining positive confirmation of the TU Senate, the Rector prepares a letter to the professors council of another university, asking them to evaluate and elect the candidate for the position (while guaranteeing payment for the work of the respective professors' council).

The competition takes place in three (3) rounds:

1. The first round of the competition examines the documents submitted by the applicants, their compliance with the requirements laid down.
2. The documents submitted in the second round of the competition are examined in the

      departments, inviting applicants.
3. In the third round of the competition, candidates for positions of academic are evaluated and elected to positions in accordance with the procedures specified by the Council's Faculty Regulations.

After the election of candidates to academic positions, TU shall enter into employment contracts with them for the election period specified in the regulatory enactments of the Republic of Latvia.

If during a given election period, the employment relationship is terminated, a new employment contract shall be concluded only after re-election to the academic office.

Academic staff involved in the implementation of the study direction as Latvian Council of Science expert (term of election):

1	A. Dimants	Dr. phil.	Social Sciences - Media and Communication	26.03.2022
2	V. Vēvere	Dr.phil.	Humanities and Arts-Philosophy, Ethics and Religion	03.09.2023
3	I. Lūka	Dr.paed.	Social Sciences- Educational sciences	24.03.2023
4	I. Liniņa	Dr.oec.	Social Sciences-Economics and Entrepreneurship	21.02.2021
5	R. Zvirgzdiņa	Dr.oec.	Social Sciences-Economics and Entrepreneurship	04.11.2023

At the end of 2019, a joint Board of Professors was established at TU. Procedure for the election of associate professors and professors are determined by the Statute on the Council of Associate Professors of the Economic and Business Sciences of TU, approved at the session of the Senate on 02.10.2019.

The procedures for the election of scientific assistants, researchers and leading researchers at the TU shall be determined by Regulations of Scientific Research Activities of the Turiba University.

The electoral rules for academic staff are available here: http://inet.turiba.lv/dok_adreses/?nr=&psearch=%E2la+v%E7l%E7%F0anu&Process=&st_search=&am_search=

These links are located on the TU internal network and will be available to experts during their visit or may be made available to experts before the visist upon request.

3.5. Specify whether there are common procedures for ensuring the qualification of the academic staff members and the work quality in place and provide the respective assessment thereof. Specify the options for all teaching staff members to improve their qualification (including the information on the involvement of the teaching staff in different activities, the incentives for their involvement, etc.). Provide the respective examples and specify the way the added value of the possibilities used for the implementation of the study process and the improvement of the study quality is evaluated.

In order to ensure the qualification and quality of work of the academic staff, an incentive system of remuneration has been established, which is described in the Regulations of the Organization of Higher School Staff Remuneration (approved by the Senate on October 23, 2019):

- Academic staff with a fixed time wage system, not less than twice in the year of study, at the end of the month of December and June, shall draw up an electronic report of the individual work plan.
- For academic staff for which a chord salary system (academic hours rate) is determined, the monthly salary is calculated by multiplying the amount of scheduled academic hours fixed in an individual work plan, with an academic hourly rate and divided by ten.
- Payment for paid services and unplanned guided work shall be made in the form of bonuses in addition to the salary at the end of each semester, but not later than January for Semester 1 and July for Semester 2 or the relevant month.
- The total funding of the faculty for salaries of academic staff and academic job performers shall be 19% of the total revenue of tuition fees in the respective programme.
- If faculty have a total positive cash balance at the end of the financial year, 15% of it is credited to each faculty's bonus fund in proportion to the balance of each faculty, while 85% is placed in the reserve for the development of the faculty.
- The funding of academic staff and guest lecturers shall be distributed among departments, proportionally to the size of the study course programmes and the number of academic groups to be carried out in the section, with an average of 12 hours per credit score per academic group. In agreement with the Dean, the number of students in the academic group may be changed.
- The salaries of the academic staff of the relevant department, shall be determined by the head of the department, in agreement with the dean and the pro-rector in academic work, but shall not be less than the rates specified by the Cabinet.
- For lecturers with an academic load in student groups greater than 30 students (regardless of the number of collected groups), the rate is increased by 0.67% for each additional student, starting from the 31st in the given group. TAll students who are active in student status and who do not have payment debts are taken into account, the actual attendance of the lectures is not listed and taken into account. The calculation of the additional amount to be paid is made on a monthly basis and the payment is made together with the payroll for the month in question.

Remuneration for guest lecturers:

- For guest lectuers, the contract is concluded for the duration of the specific work.
- The rate of the academic hour specified for guests lecturers is not less than the rates specified by the Cabinet.
- The remuneration is performed in accordance with the pedagogical load actually performed, which is recorded in the acceptance - transfer act.
- Foreign visiting professors are paid travel and accommodation expenses in Latvia once per academic year.
- The responsible faculty, which invites the foreign visiting lecturer, prepares an estimated cost frame.. The total costs are distributed to all faculty in proportion to the revenue of faculty.
- The programme director shall receive a work bonuses in accordance with the quantitative and qualitative criteria fulfilled.

The quantitative criteria for the bonuses for the Director of the Programme are as follows:

- The work allowance is applied and paid for each calendar month in the course of a study year at the salary.

- The calculation of the allowance is applied for the two periods of the academic year I semester and II semester based on the information submitted by the Study Department on the number of matriculated Latvian students as of September 15 and January 15 for the Finance Department.
- From September 1, 2019, to set the program directors work allowance per month for each student studying and paying for the programme. Allowances are paid twice a year, at the end of each semester of study. These bonuses shall not apply to doctoral programmes, as well as to the organisation's security college and bachelor's level programmes, as other alternative principles for the calculation of premiums apply to these programmes.

The qualitative criteria for the programmes Director's work allowances are as follows:

- Development of self-assessment reports.
- Organizing employer surveys.
- Attracting external funding.
- Working with students and holding them down.
- Work with lecturers, hospitations.
- Promoting publicity.
- Cooperation with branches.
- Improving the quality of the programme.
- The achievement of the quality criteria for the allowance of the programme director are evaluated by the dean. In the event that the work intended for the Director of the Programme is carried out by another person, the dean has the right to pay part of the payment to another person intended for the Director of the Programme.

Improvement of the educators' qualification is the motivation of Turiba academic staff and the enhancement of their experience and scientific potential.

Further qualification is provided for by lecturers participating in conferences, publishing articles, monographs, sharing experiences or teaching courses within Erasmus +. E.g., R. Zvirgziņa, L. Liniņa, V. Vēvere, I. Lūka participated in international conferences (Žilina, Porto, Madrid), and Z. Driņķe in exchange of experience, and the experience acquired is used in the study process for its further improvement.

During the study year, the lecturers of the field are involved in projects organized by Turiba, where lecturers additionally acquire professional competences and foreign language skills. The acquired knowledge is used in the study process in work with students.

In order to increase the interest of the lecturers to improve their qualification, discussions and exchange of experience are organized during seminars held at UVF departmental meetings. The lecturers are granted funding for participation in international scientific conferences, and publishing of monographs.

3.6. Provide information on the number of the teaching staff members involved in the implementation of the relevant study programmes of the study direction, as well as the analysis and assessment of the academic and research workload. Provide the assessment of the incoming and outgoing mobility of the teaching staff over the reporting period, the mobility dynamics, and the issues which the higher education institution/ college must tackle with regard to the mobility of the teaching staff.

Educators who are involved in the implementation of the study direction are elected academic staff, as well as accounting, marketing and sales professionals as well as visiting lecturers. During the reporting period 53-81 educators were involved. Educators participate in research, take part in project implementation, and go on mobility to partner universities. Guest lecturers share their practical experience and participate in practical seminars. The teaching staff involved in the study programs, according to their position, carry out the prescribed academic workload, which includes not only lectures, practical work, but also preparation for lectures, evaluation of regular exams. Moreover, each lecturer continues his/her self-education, self-improvement by acquiring current information in the study course he/she teaches and by continuing scientific research in the chosen field of communication.

This happens both through self-study, participation in conferences, gaining experience in improving the quality of the study process in other universities, and giving lectures within the framework of Erasmus + mobility. The Erasmus + mobility program is valuable for the improvement of the study process at BAT. Unfortunately, the funds allocated are not enough for every lecturer to use the opportunities provided by Erasmus +.

It is not always possible to use the opportunities of the Erasmus + mobility program, because it is quite difficult to coordinate the study courses to be taught and the teaching time. But if the opportunity arises, it is seized. Both the lecturer and the students benefit from it, because new, important information is always obtained from the lecturer's point of view, which is passed on to the students. This ensures that there is always a new quality of information on the topic of the study course, there is always a variety of information. Thus, there are opportunities for comparison and also for the development of critical thinking. This definitely has a positive effect on the quality of the study process and the results to be achieved.

The norms set by the European Commission (10% staff mobility from student mobility) are not sufficient for every lecturer to be able to use the opportunities provided by Erasmus +. No other significant problems have been observed in the implementation of Erasmus mobility for lecturers.

In 2020, lecturers mobility was also negatively affected by the Covid-19 global pandemic.

The information is attached to the Annexes:

- *A table (in the form of Excel) providing basic information on the teaching staff involved in the course of study, indicating their degree/qualification, status of election in university, study programmes and study courses for which they participate and a statement of knowledge of the official language and foreign language (if applicable) , apenndix nr.3.*
- *Academic staff biographies (Curriculum Vitae Europass format), apenndix Nr.4.*
- *Statistical data on the incoming and outgoing mobility of academic staff during the reporting period, apenndix nr.5.*

3.7. Assessment of the support available for the students, including the support provided during the study process, as well as career and psychological support by specifying the support to be provided to specific student groups (for instance, students from abroad, part-time students, distance-learning students, students with special needs, etc.).

In the direction of Students, the direct available TU support is the Student Council and the Business Incubator.

The available support for students is determined by Student Association (SA) Regulation (approved at the Senate meeting of 28 September 2016).

The tasks of the TU SA are, inter alia, to represent students in the national and international environment, to explore the needs, interests and desires of students to improve the academic process and to make proposals to implement these improvements, and to develop the draft budget of the SP and to monitor its use.

The right of the TU SA to request and receive information and explanations from the authorised representatives of any institution of a university in all matters affecting the interests of students.

Support in the study process is provided by program directors, department heads, branch managers, vice-dean, dean, helping students to integrate into the study process and providing answers to unclear questions, consulting on the study process. Communication can take place both in person and by telephone, as well as via digital communication (E-mail, Skype).
Distance learning students can also use the communication tools available in the Moodle environment.
Students with different needs study and are ready to study at the university. Following the recommendations of the United Nations (UN) Convention and the good practice of the world's universities, we provide support for studies for people with various disabilities. We review and resolve each case individually. Together and to the best of our ability, we strive to create an environment where everyone feels respected and enjoys studying.

Support for students is also provided by the Study Information Center, advising on the conclusion of agreements, continuation of studies, termination, change of study form. Support for students from abroad, including psychological, is provided by the International Cooperation Department.

According to Regulation of the Business Incubator (approved by the decision of the Senate on 23.01.2019), its services are available to students, graduates, faculty, other employees, as well as to any business initiator or entrepreneur in university. Students make extensive use of its possibilities:

- The Legal Address service includes a permit to register the company's registered office at the TU address: Graudu Street 68 A, Riga, LV-1058, as well as a lockable partition in a metal cabinet for receiving correspondence and storing documents.
- Variable Workplace" (Hot desk) means a free workplace in business incubator spaces that is not specifically fixed for a particular customer. The workplace is equipped with an Internet connection and connection to the printer. If necessary, the workplace can be equipped with a computer for additional payment. The service includes the "Legal address" service. The service includes access to all rooms, use of kitchen equipment, as well as an electronic door card for entering spaces.
- The "Dedicated desk" service means a fixed workplace in the business incubator premises reserved only for the customer. The workplace is equipped with an Internet connection and connection to the printer. If necessary, the workplace can be equipped with a computer for additional payment. The service includes the "Legal address" service. The service includes access to all rooms, use of kitchen equipment, as well as an electronic door card for entering spaces.
- The "Room for events" service includes the possibility of renting one of the Business incubator's premises for a specific event. The service includes access to equipment for relevant spaces (Internet, WiFi, projector, screen, computer, TV, blackboard, furniture), as well as kitchen equipment.
- The "Organizing an event" service includes planning, organizing and managing a customer event by the Business Inhibitors team.

In order to increase the feedback with students, in December 2019, the communication field of the Faculty of Business Administration started a new tradition - the communication direction "UpDate". The event is organized as a discussion with the participation of the Faculty management, management and lecturers of the Department of Communication Sciences, as well as students. During the discussion, the study process is analyzed from the students' point of view, their opinions and suggestions are heard. The event will be implemented every year, thus improving not only the feedback, but also the study process, based on student suggestions.

During the pandemic, students are provided with regular consultations in the Webex system (online). It provides an opportunity to maintain contact with foreign students who are not in Latvia, as well as to ensure a continuous study process.

Based on the students suggestions and answers in the annual student survey, in 2020 several new activities for the Field of Communication were launched together with the Students Council, such as meetings - discussions, focus groups to hear students' opinions, consultations on various topics related to public relations and international communication, for example, Communication Vice-dean's meeting with students in the Webex system (online) to advise students on the latest trends in podcasts and interviews. Various informal activities have also been initiated, thus increasing the students' desire to cooperate more with the management and lecturers of the respective field.

II - Description of the Study Direction (4. Scientific Research and Artistic Creation)

4.1. Description and assessment of the directions of scientific research and/or artistic creation in the study direction, their compliance with the aims of the higher education institution/ college and the study direction, and the development level of scientific research and artistic creation (provide a separate description of the role of the doctoral study programmes, if applicable).

Scientific research and artistic activities in the field of study correspond to the priority set by TU, which pays special attention to the provision of high-quality higher education, development of new knowledge and its application to solving issues important for the Latvian economy and society. In procedural terms, the following are activities taking place within the direction, examples:

Participation in projects:

1. A. Petersons. "Educational strategies of youth in the context of the choice of the country of study" Application for a transnational grant from Latvia and Ukraine for the period 2019-2020 in cooperation with the "Center for Social Expertise named after Yuriy Sayenko" the Institute of Sociology of the National Academy of Sciences of Ukraine .
2. A. Petersons. "Strategies of youth in choosing a country of study and starting a career: Latvia, Greece, Slovakia, Ukraine" Fund for Regional Cooperation, EEA and Norway Grants, 2018-1-0644.

Books:

1. „Trust between politicians and entrepreneurs in Latvia", 2019, TU – A.Pētersons;
2. "Latvju preses 200 gadi: Patstāvīga Latvijas plašsaziņas mediju sistēma no priekšvēstures līdz mūsdienām" TU, 2019 - A. Dimants;

3. Drawing book in communication. 200p. – A. Pētersons
4. "Domino effect in risk and crises communication. Management and legal aspects". Tu, 2020, 312p - J.Derkevica-Pilskunga.

Lecturers published in the scientific literature, interviews, opinion articles::

1. Publications of academic staff in the press of Latvia and the world: 6.
2. Expert articles and interviews – A. Pētersons, A. Dimants, L. Mirlina, R.Cāne, D.Škuškovnika.
3. Article for Jurista Vārds magazine on Latvian social media regulation proposals – A. Dimants.

Work in editorial boards of scientific publications:

1. L. Mirlina (Latvian University)
2. A. Lujāne (Turība University)

Lectures in foreign universities:

1. Lectures in India - A.Lujāne

Overall, TU faculty members have been involved in international projects and work projects that provide the necessary knowledge and opportunities to develop Information and Communication Sciences, based on exchange of experience and in-depth research on topics. The representatives of TU have highly identified themselves as developing the academic environment of university, Latvia and the international academic environment in both conferences and colleges.

It is important that in 2020, two professors of field received the highest national awards. President Egils Levits and the Chapter of Orders awarded the Order of the Three Stars for their special merits for the benefit of the State of Latvia and appointed Professor Guntis Zemītis and Aleksandrs Mirlins as officers of the Order of the Three Stars.

Three directions of scientific research should be emphasized in the study direction:
 the first direction is the lecturers who are scientists and continue scientific research in their field and transfer the research results to the students in the study process;
 the second direction is the scientific research work of students, who, under the guidance of an experienced lecturer, develops independent research in study work, bachelor's thesis, master's thesis and doctoral thesis, gaining not only an educational document, but, which is very important, gaining experience independently, using research methods, to carry out scientific research which may have and in many cases has academic
 the third direction is the cooperation of BAT lecturers, who are scientists, conducting scientific research with the graduates of the university, who continue the management of the former lecturer to conduct research in the chosen topic.
BAT combines diverse studies and scientific activities in order to provide quality higher education, create new knowledge and apply it in solving problems important to the Latvian economy and society, as well as support the successful development of the Latvian state, economy and society.

The goals and tasks of the study direction are aimed at achieving the strategic goals set by BAT.
In the doctoral study program "Communication Management" it is possible to acquire research and pedagogical skills and create new knowledge in integrated marketing communication, media and communication science and management science, including strategic, communication and media management. It is possible to improve your competencies in problem-oriented research by linking communication and management. It is also possible to develop skills to develop and implement communication strategies in companies and other organizations, including international ones. The study program offers to develop the already accumulated knowledge, skills and abilities at a higher level.

Research topics of the staff involved in the implementation of the study direction:

Gregory John Simons -   public diplomacy, crisis management communications, media and armed conflict

Daina Škuškovnika - Socio-psychological aspects, problems in society
Andris Pētersons - Public Relations; Communication models for attitude formation
Guntis Zemītis - Cultural - historical and legal aspects; Historical communication
Ineta Lūka - Development of Intercultural Competence
Edvīns Evarts - Communication ethics, business etiquette and protocol
Development of management skills
Ainārs Dimants - Journalism and Cultural Social History
Renāte Cāne - The communicative function of cinema
Agrita Lujāne - Communication in the Humanities Today -

Significance of the doctoral study program:
When preparing the doctoral study program "Communication Management", the strategic goal was set - to provide students with the acquisition of theoretical knowledge and research skills in media and communication sciences, achieving the study results specified in the study program, corresponding to the Latvian Qualifications Framework level 8 knowledge and skills and competence.

The difference of the doctoral program is in the research orientation, allowing doctoral students to acquire academic knowledge and develop the competencies of communication science specialists on an international scale. This would allow promoting the success of internationally educated doctors of science in research, as well as expanding opportunities for cooperation with foreign universities that implement doctoral study programs of a similar format. The preparation of potential academic staff for the development of master's and doctoral study programs implemented by BAT is also promoted.

The doctoral program will offer opportunities for foreign students, as well as Erasmus mobility students, to obtain a quality education, which they will then be able to use in their home countries. All doctoral students have the opportunity to participate in the European Journalism Observatory (EJO) international network of researchers and media professionals, as well as to apply for an EJO scholarship at the Free University of Berlin.

4.2. The relation between scientific research and/or artistic creation and the study process, including the description and assessment of the use of the outcomes in the study process.

Research in TU is inextricably linked to the study process and complements each other. This interaction occurs in the following ways:

The final results of scientific research by the academic staff, which reflect scientific publications, etc., are applied in the study process. The study courses describe a series of scientific studies that students are required to study for the successful learning of a given study course, which thus demonstrate a very close interaction between studies and scientific work. In addition to students in a multi-study course, different research works or reports should be developed. Moreover, every year students should develop study papers and, in the last semester, relevant bachelor's or master's thesis. During the first year of study, special lectures are organised for students in the

bachelor's programme, in which a number of lecturers provide advice on how to successfully develop scientific works, how to work with library databases, etc. Often, research launched in the course of studies has intrigued students to continue their scientific activities, and many students decide to continue their doctoral studies, become young scientists and high-school teachers, who already give an example to future generations of students. Development is also a result of activities that provide new ideas for scientific research to teaching as part of the study process, as the study process has shown new and unexplored aspects of practical themes and issues in the field of information and communication.

A significant part of the doctoral programme is devoted to scientific research: doctoral candidates in the framework of this programme initially acquire an in-depth knowledge of the scientific research methodology, further developing a number of different scientific studies, publications, and, in conclusion, high-level promotional works, etc. Taking into account that the acquisition of the doctoral programme is also related to the pedagogical skills, doctoral students further approbate their research results in the study process by giving lectures or conducting seminars for undergraduate or graduate students.

The final result of the scientific research is the diploma papers, master's theses, doctoral theses of lecturers, industry professionals and students. These works emphasize the importance of applied research and its connection with the necessary scientific innovations in the labor market.

In Appendix added list of master thesis and diploma themes.

4.3. Description and assessment of the international cooperation in the field of scientific research and/or artistic creation by specifying any joint projects, researches, etc. Specify those study programmes, which benefit from this cooperation. Specify the future plans for the development of international cooperation in the field of scientific research and/or artistic creation.

The active involvement of TU academic staff helps not only to bring the name of Latvia to the world, but also to provide opportunities to develop lecturing materials and means for students, based on the exchange of knowledge and experience with international specialists in the field. All study programmes are developed from this active engagement, as not only the theoretical base is being applied, but also the pedagogical teaching provided by lecturers with international experience for the other and students.

The most prominent examples are:

1. Artricle „No trim zvaigznēm uz Latvijas zvaigznāju: vēsturisko reģionālo identitāšu komunikācija valsts drošumspējai" or the collection of reports and discussions by Latvian historians II Congress – A. Dimants;
2. message „New regulations for Latvian public service media – one step forward and two steps back?" University of Latvia, Faculty of Social Sciences „Riga Readings in Social Sciences (RRSS)" at an international scientific conference "Baltic Sea Region: One Hundred Years On" Rīgā 22.–23.11.2018. – A. Dimants;
3. Turiba University 20th international scientific conference „Cilvēkfaktors digitalizācijas laikmetā" Rīga 26.04.2019. – A. Dimants;
4. Methodological seminars/scientific conferences/symposia conducted at national and/or international level: 3

5. 13th International Scientific Conference of Rezekne's Academy of Technology „Sabiedrība. Integrācija. Izglītība" (2019) – A. Dimants;
6. 13th Baltic Studies Conference in Europe in Gdansk (Poland) 26.–29.06.2019. A. Dimants;
7. International Association for Media and Communication Research – IAMCR annual conference Madrid (Spain) 07.–11.07.2019. – A. Dimants.

Publications in international journals:

1. Konkurrierende journalistische Kulturen: Gehört das Mediensystem Lettlands zum Klientel-Modell? No: Publizistik (2018/2019) – Approved for publication (Journal indexed SCOPUS u. c. databases for scientific publications – A.Dimants
2. European Journalism Observatory (EJO) Internet portal in Latvian Parzurnalistiku.lv (http://lv.ejo-online.eu) – A. Dimants;
3. „Attieksmes veidošana ar komunikācijas palīdzību" Publication to be quoted internationally and participation in a conference in SGEM Bulgaria, Albania, August 2019 – A. Pētersons;
4. „Komunikācijas instrumenti korporatīvā tēla veidošanā" Internationally quotable publication and participation in conference at Rezekne Institute of Technology, May 2019 – A. Pētersons
5. The monograph„Wildlife values of Latvian people and the attitude of Latvian people toward hunters, 2017 – 2019" – A.Pētersons.
6. Further examples of development and international projects include participation in 21th International Scientific GeoConference SGEM 2019 un 20th International Multidisciplinary Scientific GeoConference SGEM 2020, 26 June - 05 July, 2021, Bulgaria.

In 2017, with funding from the Nordplus Foundation, communication students participated in an international summer school in cooperation with Vilnius University Faculty of Communication, Uppsala University, University of Tartu and Estonian Business School, which was attended by 59 students and 15 practitioners and academic staff from four countries. In cooperation with the Faculty of Communication of Vilnius University, improvements have been developed to the master's study programs at both universities, and lecturers are being exchanged. Cooperation with Uppsala University lecturers continues. Professor R. Matkevičienė, Faculty of Communication, Vilnius University, is a member of the Permanent Promotion Council in the field of Media and Communication.

Apenndix Nr.6. Information of Academic staff publications.

4.4. Specify the way how the higher education institution/ college promotes the involvement of the teaching staff in scientific research and/or artistic creation. Provide the description and assessment of the activities carried out by the academic staff in the field of scientific research and/or artistic creation relevant to the study direction by providing examples and the summary of the quantitative data on the activities in the field of scientific research and/or artistic creation relevant to the study direction over the reporting period, for instance, the publications, participation in conferences, activities in the field of artistic creation, participation in projects by the academic staff members, etc., by listing the aforementioned according to the relevance.

The BAT strategy defines a goal aimed at the development of the academic staff: "The academic staff is knowledgeable, experienced and performs useful scientific research work in practice". During these years, a team has been formed with relatively little variability, able to implement a study process based on both theory and practice. The university provides opportunities for

continuing academic education, as well as opportunities to participate in various continuing education courses. Anticipating an increase in the number of foreign students, English language courses are also organized for groups of employees with various previous training. Several lecturers were involved in various ERASMUS + projects.

2019/2020. Participation in the EU-funded project "Strengthening the academic staff of the School of Business Administration Turiba in the fields of strategic specialization" offers such opportunities even more. The project included four professional development seminars on various topical topics, which were also implemented in accordance with the spirit of the project.

Also in the past and this university, it finances the publication of several scientific monographs, as well as participation in conferences, presenting scientific research corresponding to the level of international citation. BAT has developed a procedure for the payment of a one-time fee to the author of a scientific publication or a team of authors, which is published and indexed in SCI, SSCI or SCOPUS, Web of Science and Engineering Village scientific databases.

2020/2021. The funding provided for in 2007 is sufficient to ensure the professional development of the academic staff.

In order to emphasize that BAT lecturers are industry professionals and experts, opinion papers on various topics relevant to society and the business environment are prepared every month. Each month, a number of lecturers express their views to the media, commenting on areas such as economics, politics, energy, the information and communication industry, healthcare, media and communication, justice, tourism and hospitality, among others. The image of the teaching staff / experts is gradually strengthening in the media environment, which makes journalists more and more often turn to BAT lecturers for advice and comment.

Lecturers' research is carried out in accordance with the task set - to conduct professional practice-based research in the field of media and communication. More information is provided in section 4.1 above. and 4.3. point.

The development of staff also contributes greatly to the implementation of doctoral programmes.vThe University has three permanent promotion boards, one of which is Permanent Promotion Council in Media and Communication field:

https://www.turiba.lv/en/research/councils

Apenndix Nr.6. Information of Academic staff activities.

4.5. Specify how the involvement of the students in scientific research and/or artistic creation activities is promoted. Provide the assessment and description of the involvement of the students of all-level study programmes in the relevant study direction in scientific research and/or artistic creation activities by giving examples of the opportunities offered to and used by the students.

From the first year of study of the bachelor's programme, students are involved in scientific research of a variety of types and degrees of complexity. Students are already developing research works from the first year of study - study papers. The most active students are involved in organising conferences and are also given the opportunity to participate in conference sections. Students are invited to speak with reports at TU Annual Scientific Conferences, which also hold separate sections of students.

More active in scientific research are master students and doctoral students, for whom research is already the primary challenge of obtaining a successful doctoral programme.

The research experience of students varies. Excellent research by outstanding students has a special contribution both at theoretical and empirical levels. The annotation on topics of topical research and results gives you insight into what students have done. Research papers of students can be found on the TU website: https://www.turiba.lv/en/research/student-research

In addition to the assessment period, there was an active relationship between lecturers and students in the framework of academic studies, during which scientific articles and publications were developed in the direction, improving knowledge acquired in the learning content.

2019/2020 year of study:

1. R.Mykhailovych Zaporozhets. Thopic: The reasons of the use of woman's body image for commercial purposes in Instagram. Supervisor: Jolanta Derkevica-Pilskunga. The aim of the Diploma thesis: research the reasons and effectiveness of the use of woman's body image for commercial purposes in Instagram, especially for the advertisement of cosmetics, body-care, and other beauty products and services. The research results show that the use of woman's body image in Instagram makes the blogger attractive for advertisers, especially for producers of cosmetics and other beauty products.

2. K.Zariņa. Thopic: Development of marketing communication guidelines for loyalty promotion towards Latvian design goods for children. Supervisor: Renāte Cāne. The aim of the Master's thesis: to analyse the use of marketing communication by companies producing design goods for children, and research aspects of loyalty building that are essential to the target audience, in order to create marketing communication guidelines of loyalty building for the companies of this business sector in Latvia.

2018/2019 year of study:

1. L.Zvejnieks. Topic: Latvian Radio news in light language in the period from 2016 to 2019. Supervisor: A.Pētersons. The aim of the study is to develop guidelines for writing, editing and reading radio messages in light language. The results of the study reveal that the general guidelines for writing and editing radio news coincide with the principles of easy language creation.

2017/2018 year of study:

1. M. Liuzinika. Topic: "VSIA Bērnu klīniskās universitātes slimnīcas medicīniskā personāla komunikācija ar pacientu vecākiem". Supervisor: L. Mirlina. The Master's thesis has been developed with the aim of developing guidelines for improving the communication of medical staff and patients' parents within children's clinical university hospital (hereinafter BKUS). The analysis of the results of the study concludes what are the weakest communication competencies of medical personnel. In order to improve the communication between medical staff and patient parents, with maximum involvement and support for hospital management, an effective communication manual, its training plan and its implementation should be established..

2. D. Mamedova. Topic: "T-System Tyres" integrētās mārketinga komunikācijas stratēģijas izveide". Supervisor: R. Cāne. The goal of the Master's thesis is to create an integrated marketing communication strategy for SIA „T-System Tyres" to attract new customers and boost customer loyalty. The survey gathered the views of 238 clients. The company has a high level of customer satisfaction, but it is used by a small number of customers from a geographically nearby area. The main jobs to be performed in the integrated marketing communication strategy of the SIA „T-System Tyres" are the expansion of digital marketing activities, the use of direct marketing loyalty activities.

3. M. Šteinberga. Topic: "Sabiedriskās attiecības kā pievilcīga darba devēja tēla veidošanas instruments uzņēmumā "Smartlynx Airlines". Supervisor: A. Pētersons. The aim of the Master's thesis is to assess the public relations "Smartlynx Airlines" The aim of the Master's thesis is to assess the public relations of Smartlynx Airlines in order to identify the most appropriate strategy for building the image of the employee. Based on the results of an empirical study, a public relations strategy was established to create an attractive employer image, conclusions have been made and proposals have been developed.

2016./2017 year of study:

1. I. Fedko. Topic: Effectiveness of informational expenditure for municipalities in Kurzeme. Supervisor: L. Mirlina.

2. L. Sparāne.Topic: Social media as a social marketing communication tool: Creative workweek relatives! Case study. Supervisor: V. Tilgalis

3. S. Bora. Topic: Creating A marketing communication plan for AIESEC Latviaide. Supervisor: L. Mirlina

4. A. Grasmane. Tēma: Multimediality in the work of Pieci.lv (Latvian Radio 5). Supervisor: R. Cāne.

2014./2015. year of study:

1. E. Pūķe. Topic: Creating a strategy for the Ogresgsals Gardening brand. Supervisor: L. Mirlina. The Master's thesis studied how to create a strategy for a a strategy for a small regional company - a gardening brand. The aim of the Master's work was to explore the principles of brand building and communication of Latvian garden brands, to develop a strategy for the Ogresgala Gardening brand.

2. L. Sutena. Topic: Communication of student couples as a mediator between work-family conflict and satisfaction with relationships. Supervisor: D. Škuškovnika. The aim of the thesis was to analyse the impact of student couples' communications, work-family conflicts on mutual relations between student couples, to make proposals for improving communications in pairs, using communication as a mediator between labor-family conflict and satisfaction with relationships.

 3. S. Segleniece. Topic: Using visual communication elements in BAT advertising. Supervisor: R. Cāne. The aim of the thesis was to explore the use of visual communication elements in the advertisement of the BAT and to develop a concept of visual communication elements for each of the faculty of the university.

4. I. Lukaševska. Topic: Market challenges and trends of public relations companies in Latvia. Supervisor: R. Cāne. The aim of the Master's thesis was to identify market problems for Latvian public relations companies, as well as to analyse market developments. As a result of the analysis carried out in the context of the Master's thesis, it was found that 86% of the market was controlled by the leading (turnover) public relations company and that their list remained virtually unchanged. The market share of leading public relations companies is growing year on year. Companies are affected by ratings and the popularity of agencies, believing that turnover is a quality indicator, although they do not carry out a quality assessment of the services they provide after the programme. New market entrants and small public relations companies have limited customer engagement opportunities because they do not meet the criteria and requirements of companies.

5. I. Vītola. Topic: Role of the use of communication tools in raising awareness of the specificities of emergency medical work. Supervisor: Mg.sc.soc. L. Mirlina. The importance of the use of the Master's thesis Communication Instruments in raising awareness of the specific nature of the

Emergency Medical Assistance Work was aimed at establishing, based on the results of the study and theoretical knowledge, a communication instrument of the NMP Service, including the role of direct informative activities in raising public awareness of the specific nature of the NMP service, to make recommendations for improving the communication of the NMP Service, targeting 25-44 years. TDirect informational educational activities have been demonstrated to be an effective instrument for raising awareness of the activities of the NMP Service.

Involvement of students of each study program level in scientific research.

The scientific research of the students in the professional bachelor study programs is carried out as follows: 1. During the study process, developing individual papers, study papers, diploma papers.

2. International scientific conferences, both at BAT annual and other universities.

3. Studies requested from various employers' organizations.

The scientific research of the students of the professional master's study programs is carried out as follows: 1. During the study process, developing independent research and presenting it, as well as developing a master's thesis.

2. International scientific conferences, both at BAT annual and other universities. It is also possible to participate in scientific conferences organized abroad.

3. Studies requested by sector-specific organizations.

Doctoral students' scientific research is carried out as follows:

1. Developing independent research papers, presenting them at international conferences.

2. Publication of the results of their research, together with the supervisor, in indexed databases such as *SCOPUS* and the *Web of Science*.

3. When publishing monographs or textbooks in TU.

TU continues to implement the European Social Fund project "Reinforcing the academic staff of Turiba University in areas of strategic specialisation" (project No 8.2.2.0/18/A/019) to ensure higher competitiveness in the international education market and higher quality in the implementation of study programmes in English. At the end of the second quarter of the project, 5 doctoral candidates have been supported in the "Engagement of doctoral candidates in academic work" and 5 professors from Great Britain, Lithuania and Slovakia in the "Employment of Foreign Academic Personnel". 29 BAT lecturers have improved their skills in academic English to work with international students in secondary, high-average and high-level vocational English teachings, as well as 10 university lecturers have performed a traineeship in Latvian companies within the scope of the "Traineeship with the merchant" activity, as well as specialised training for three school teachers. The overall financing of the project is EUR 556754,18, of which EUR 473241,05 is ESF financing and EUR 83513,13 is public budget. The duration of the project is 38 months from 1 January 2019 to 28 February 2022. The opportunity to obtain funding for their research by participating in the project promotes the involvement of students in scientific research.

In Appendix added list of master thesis and diploma themes.

4.6. Provide a brief description and assessment of the forms of innovation (for instance, product, process, marketing, and organisational innovation) generally used in the study direction subject to the assessment, by giving the respective examples and assessing their impact on the study process.

The study process uses a variety of innovation and innovative methods in the study process. In 2019, TU lecturers have been given the opportunity to acquire different skills and knowledge in a number of seminars, which gave an opportunity to get acquainted and start using new methods and technologies in daily work:

1. „Academic honesty", October 2019.
2. „Administrative efficiency, quality and financial management aspects" November 2019.
3. „Higher education content innovations", January/Feberuary 2020.
4. "Online teaching methodology", January/Feberuary 2020.
5. „English courses", January/March 2020.

In distance learning courses, lecturers use the "*Moodle*" e-study platform for both material creation and self-testing. Thus, developing a common training capacity to introduce a variety of information and teaching innovations in the educational process, by developing the effectiveness of the learning process, as well as content that can further facilitate work for both students and academics, increasing the time and attention that is focused on working with up-to-date and substantive information within the content of the courses.

The operation of the university and the implementation of the study direction are constantly improved, innovative solutions are introduced that facilitate both the work of lecturers and the quality of studies and promote the increase of student level satisfaction with the services of the university.

To promote the development of students' independent thinking and assessment skills, the ability to listen to and understand other people's opinions; the development of tolerance; development of discussion culture, active teaching methods are used, for example: discussion (panel discussion, debate, "snowball") analysis of specific situations, simulations and role plays, team work, "learning by doing", project work, etc.
Discussions develop the ability to listen to others, understand each other, promote tolerance, express one's thoughts without offending anyone and find common ground, appreciate them as much as different. Role-playing games provide an opportunity to look at the problem comprehensively "through the eyes of others", thus forming a group dialogue and breaking down psychological barriers. The participants of the simulation game are offered to solve the problem in the conditional conditions of the game, in which a series is placed an unexpected professional and socio-psychological problem.
Consequently, the participants of the game inevitably encounter such specificities and aspects of the problems that are not possible
provide for a theoretical course and which are usually decided only during practical classes.

Turiba University Intranet system BATIS has been improved, which allows students to submit their study papers and final theses online (in the system), there is also an opportunity for lecturers and commissions to evaluate the work in the system, to provide feedback.
Due to the Covid-19 situation, a hybrid form of training has been developed (the teacher works with students in the classroom and remotely through the Cisco Webex system simultaneously). In this process, teachers create an opportunity to integrate various interactive methods and tools (Mentimeter, sli.do, Kahoot, Jamboard and many other tools) in the learning process, as well as use various tools integrated in the Webex system (group work, surveys, tests and examinations Webex Training) .

A mobile application has been developed. Today's student is a demanding user of technology, therefore the mobile application is a vital tool for the university to provide a convenient and modern

education. The mobile application was developed in close collaboration with students, academic staff and experts.

Thus, a convenient and modern tool was created, which students immediately began to use as their daily assistant in organizing the study process. Currently, the mobile application is used by the majority of TU students. Both Latvian and English versions have been developed, which can be downloaded for both IOs and Android smartphone users. Since the application has been used for a relatively short time, currently its detailed assessment is not yet available, we plan to perform such an assessment at the end of the study year. However, we have already received very positive feedback from students, as evidenced by the fact that most students use this application.

II - Description of the Study Direction (5. Cooperation and Internationalisation)

5.1. Provide the assessment as to how the cooperation with different institutions from Latvia and abroad (higher education institutions/ colleges, employers, employers' organisations, municipalities, non-governmental organisations, scientific institutes, etc.) within the study direction contributes to the achievement of the aims and learning outcomes of the study direction. Specify the criteria by which the cooperation partners suitable for the study direction and the relevant study programmes are selected and how the cooperation is organised by describing the cooperation with employers. In addition, specify the mechanism for the attraction of the employers.

In order to fully realize the goals of the field and the achievement of study results, co-operation with Latvian and foreign higher education institutions, employers and employers' organizations is implemented in the field institutions. The cooperation is implemented as follows:

1. students have the opportunity to go on study visits to companies and business organizations, for example, Latvian Chamber of Commerce and Industry, Various TV, Latvian Radio;

2. lecturers invite guest lecturers, who are professionals in the field and representatives of companies, for example, market marketers, communication management professionals, publicists, journalists, actors, screenwriters;

3. entrepreneurs - cooperation partners provide internships, where necessary internships are also offered by graduates;

4. professionals in the field are invited to attend National Examinations Commissions; Direction;

5 representatives regularly participate in discussions and seminars organized by the Latvian Employers 'Confederation and Producers' Association, Public Relations Association, and various other organizations on topics relevant to the sector and the economy;

6. cooperation with employers is ensured by organizing meetings of the Faculty Council. UVF Council is staffed by professionals from the industry - information on the TU homepage: https://www.turiba.lv/en/university/faculty-councils.

Measurement and Effectiveness of the Process: The Faculty Council discusses all issues relevant to the Faculty and direction, such as the content of study programs, and updates the content according to the requirements of the labor market. The cooperation is realized both on a

contractual basis and on the basis of the long-term cooperation of UVF management and direction lecturers with field organizations and employers, graduates. The process is seen as effective because it involves stakeholders and proximity to the labor market.

Cooperation with employers, professional organisations:

- Public relations and marketing agency "McCANN-ERICKSON RIGA": a contract for mutual cooperation, organising places of internships for the SK programme.
- The Farmers Organisation Cooperation Council (LOSP) - a contract on mutual cooperation, organising places of for the SK programme.
- A/S "STA Grupa": a concluded agreement on mutual cooperation, organising places of internships for the SK programme.
- ASF "Vītolu fonds": a contract on mutual cooperation in the organisation of internships, provision of consultations, organisation of events for the SK programme.
- SIA "HAVERA" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SIA "RKT Publicitāte" - a contract on mutual cooperation in the organisation of internships, provision of consultation, organisation of events for the SK programme.
- SIA "Mediju tilts" -a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SO "Junior Achievment - Latvia" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SIA "Ramoste" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- Latvijas Tirdzniecības un rūpniecības kamera - a contract on mutual cooperation in the organisation of practices, provision of conulations, organisation of events for the SK programme.
- SIA "2006. gada Pasaules čempionāta hokejā izpilddirekcija" - concluded a contract on mutual cooperation, organising places of internships for the SK programme.
- SIA "PK Investments" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- A/S "Rīgas Piena Kombināts" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SIA "Hauska & Partner" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- Biedrība "Latvijas Biznesa Konsultantu asociācija" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- Biedrība "Latvijas Basketbola savienība" - entered into a contract regarding mutual cooperation in the organisation of internships, provision of consultations, organisation of events for the SK programme.
- SIA "Comperio" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- "Rīgas Kultūras aģentūra" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- "Latvijas Olimpiskā komiteja" a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SIA "HP MOTORS" -a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- SIA "Aģentūra Baringtons K" - a contract on mutual cooperation in the organisation of internships, consultation, organisation of events for the SK programme.
- Biedrība "Chaula.tv" - entered into a contract regarding student internship opportunities.

- Biedrība "Latvijas Būvnieku asociācija - contract for the development of professional skills for academic staff and students.
- AS "TV Latvija" - entered into a contract regarding student internship opportunities.
- "Latvijas Tirgotāju asociācija" - entered into a contract on cooperation in the field of "Communications and Information Sciences".
- S/O "Latvijas Asociācija sabiedrisko attiecību profesionāļiem" contract on co-operation in raising the level of education of employees.
- SIA "Mūzikas kanāls"agreement on co-operation in the implementation of a joint project.
- A/S DIENA agreement on cooperation in direction programs.
- "Latvijas Televīzija" agreement on cooperation in the implementation of joint projects.
- SIA "Telia Latvija" agreement on cooperation in the implementation of joint projects.
- Junior Achievment has a cooperation agreement.
- Biedrība "Latvijas Tirgotāju asociācija" nagreement on the development of students' professional skills.
- SIA "BNS-Latvija" concluded a contract on optimizing students' professional skills.
- SIA "LETA" agreement on multilateral cooperation.
- Biedrība "Starptautiskais Forumu Konsorcijs" agreement on multilateral cooperation.
- Biedrība "Latvijas Asociācija sabiedrisko attiecību profesionāļiem" agreement on multilateral cooperation.
- Biedrība "Latvijas Basketbola savienība" agreement on multilateral cooperation.
- SIA „Communications & Strategies" cooperation in internship opportunities, teaching study papers and study courses.

Cooperation with Latvian and foreign universities implementing similar courses of study and similar study programmes:

- International Institute of Applied Psychology: a contract for mutual commitment in the implementation of the International Communications Management and Public Communications Studies Programmes.
- Vidzeme University of Applied Sciences: a contract concluded to commit themselves to the implementation of the International Communications Management and Public Communications Studies Programmes.
- University of Daugavpils - entered into a contract on a mutual commitment to ensure the implementation of the Public Communications Studies Programme.
- Vidzeme University of Applied Sciences - a contract concluded to commit themselves to the implementation of the Public Communications Studies Programme.
- Vidzeme University of Applied Sciences - a contract concluded to commit itself to the implementation of master's study programmes in PR, SK studies.
- Albert College - collaboration in the field of study.
- Riga International School of Economics and Business Administration - for an indefinite period has entered into study cooperation agreement.
- Business Management College.
- University of Latvia - agreement on cooperation in the field of studies.
- RSEBAA - noslēgts līgums parsavstarpēju saistību uzņemšanos Starptautiskās Komunikācijas Vadības un Sabiedrisko Komunikāciju studiju programmu realizēšanas nodrošināšanā.
- University of Liepāja - a co-operation agreement on mutual commitment in ensuring the implementation of the International Communications Management Studies Programme.
- University of Liepāja - a co-operation agreement on mutual commitment in ensuring the implementation of the International Communications Management and Public Communications Studies Programmes.
- Rīga Stradiņš University - a contract concluded to make commitments to ensure the

implementation of the Public Communications Studies Programme.

- Rīga Stradiņš University - a co-operation agreement on mutual commitment to ensure the implementation of study programmes.
- Vilnius University - concluded an agreement on international cooperation.

When choosing cooperation partners, attention is paid to the partner's reputation, activity, connection with the needs of the study field and the specifics of the study program.

For more information on international cooperation, see section 5.2 and 5.4.

Annex Nr.7. Partners list.

5.2. Specify the system or mechanisms, which are used to attract the students and the teaching staff from abroad and provide a description of the dynamics of the number of the attracted students and the teaching staff.

The guidelines for the development strategy of the "Information and Communication Science" study direction are derived from expert advice, labour market requirements, advice from Counsels of the Faculty of Communications, industry professionals and students. The strategic development directions of the direction are in line with the development strategy of the university:

1. Improving the quality of studies in cooperation with the TU Students Association, practitioners in the sector and foreign universities.
2. Extension and development of cooperation with foreign universities in the development of common learning content.
3. Cooperation with universities and practitioners in Latvia and abroad by engaging in scientific and practical research projects.
4. Orientation of lecturers and students towards sustainable development.
5. Development of the professional skills of students, in cooperation with employers, starting with the beginning of studies.
6. Promotion of lecturers 'and students' achievements in Latvia and abroad.
7. Involvement in the development of the sector and in promoting overall achievements.

Extension and development of cooperation with foreign universities in the development of common learning content:

- Initiated cooperation with universities and industry public organisations in Norway, Ukraine, Moldova, resulting in three projects for funding from the EEA and Norway Grant Fund for Regional Cooperation and Nordplus focusing on the development and research of joint study content in the universities of the Member States of the project.
- Increased number of collaborative universities to which students and lecturers can go in the ERSAMUS programme.
- In cooperation with the University of Vilnius Communications Faculty, improvements have been made to Master's programmes in both universities, the exchange of lecturers takes place.

Cooperation with universities and practitioners in Latvia and abroad by engaging in scientific and practical research projects:

- Two major scientific and practical research projects "Money and Man" and "attitudes of the Latvian society towards wildlife and hunters" have been implemented and promoted.

Attracting foreign students and the internationalization of higher education are included in several national planning documents. The Law on Higher Education Institutions stipulates that a higher education institution is an autonomous educational and scientific institution with the right of self-government. Higher education institutions have the freedom to form their own vision for attracting foreign students. Various options are used:
- participation in international education and research programs and projects;
- participation in Erasmus student and lecturer exchange programs;
- international cooperation in management, departments and individual level.
Foreign student information about studies at BAT can be found on the website www.studyinlatvia.eu. Another example is the good co-operation between the Ministry of Foreign Affairs and the Higher Education Export Association in attracting foreign students. The association has 12 largest Latvian universities, including BAT.

Mobility of university lecturers
The number of lecturers of the University for guest lectures for the next study year, their distribution by the faculties of the University is determined by the Vice-Rector for Study Development and International Cooperation until August 1 of the current year.
By the order of the dean, the faculties of the university determine the procedure for selecting lecturers for participation in the mobility program, observing that the priority to participate in the mobility program in the current study year is for lecturers who have not participated in the mobility program for the longest.
By 1 October of the current year, the faculties of the University submit to the International Cooperation Department a list of lecturers who have been nominated for participation in the mobility program.
The number of employees of the University for experience exchange visits for the next study year, their distribution by the structural units of the University is determined by the Vice-Rector for Study Development and International Cooperation by 1 August of the current year.
The structural units of the University shall submit to the International Cooperation Department by October 1 of the current year a list of personnel nominated for participation in the mobility program.
Before starting the mobility, the University lecturer concludes a tripartite Teaching Agreement with the host university and the University.
Before starting the mobility, the University employee concludes a tripartite Experience Exchange Agreement with the host university or company and the University.
Following the mobility, the lecturer and the staff member of the University submit the Erasmus Mobility Report online at https://webgate.ec.europa.eu and the Mobility Certificate.
Every year, lecturers go to the Erasmus program for both exchange of experience and conducting lectures.
More and more often lecturers come to BAT within the framework of the Erasmus exchange program.
European Social Fund project no. 8.2.2.0/18/A/019 "Strengthening the academic staff of the School of Turiba University in the fields of strategic specialization" starting from 2019, guest lecturers will come to UVF, in the first year Maria Kovacova from Slovakia,
The field of study has a successful cooperation with Uppsala and Vilnius lecturers, who twice a year lead various study courses.
Students in the field take the opportunity to go abroad for an exchange. Students have taken the opportunity to go on both study mobility and Erasmus placements.

In Annex No.8. Statistical data on foreign students and teaching staff. In Annex No. 9. Statistics on student mobility.

5.3. In the event that the study programme entails a traineeship, provide a description of the traineeship options offered to the students, as well as the provision, and work organisation. Specify whether the higher education institution/ college provides assistance in finding traineeships.

In the framework of student programmes, practices are developed where, on the basis of closed requests with industry and professional representatives, it is possible to learn about the aspects of the communication and information industry in a practical way. Provision of internships and work organisation are primarily the responsibility of the students themselves, but if necessary, students are provided with informat industrial practices, after which the work organisation is taken over by the student and responsible organisation itself. Based on the cooperation agreements specified in Section 5.1.

Agreements on cooperation in the provision of practice have been signed both by UVF within the study direction. Students also have the opportunity to apply for internship provided by Turiba, internship is registered in an internal database, and students can apply through their BATIS system. UVF maintains close cooperation with alumni and the companies they represent, who regularly offer internship placements. Internship placement offers from various Latvian and foreign companies are sent to UVF e-mail. Information is made public by placing it on a bulletin board, on the BATIS system, as well as by publishing it on Turiba homepage: https://www.turiba.lv/en/for-students/internship-abroad Often, however, UVF students find their own placements without the help of Turiba. Turiba evaluates whether it is possible to fulfill the practice tasks indicated in the specific description at the respective practice place and, if so, signs a standard tripartite practice agreement (TU - student - practice place). The organization of the practice is described in detail in the Turiba Practice regulations, appendix Nr.10., along with illustrated examples.

Appendix: Nr.10. Practice regulation. Nr.11. Cooperation contracts.

5.4. In the event that joint study programmes are implemented in the study direction, provide the justification of the creation of the joint study programmes and a description and assessment of the selection of the partnering higher education institutions by including information on the principles and the procedures for the creation and implementation of these joint study programmes. In the event that no joint study programmes are implemented in the study direction, provide a description and assessment of the plans of the higher education institution/ college for the creation of such study programmes within the study direction.

Several bilateral cooperation contracts have been concluded with universities in Europe, Asia and South America, as a result of which cooperation within the framework of Erasmus + is being implemented. On the basis of cooperation, the content of study programs is evaluated which provides an opportunity for students to go on exchange studies. An important condition is the language of study (preferably English), but TU partners also include higher education institutions that provide studies only in their own language. Such cooperation with partner universities provides their students and teachers with the opportunity to attend exchange studies or guest lectures in Turība, which also diversifies the student community at TU.

The partner universities in the field of communication are Norway, Spain, Poland, Germany, Belgium, the Netherlands, Italy, Turkey, Estonia, Portugal - under the Erasmus program, while the partners under the bilateral exchange program are Moldova, Kazakhstan and Peru.

A cooperation agreement has been concluded with Doğuş University in Turkey for the implementation of double degree programs.

Within the study direction, it is planned to create a joint study program with the Faculty of Communication of Vilnius University of Lithuania, a cooperation agreement was concluded in 2016.

II - Description of the Study Direction (6. Implementation of the Recommendations Received During the Previous Assessment Procedures)

6.1. Assessment of the fulfilment of the plan regarding the implementation of the recommendations provided by the experts during the previous accreditation of the study direction, as well as the assessment of the impact of the given recommendations on the study quality or the improvement of the study process within the study direction and the relevant study programmes.

After the previous accreditation of the field of study, thinking about the growth and capacity of the field of study, the Faculty of Communication has been merged (decision of the Senate of the Turiba University 22.05.2019) with the Faculty of Business Administration (UVF). This has provided an opportunity to increase study-driven efficiency and profitability. It has also provided an opportunity to participate in various projects, increasing the visibility of the field and the study program.

Taking into account the recommendations mentioned in the previous accreditation conclusion, based on the recommendations of students, lecturers and employers, the names of the study courses have been changed and the study content has been significantly improved. The names and content of the study courses have been changed in accordance with the latest industry trends. At the suggestion of students, new study courses have also been introduced, for example, Language for special purposes: Spanish, German, French, English (as an optional course). With these changes, the quality of education provided has also increased.

The Vice-dean of the field and the Head of the Department of Communication Sciences have been changed - with relevant experience in professional activities, which increases the greater connection of the study program with the labor market.

In order to more successfully implement the recommendations of the previous accreditation, to bring the field of study closer to the highest educational standards and compliance with the requirements of the field, a field of study council consisting of students, lecturers and employers has been introduced.

Significantly improved auditorium material and technical support, introduced the possibility to conduct lectures online, which is especially important during a pandemic, but will certainly be an important factor of competitiveness, for example, in the study program "International Communication Management" where study a many of foreign students.

The mechanism for reviewing student complaints is constantly being improved. Students are

introduced to the procedure for submitting and reviewing complaints and proposals in the lesson "Introduction to studies". Information about this is available: in the Students' Council, at the message boards in the BATIS system and in the normative acts of the university.

A more understandable and motivating evaluation principle has been introduced - a model. In each study course the weight of the tests and exam is determined as a percentage, thus the final grade is summed up, which motivates the student to perform each work as well as possible. Presentation skills are also assessed in the study field programs. Before the State examinations, students are offered the opportunity to participate in the pre-defence - this choice is within the student's competence.

In the study program "International Communication Management" (currently also implemented in English), guest lecturers from other countries are increasingly attracted.

In the direction of studies, taking into account the recommendations of experts from the Directional Accreditation Commission, the Council of the Faculty of Communications, employers and students, as well as on the basis of improvements in the study process and the results of the quality assessment, including student surveys, the following developments were made:

1. Improving the quality of studies in cooperation with the TU Students Council, practitioners in the sector and foreign universities.

- An analysis of the cross-compliance of directional study programmes, the results of their study courses and the standards of the profession has been launched.
- A decision has been taken to replace part of the content of the study programmes (4 KP) in the Master's programme with the content of the international summer school "Strategic Communication Competences for Leadership", which is being organised by TU Communications Faculty, Vilnius University, Upsala University, Tartu University and Estonian Business School.
- An electronic submission system for study papers, internships, diploma papers has been introduced.
- New lecturers have been attracted to increase the number of practitioners in the sector, which currently stands at 70 per cent.
- A new study course on "Media literacy" has been introduced in the bachelor's study programmes. The names of the study courses have been changed in accordance with the tendencies of modern industry.
- Improved descriptions of study courses according to a new form.

2. Extension and development of cooperation with foreign universities in the development of common learning content.

- Cooperation with universities and industry public organisations in Norway, Ukraine, Moldova, resulting in three projects for funding from the EEA and Norway Grant Fund for Regional Cooperation and Nordplus focusing on the development and research of joint study content in the universities of the Member States of the project has been initiated.
- The number of collaborative universities to which students and lecturers can go in the ERASMUS programme has been increased.
- In cooperation with the University of Vilnius Communications Faculty, improvements have been made to Master's programmes in both universities, the exchange of lecturers takes place.

3. Cooperation with universities and practitioners in Latvia and abroad by engaging in scientific and practical research projects.

- Two major scientific and practical research projects „Nauda un cilvēks" and „Latvijas sabiedrības attieksme pret savvaļas dzīvniekiem un medniekiem" have been implemented and promoted.

4. Orientation of lecturers and students towards sustainable development.

- Materials for a project with external financing "Izaugsme un nodarbinātība" to strengthen academic staff of higher education institutions in areas of strategic specialisation have been prepared.
- A working group was created with the participation of students to create digital study content. University's funding for material preparation has been received.
- For the 15th year already, the „Draudzības talka" for students and lecturers have been organized.
- The lecturers of the specialty participate in the professional competence development programme „Augstskolu didaktika un inovācijas augstākajā izglītībā".
- Doctoral students are involved in ensuring the study process in bachelor programmes.
- Honouring successful graduates in the industry, such as the "Public Relations" graduate, Diana Zirnina, the head of the concert hall "Gors", received the BAT Award for "The Year's Graduate."
- A new tradition has been launched: meeting study direction graduates with students at this moment in an informal atmosphere.
- A new tradition has been started - Communication Field "UpDate".

5. Development of the professional skills of students, in cooperation with employers, since the beginning of studies.

- Employing practitioners of the branch, including SIA „Izdevniecība Dienas Mediji" with whom the "Journalism and Media" (In the 2020/2021 study year, this program is implemented for the last time - the last year) study programme is being implemented, as well as attracting directional lecturers.
- In cooperation with professional organisations in the sector, students are offered topics for diplomas and master's thesis.
- Expanded the number of media for which students are preparing content, such as „Latvijas Tirgotājs", „RīgaTV24", „Latvijas Radio", "Tvnet", "Delfi", "Travelnews".
- 32 training tours and lectures of practitioners in the industry have taken a place.
- All students are provided with places of practice, competition is organised for places of practice in the leading industry.
- "International Communication Management" programme students participated in the organization of high-level 18th and 19th International Business Contact Forums, bringing together representatives of European, Asian and American governments and business elites, foreign ambassadors, investors and experts.
- Creative workshops and performances organised by students are invited and attended by representatives of the industry.
- "Public relations" students participate in the organisation and publicity of the "Best Construction of the Year in Latvia 2017" in cooperation with the Latvian Builders Association.
- Students participate in the organisation of the renewed "Career Day" in TU.

6. Promoting the achievements of study direction lecturers and students in Latvia and abroad.

- Industry professional organisations (Latvian Association for Public Relations Professionals, NEPLP, Latvian Association of Journalists) are presented with student achievements, including diplomas and master's works.

- Establishing a motivational system for the participation of lecturers in international conferences, the BAT Scientific Conference and students for participation in the BAT Student Scientific Conference.

7. Involvement in the development of the sector and in promoting overall achievements.

- Motivating the active participation of lecturers in the activities of professional organisations in the sector.
- An agreement on the „Panākumu Universitātes Jauno profesionāļu skolu" on its involvement in organising it.
- Development of new content for the Riga Teika Secondary School Public Relations programme, in which teachers and students participate, in coordination with the practical tasks of students.
- Involvement of students in the organisation of Latvian school journalism rallies (attended by pupils from 12 Latvian schools).
- A system for the collection of good works organised by students from the Public Relations Professional Master's degree programme was established.
- The inclusion of publications in the "SP Formāts" journal and the BAT journal "B Formāts" in the content of the study programme "Journalism and Media".

12 annex - Description of the implementation of the recommendations of the expert group.

6.2. Implementation of the recommendations given by the experts during the evaluation of the changes to the relevant study programmes in the respective study direction or licensed study programmes over the reporting period or recommendations received during the procedure for the inclusion of the study programme in the accreditation form of the study direction (if applicable).

No	Recommendation of the expert group	University's/college activity	Results to be achieved	Deadline for implementation	Implementation of the recommendation
1.	**Didactic logic (from simple to complex) should be taken into account when creating the programme.**	A logical succession has been established for study programmes at different levels, included in the course of studies; thematically structured study courses.	Ensuring the consistency of the study programmes in the direction of the studies, the continuity of the programme and the topicality.	2015./2016. year of study	Accomplished

2.	**The problem with the misleading names of bachelor's and doctorate programs needs to be resolved.**	The descriptions of previous bachelor's and doctorate programs on the university's home page were clarified, with the aim of providing more detailed information about the content and differences between programs.	The university's home page provides detailed information on the content, types of implementation, tasks and objectives of directional study programmes. Programmes are expected to be better positioned in the education market.	2015./2016. year of study	Partly taken into account.
3.	**Study courses and research methods should be implemented and improved in all study programmes, at all levels.**	Learning of study courses is carried out in lectures, seminars, practice sessions, self-employment sessions, consultation with scientific leaders Interactive study methods are also used: projects under a study course, group work, training, role games, self-analysis and analysis of situations, creative works, discussion methods,analysis of video recordings, etc.	Revised descriptions of study courses, supplemented with practical and research methods to be used during the course of study.They will help to develop students' creativity, promote modern global perceptions, will allow to understand the ways and methods of delivering public relations.	2015./2016. year of study	Accomplished
4.	**Gender equality policy needs to be carefully evaluated.**	There is no justification for this recommendation in the expert report.			Not taken into account.

Rules approved this year and amended:

- Evaluation Regulation
- Study Regulations
- Regulation for drawing up, changing and approving study programmes
- Regulation on recognition of knowledge, skills and competences acquired outside formal education or professional experience.

Recomendation table in Appendix Nr.12.

Annexes

I. Information on the Higher Education Institution/ College		
List of the governing regulatory enactments and regulations of the higher education institution/ college	Normative acts.pdf	Normative dokumenti_LV.pdf
Information on the implementation of the study direction in the branches of the higher education institution/ college (if applicable)		
Management structure of the higher education institution/ college	BAT_organziatoriskas_strukturas_shema_D1_39.vers_ENG.docx	BAT_organziatoriskas_strukturas_shema_D1_39.vers.docx
II. Description of the Study Direction - 1. Management of the Study Direction		
Plan for the development of the study direction (if applicable)	1_Development plan for direction of studies.pdf	1_Studiju virziena attīstības plāns_LV.doc
Management structure of the study direction	Parvaldibas struktura_ENG (1).doc	Parvaldibas struktura_LV (1).doc
II. Description of the Study Direction - 3. Resources and Provision of the Study Direction		
Basic information on the teaching staff involved in the implementation of the study direction	3_teaching staff of the study field.xls	3_Virziena_docetaji.xls
Biographies of the teaching staff members (in Europass Curriculum Vitae format)	CV_ENG.pdf	CV.pdf
Summary of the statistical data on the incoming and outgoing mobility of the teaching staff over the reporting period	Statistical data on the mobility of teaching staff.pdf	Statistikas dati par mācībspēku ienākošo un izejošo mobilitāti.pdf
II. Description of the Study Direction - 4. Scientific Research and Artistic Creation		
List of the publications, patents, and artistic creations of the teaching staff over the reporting period	6_scientific activities of the teaching staff.pdf	6_Mācībspēku_zinat_aktivitates.pdf
II. Description of the Study Direction - 5. Cooperation and Internationalisation		
List of cooperation agreements	7_Sadarbibas ligumu saraksts_eng.xlsx	7_Sadarbibas ligumu saraksts.xlsx
Statistical data on the teaching staff and the students from abroad	8_Statistikas dati par ārvalstu studējošajiem un mācībspēkiem_ENG.doc	8_Statistikas dati par ārvalstu studējošajiem un mācībspēkiem.doc
Statistical data on the mobility of students (by specifying the study programmes)	9_Statistical data on student mobility.pdf	9_Statistikas dati par studējošo mobilitāti.pdf
Description of the organisation of the traineeship of the students	10_Studējošo prakses nolikums_eng.docx	10_Studējošo prakses nolikums.docx
Information on the agreements and other documents confirming the traineeship of the students in companies	11_cooperation_agreement.pdf	11_Prakses_sadarbibas_ligumi.pdf
II. Description of the Study Direction - 6. Implementation of the Recommendations Received During the Previous Assessment Procedures		
Overview of the implementation of the provided recommendations	12 Rekomendāciju Izpilde_ENG.doc	12 Rekomendāciju Izpilde.doc
Description of the Study Programme - Other mandatory attachments		
Confirmation signed by the rector, director or the head of the study programme or the study direction of the higher education institution/ college which states that the official language proficiency of the teaching staff involved in the implementation of the relevant study programmes of the study direction complies with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.	13 Apliecinajums par valsts valodas zinasanam_ENG.doc	13 Apliecinajums par valsts valodas zinasanam.doc
III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period		PM_Pielikums-nr5.pdf
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard		6.pielikums_PR.doc
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme		
Curriculum of the study programme (for each type and form of the implementation of the study programme)		
Descriptions of the study courses/ modules		
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.		
Description of the Study Programme - Other mandatory attachments		
Document confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued		
Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme		

Confirmation of the higher education institution/ college that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.		
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education		
Sample (or samples) of the study agreement		
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		
Description of the Study Direction - Other mandatory attachments		
Electronically signed application form for assessment of a study direction	TU_application_ICS.edoc	BAT Iesniegums_IKT.edoc

Other annexes

Name of document	Document
Kvalitates_politika.docx	Kvalitates_politika.docx
Kvalitates_politika_eng.docx	Kvalitates_politika_eng.docx
Komunikacijas_virziena_izmaksas_LV.xlsx	Komunikacijas_virziena_izmaksas_LV.xlsx
Komunikacijas_virziena_izmaksas_ENG.xlsx	Komunikacijas_virziena_izmaksas_ENG.xlsx
Maģistra darbu un diplomdarbu tēmas (latviešu un angļu valodā)	Virziena_tēmas_LV_ENG.xlsx
1 Communication Management syllabus ENG	DK_syllabus_ENG.pdf
2 Communication Management apraksti LV	DK_apraksti_LV.pdf
3 Public Relations Masters syllabus ENG	PM_syllabus_requirements_ENG.pdf
4 Public Relations Masters apraksti LV	PM_apraksti_noteikumi_LV.pdf
5 Public Relations Bachelors syllabus ENG	PR_syllabus_requirements_ENG.pdf
6 Public Relations Bachelors apraksti LV	PR_apraksti_noteikumi_LV.pdf
7 International communication management Bachelors syllabus ENG	SK_syllabus_requirements_ENG.pdf
8 International communication management Bachelors apraksti LV	SK_Apraksti_noteikumi_LV.pdf
9 Diploma supplements	Diplomu_pielikumi.pdf
10 Presentation - Turiba	Turiba 2020_ Akreditācija.pptx
11 Students theses	Studentu_darbi.7z
12 Planned scientific activities 2019/20 - plan, Latvian only	Planotas_zin _aktiv _19 _20 fin g _PLAN.xlsx
13 Planned scientific activities 2019/20 - execution, Latvian only	Planotas_zin._aktiv._19._20.fin.g._IZPILDE.xlsx
14 Additional information, requested by experts during the visit	Additional information.doc
15 Regulations on Tuition Fee Discounts for Academic Year 2020/2021	Tuition fee discounts_2020_2021_st_g_V62_1_vers_ENG.doc
16 Document regarding Renata Matkevičiene (Latvian only)	Renata_LZA.pdf
17 Agreement confirming that HEI will provide option to continue doctoral programme in another HEI (Latvian only)	Agreement_PhD.pdf

Public Relations

Title of the higher education institution	*Information and Communication Sciences*
ProcedureStudyProgram.Name	*Public Relations*
Education classification code	*47342*
Type of the study programme	*Professional master study programme*
Name of the study programme director	*Jolanta*
Surname of the study programme director	*Derkevica-Pilskunga*
E-mail of the study programme director	*jdpinvest@inbox.lv*
Title of the study programme director	*Doktora zinātniskais grāds plašsaziņas līdzekļu un komunikācijas zinātnes nozarē (Ph.D.)*
Phone of the study programme director	
Goal of the study programme	*Enabling students to acquire academic and professional knowledge, skills and competences in line with EU higher education qualifications requirements (EKI level 7), the professional standard "Head of strategic communication" and to ensure that they can continue their doctoral studies or compete on the labour market.*
Tasks of the study programme	*1. To educate strategic communication managers who are competitive in the Latvian and EU labor market, who strategically, creatively and innovatively plan, develop and manage public relations and communication strategy in accordance with the goals of the organisation: conduct research, analyse, evaluate and improve public relations and communication activities; forecasts crises and risks, leads a crisis communication team; advises the organisation's management on strategic communication issues; manages the use of multimedia and modern technologies in communication; plans, manages, controls and motivates the work of the public relations structural unit, coordinating its activities with the head of the organisation and cooperating with the heads of other structural units of the organisation.* *2. To improve the quality of public relations and the prestige of the sector in Latvia by training highly qualified specialists, to promote the competitiveness of the heads of public relations departments in Latvia and the European Union.* *3. To Ensure continued communication with public relations practitioners in Latvia and abroad, ensuring that the programme complies with the latest public relations requirements.* *4. To promote the social relevance and public visibility of the programme through projects of public interest.* *5. To enable students to continue their Doctor studies.*

Results of the study programme	Professional master's degree Programme "Public Relations" ensures that the following knowledge is acquired: public relations management, communication science, management knowledge, integrated marketing communication management, crisis communication management, management psychology, reputation management, lobbying, quality management, personnel management, research management, intercultural and interpersonal interaction.
	Professional master's degree Programme "Public Relations" ensures that the following skills are acquired:
• planning and managing the company's public relations,
• managing the department and projects,
• developing a crisis communication plan,
• training the company's employees and managing the company's crisis communication,
• planning the budget of the unit,
• developing project estimates,
• managing the image and reputation of the company,
• evaluating products and the quality of the processes,
• the knowledge of the regulatory enactments governing public relations and communication,
• respect the basic principles of professional and general ethics, advise on them.
Professional master's degree Programme "Public Relations" ensures that the following competencies are acquired:
• capacity to analyse the domestic and international economic, political and cultural environment,
• capacity to develop a public relations strategy creatively and innovatively,
• manage the development and implementation of tactical tasks and projects,
• capacity to manage the work of the public relations department in cooperation with other business departments and management,
• advise the company's management on public relations issues,
• the ability to make a decision,
• the ability to draw up and implement a plan for the professional development of its own and its staff.
Final examination upon the completion of the study programme	The study programme includes the development and defence of the master's work. Master's work is an independent (original) research that contains elements of novelty. It demonstrates the student's skills and competencies in the field of media and communication science.

Study programme forms

Full time studies - 2 years - latvian

Study type and form	Full time studies
Duration in full years	2
Duration in month	0
Language	latvian
Amount (CP)	80

Admission requirements (in English)	In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's Degree in Public Relations
Qualification to be obtained (in english)	Strategic Communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 1 years, 6 months - latvian

Study type and form	Full time studies
Duration in full years	1
Duration in month	6
Language	latvian
Amount (CP)	60
Admission requirements (in English)	In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's Degree in Public Relations
Qualification to be obtained (in english)	Strategic Communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 2 years, 1 months - latvian

Study type and form	Part time extramural studies
Duration in full years	2
Duration in month	1
Language	latvian
Amount (CP)	80
Admission requirements (in English)	In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's degree in Public Relations
Qualification to be obtained (in english)	Strategic Communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 1 years, 8 months - latvian

Study type and form	Part time extramural studies
Duration in full years	1
Duration in month	8
Language	latvian
Amount (CP)	60
Admission requirements (in English)	In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's degree in Public Relations
Qualification to be obtained (in english)	Strategic Communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 2 years - english

Study type and form	Full time studies
Duration in full years	2
Duration in month	0
Language	english
Amount (CP)	80
Admission requirements (in English)	In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's Degree in Public Relations
Qualification to be obtained (in english)	Strategic Communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 1 years, 6 months - english

Study type and form	Full time studies
Duration in full years	1
Duration in month	6
Language	english
Amount (CP)	60

Admission requirements (in English)	*In order to enter the master's study program "Public Relations", the applicant must present a diploma of a professional or academic bachelor's degree or a professional qualification obtained upon completion of a study program lasting at least 4 years.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Professional Master's Degree in Public Relations*
Qualification to be obtained (in english)	*Strategic Communication manager*

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

Information in Chapter II "Discription of Study Field", 6.1. point.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

Since 2015 the number of students in the study program has decreased, however, in 2020/2021. During the study year, the Department of Communication Sciences audited the program as well as changed the director of the program, thus the number of students is expected to increase in the next study year.

The largest decrease in the number of matriculated students occurred in 2020/2021 study year, currently two students are studying in the 1st year. In the past, the number of students had fallen sharply, but since then this number has risen. For example, in 2015, 23 students were matriculated in this program, but in the next - only 8. In 2017, again 21.

Number of matriculated since 2015 on October 1 of each year:

2015 - 23
2016 - 8
2017 - 21
2018 - 8
2019 - 5
2020 - 2.

Number of students since October 1 of each year since 2015:

2015 - 90
2016 - 71
2017 - 60
2018 - 43
2019 - 26
2020 - 14

Full statistics are available in Annex no. 5.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

Given that the study programme aims to enable students to acquire academic and professional knowledge, skills and competences in line with EU higher education qualifications requirements (EKI level 7), the professional standard "Head of the public relations department" and to ensure that they can continue their doctoral studies or compete on the labour market.

The linkage in the learning process takes place with the involvement of a number of educational methods, such as interactive lectures, practice sessions, discussions, seminars, independent studies (preparation of publication, review, drafting, case studies, project development, preparation for seminars and examination).

Requirements for admission - Bachelor's degree - are commensurate with the goal, objectives and achievements of the program so that the student can start the study process and obtain the education he or she desires.

At the end of the study, the student is able to be a strategic communication manager.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The content of the study program is developed on the basis of the professional standards "Strategic Communication Manager" (2020), as well as on the recommendations of lecturers, students and employers (especially the University Council and the Study Direction Council).

The content of the study program courses is designed to develop the skills, abilities and competencies necessary for the performance of the basic tasks and responsibilities of professional activity: the ability to strategically, creatively and innovatively plan, develop and manage public relations and communication strategies in accordance with the organization's goals; to conduct research, analyze, evaluate and improve public relations and communication activities; forecast crises and risks; manage the use of multimedia and modern technologies in communication, etc.

The content of the program is designed so that after its graduation the student would be ready to become a strategic communication manager. He could apply the acquired knowledge both in local

government and public administration, as well as in the private sector.

Proposals for updating the study content are put forward by the lecturers of the study courses, the program director, the recommendations of the employers are evaluated.

The update is evaluated in the meetings of the department and in the UVF methodological seminars, in the UVF council, where the academic staff, representatives of employers and the field, and representatives of students meet.

The master's study program corresponds to the interests and needs of the society and the industry, it complies with the state regulatory enactments in higher education. The evaluations of international expert commissions and the corresponding decisions of the Accreditation Commissions in 2013 also testify to the compliance of the program. The study program and its implementation plan have been updated in accordance with the Cabinet of Ministers of the Republic of Latvia 26.08.2014. Regulation No. 512 "Regulations on the second level professional higher education state standard", as well as the requirements of the higher education study field corresponding to the program. The strategic goals and main tasks of the program have been determined in accordance with the needs of the state, media and communication sector as a whole. The scope of the program, the total duration of studies and the compulsory content for obtaining a professional master's degree are included in the requirements. Admission to the program is in accordance with the requirements. Study courses, their content and scope, as well as the content of practice are determined in accordance with the potential employment, expected responsibilities and tasks of the graduates of the program. The basic principles and procedures for the evaluation of the acquisition of the program comply with the provisions of regulatory enactments. After mastering the program, a professional master's degree in communication management is awarded, which, fulfilling the admission requirements, gives the right to continue studies in doctoral study programs.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

By ensuring the objectives of the study programme, the linkage in the training process takes place with the involvement of a number of educational methods, such as interactive lectures, practice sessions, discussions, seminars, independent studies (preparation of publication, review, drafting of a report, case studies, project development, preparation for seminars and examination). Thus preparing students as strategic communication managers, which requires the capacity to plan, develop and implement a public relations and communication strategy in strategic, creative and innovative ways, in line with the objectives of the organisation; to conduct research, analyse, evaluate and improve public relations activities; to advise the organisation on public relations issues; to manage multimedia and modern technology; the use of technologies in communication; planning, organising, managing, controlling and motivating the work of the public relations department and/or the working group, and coordinating its activities with the head of the organisation and in cooperation with the heads of other departments of the organisation. At the end of the studies, a student shall be able to work in companies, public administration and local

governments, non-governmental organisations, as well as might be a self-employed person or individual merchant. Based on the knowledge of the professionals in the field as well as the knowledge gained through internships combined with participation in the studying process, links the feedback between the acquired knowledge and the professional activity, which indicates achievement of the set results, as students after graduation are able to promote their career development. Student capacity includes public relations management, communication science, management knowledge, integrated marketing communication management, crisis communication management, management psychology, reputation management, lobbying, quality management, personnel management, research management, intercultural and interpersonal interaction.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process is designed so that students are introduced to the professional environment of public relations as thoroughly as possible, thus, lectures take place not only in fully technically equipped classrooms, but also in other rooms: conference hall (equipped with a large screen and sound system - it provides and watch industry-related projects, scientific programs, analyze documentary and art film footage, listen to professional guest lectures, etc.), in the Business Incubator, in larger auditoriums, so that it is possible to include various real-life simulations students.

There is an active cooperation with guest lecturers on various communication-related topics.

In order to better master the theoretical principles, students have access to the largest scientific databases, consultations with lecturers of study courses are regularly available, the program director organizes meetings with students to discuss topical issues.

During the study year 2019/2020 all classrooms were equipped with cameras and microphones so that lectures could take place both in person and online. During the pandemic, the university organized a so-called hybrid lectures, where students were free to choose whether to participate in person or online. If necessary, video collections (previously prepared lecture material) are also provided in the Master's program.

During the study year 2019/2020 several new traditions were introduced in order to strengthen the feedback with students, thus further gaining their opinion on the content of study courses. The latest traditions are the Communication field "UpDate", where both students and lecturers participate.

In order to evaluate the course and quality of study courses, observations are performed regularly. The improvement of the study process also takes place on the basis of the answers provided by students in various surveys.

Given the importance of assessment for students' advancement in their studies and future careers, quality assurance procedures for student assessment take into account the following:

- Assessors are familiar with testing and examination methods and receive support to develop

- their skills in this area.
  - The evaluation criteria and methods, as well as the criteria for posting, have been made public in advance.
  - Assessment gives students the opportunity to show the extent to which they have achieved the expected learning outcomes. Students receive feedback that, if necessary, provides advice on the learning process.
  - Whenever possible, assessment shall be conducted by more than one examiner.
  - The assessment rules take into account the various facilitating circumstances for students.
  - Assessment is consistent, fair to all students, and is conducted according to approved procedures.
  - There is a procedure for reviewing student appeals.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

The student performs internship assignments outside the university - in private companies, public administration (state and municipal) institutions or public organizations. The student chooses an internship place independently or in cooperation with the Department of Communication Sciences. The internship site should be linked to the possibility to complete the internship assignment and prepare the internship report, as well as the opportunity to collect materials for the development of the master's thesis. If a student is working in public relations on a permanent basis, he / she may choose his / her place of work as an internship (as there are currently only Latvian flow groups in the program, mostly local companies or organizations are chosen as internships).

Within the framework of the master's studies one internship is organized for students of 1.5 years and two internships, including for pre-master students of 2 years. The main task of the pre-master's practice is to collect and compile information for the master's thesis, therefore students are advised to undergo a pre-master's practice in an organization related to the master's topic.

Students must defend all internships in the Masters program. It is important that the student should already include the master's thesis in the report and presentation of the pre-master's practice. It provides an opportunity to keep track of the development, progress and planning of a Master's student. During the defense of the pre-master's practice, members of the academic staff appointed by the School make recommendations for the development of the Master's thesis for a more successful future student.

Throughout the internship, students have the opportunity to consult with their internship supervisors; A Master's thesis supervisor is appointed as the supervisor of the pre-master practice, which enables the supervisor and the student to work in synergy and maintain the link between the pre-master practice and the master's thesis.

2.5. Analysis and assessment of the topics of the final theses of the students, their

relevance in the respective field, including the labour market, and the evaluations of the final theses.

When analysing the topics of the final thesis of the last two years' professional master's study programme "Public Relations", it is concluded that their topic choices are broad, topical and relevant for the sector, including the labour market. The topics selected also show an aspect of integration and interdisciplinarity, including adjacent sectors such as business, law, etc.The thesis topics selected includes researching magazine audience engagement, analysis of television channels' viewing habits, visual as well as marketing communications, impact of advertisers on content, reading habits of printed media, development of communication strategies for different companies, the role of municipalities in intercultural communication and dialogue, intercultural and integrated marketing communications, social media, work and corporate social responsibility of advertising agencies. Students have also chosen to study international communication, reputation, corporate identity management, media cooperation, content marketing, etc., and not quite popular topics. The works highlight, in particular, the topicality of the chosen topic in the sector and the in labour market. The work results have developed strategies and recommendations for national administrations, as well as for companies and non-governmental organisations.

The average grade has increased since 2013, which means that the level of knowledge and preparation of students is also increasing. During the period from 2013 to 2020, the average grade of the final state examinations of students studying in this program is 7.54.

Program / Study year	2013./2014.	2014./2015.	2015./2016.	2016./2017.	2017./2018.	2018./2019.	2019./2020.
Professional master's study program "Public Relations"	7.17	7.40	7.28	7.64	7.79	7.81	7.71

Added to the Annex:

- table on the conformity of the study programme with the national education standard (model of the proposing form in Annex 6);
- table on the conformity of the qualifications to be obtained under the master study programme "Public Relations" programme with the professional standard (model of the recommending form in Annex 7);
- table on the relevance of the study programme to the specific regulatory framework of the relevant sector
- mapping of study courses to achieve the results of study programmes (Annex 8);
- the study programme plan (Annex 9);
- descriptions of study courses (modules) of the study programme.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

In order to improve the study content and promote its quality, Turiba University (TU) conducts surveys of students, graduates and employers (individually and in cooperation with partners, for example, Prakse.lv or SKDS), the results of which are analyzed, evaluated and integrated into the study process. Every year a student survey is conducted, every two years a graduate survey is conducted, as well as every year TU study programs are included in the survey of Prakse.lv and the Employers 'Confederation of Latvia on the recommended study programs and higher education institutions from the employers' point of view. In 2019, TU ranked Prakse.lv and TOP3 of the most recommended higher education institutions of the Employers' Confederation of Latvia.

There is also an annual student survey to find out about the study process as a whole, the optional courses offered, the organization of the study process, the material and technical support, etc. aspects.

In order to evaluate the professional master's study program "Public Relations", the results of the surveys, which are obtained at the end of each study course, are carefully analyzed, when the student has the opportunity to evaluate the lecturer and content of the particular study course. This survey is anonymous, so there is reason to believe that students express a false assessment, which provides a very good basis for improving the study process.

In addition, based on the students' knowledge, the approach to teaching is also adapted within the courses and studies, focusing on greater student-lecturer collaboration.

Based on the students' feedback, suggestions for the improvement of the study program in the next study years have been developed.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

As in recent years there are only Latvian flow groups in the study program, the incoming mobility is not used. In contrast, outgoing mobility since 2015 has been used by 7 students who have gone to the following countries: Iceland, the Czech Republic, Portugal and Turkey, Germany.

Mobility and recognition of study courses undertaken during mobility shall be in accordance with the provisions of the Erasmus + mobility program "Regulations on Erasmus + Mobility Program" (Approved by Turiba University). A procedure has been set for students to agree with the partner universities and faculties on the study courses to be taken (taking into account the study courses implemented in the program) prior to the mobility, and to conclude a study agreement. Upon completion of the mobility, the student submits a transcript of records of the courses completed at the partner institution of higher education; successfully completed study courses, in their entirety, are transferred with the grade "passed" on the basis of the dean's decree.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The existing technical base of study material allows to fully ensure the operation of study courses included in the study program based on II. Part 3, Chapters 3.1 to 3.3 the information provided in the criteria. Lectures take place in conference rooms, audiences, computer classrooms, and students have access to a modern library with a vast reading room. Audiences include high-quality visual equipment such as whiteboards, screens, multimedia projectors, audio and video hardware. Computerized workplaces are available for students. Stationary and portable multimedia projectors are installed. Cleaning in classrooms and common areas is handled by the university's service department, whose staff regularly cleans and ventilates the premises.

Due to the Covid-19 pandemic, all classrooms are equipped with cameras and microphones, so that the study process can also take place online. Such modernization of the auditoriums was implemented in March 2020.

Students of the program have free access to video equipment - several cameras, floodlights, hardware and software that allow them to photograph, film and edit video materials.

Resources and provision do not differ for different forms of program implementation.

3.2. Assessment of the study provision and scientific support, including the resources provided within the cooperation with other science institutes and institutions of higher education (applicable to the doctoral study programmes).

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

4.1. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

In the 2013/2014 study year, the number of teachers in the main employment and elected staff has been 12, with a change of 0%, respectively. Year 2014/2015 studies 9, variability 1%. Meanwhile, in the 2015/2016 year, the number of teachers in the main job and elected staff is

10, with a turnover of 1%. Only 0.5% of the turnover was in the 2016/2017 academic year, with the number of trainers 9. More variability (17%) is observed in the 2017/2018 study year, with the number of trainers being 10. Meanwhile, there are 11 teachers with a variability of 0% in 2018/2019.

2019/2020. in the study year the variability is very small - an increase of 0.08%.

The figures described above show that lecturers have changed minimal and has taken placefor objective reasons: long-term incapacity, parental leave, absence for scientific research, etc. This reason has not affected the quality of the studies. The existing staff members are equipped with appropriate education and professional experience. Some of them have long worked in TU, but in other study programs. Part plans to return and continue to run study courses. Positive withdrawals have been received from students. Practice leaders, as well as employers, have also made a positive assessment of the academic and professional experience of acquired students.

4.2. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualification of the teaching staff involved in the implementation of the study program complies with the objectives of the study program implementation and the requirements of regulatory enactments. BAT elected academic staff (doctors of sciences - professors, associate professors and masters - lecturers), as well as invited guest lecturers from other Latvian universities and the communication industry in general participate in the implementation of the study process. There is a regular in-service training of teachers and involvement in various projects to increase professional knowledge.

The Master's study program "Public Relations" attracts lecturers with appropriate qualifications and experience in the field, moreover, great emphasis is placed on ensuring that lecturers also have experience in strategic communication management, ie experience in planning and implementing communication projects, structural units and departments or even company management.

Faculty members are regularly invited to express their opinion on the topicality of the study course content, on the necessary improvements or changes, taking into account the latest international communication trends.

Great attention is paid to the fact that in the State examination commissions, master's students are evaluated by commission members with appropriate qualifications and extensive experience in the field of public relations. In order to ensure the objectivity of the evaluation, lecturers from other universities and industry professionals (for example, employers, international communication managers, etc.)

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

Information available II. Description of the study direction 4.3. and 4.4. point.

4.6. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

Meetings of the department and extended departments are organized regularly for high-quality and regular (weekly at the beginning of the school year, then as needed) exchange of information. It provides an opportunity to plan strategically well-thought-out and long-term development-oriented activities at the university and in cooperation with students. As far as possible, all lecturers participate in the meetings of the department. In cases when one of the lecturers was unable to attend the meeting due to objective reasons, the information is provided in an aggregated form by e-mail and telephone.

In the study year 2019/2020, an audit of the content of the study program has been introduced - a unified table has been created, in which lecturers must describe the course of regular examinations and the final exam.

In the 2019/2020 study year, a discussion of the study content of the teachers of "related" study

courses was also introduced, thus maximally avoiding the duplication of information that is included in the study course.

At the time of submitting the self-assessment report, the number of lecturers in the program is 14 and the number of students is 14 (in 2019 - 26).

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	PM_statistics_on_students_ENG.pdf	PM_Pielikums-nr5.pdf

III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	PM_compilance_with_standard_PM.pdf	6.pielikums_Magistri.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	PM_compilance_with_standard_PM.pdf	7.pielikums_PM.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	PM_Mapping_of_study_courses_ENG.xls	8.pielikums_magistri_LV.xls
Curriculum of the study programme (for each type and form of the implementation of the study programme)	PM_program_plan_ENG.xls	9_Pielikums_Programmu_Plāns_PM.xls
Descriptions of the study courses/ modules	PM_syllabus_requirements_ENG.pdf	PM_apraksti_noteikumi.pdf

Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	PM_diploma_example_ENG.pdf	Dilpma_paraugs_magistrs.pdf

Description of the Study Programme - Other mandatory attachments		
Document confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued	Sadarbibas_ligums_paraugs_ENG.pdf	Studiju_turpinasana.pdf
Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme	BAT_IKT_zaudejuma_apliecinajums_ENG.pdf	BAT_IKT_zaudejuma_apliecinajums.pdf
Confirmation of the higher education institution/ college that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	9 Apliecinajums par valodu prasmi PM_ENG.pdf	9 Apliecinajums par valodu prasmi PM_LV.pdf
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education		
Sample (or samples) of the study agreement	Draft_ Contract of education.pdf	Studiju_liguma_paraugs.pdf
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		

International Communication Management

Title of the higher education institution	*Information and Communication Sciences*
ProcedureStudyProgram.Name	*International Communication Management*
Education classification code	*42321*
Type of the study programme	*Professional bachelor study programme*
Name of the study programme director	*Jana*
Surname of the study programme director	*Bunkus*
E-mail of the study programme director	*jana.bunkus@turiba.lv*
Title of the study programme director	*Sociālo zinātņu maģistra grāds*
Phone of the study programme director	
Goal of the study programme	*Enabling students to acquire academic and professional knowledge, skills and competences in a modern environment in line with the EU higher education qualification requirements (EQF 6 level), the professional standard "International Communication manager" (specialization of in the profession "Head of Public Relations") and enabling them to continue in the Master's degree.*
Tasks of the study programme	*1. To educate international communication managers who are competitive in the labor market of Latvia and the EU, who are ready to take responsibility and initiative, are able to independently make decisions and solve problems according to their level of professional knowledge, skills and competences.* *2. To participate in the improvement of the quality of Latvia's foreign economic relations and foreign policy, to promote the competitiveness of international communication relations managers in Latvia and the European Union.* *3. To maintain communication with the external relations makers of Latvian companies, ensuring the content of the program corresponds to the most recent requirements in the field.* *4. Promote the social and public visibility of the program through projects of public interest.* *5. To give the students of the program the opportunity to continue their studies in the Master's program.*

Results of the study programme	The professional bachelor's study program "International Communication Management" provides the acquisition of the following knowledge: • international communication management, • strategic management of organisations, • international project management, • intercultural communication, • international marketing, • international law, • integrated marketing communication, sales in the international market, • crisis communication, environmental protection and communication. The professional bachelor's study program "International Communication Management" provides the acquisition of the following skills: • analyse the company's operations, • cooperate with local and foreign companies, • manage the work of the structural unit, • communicate in the official language and at least two foreign languages, • create documents and translate them, • adhere to business etiquette in a multicultural environment. The professional bachelor's study program "International Communication Management" ensures the acquisition of the following competencies: • ability to develop and manage international communication projects in accordance with the strategic goals of the organisation, • Ability to analyse and make suggestions about the international communication environment affecting the organisation, • Ability to manage the organisation's crisis communication in the international environment, • Ability to analyse the areas of international business, politics, environment, sustainability, diversity management
Final examination upon the completion of the study programme	The study programme includes the development and defence of the bachelor thesis. Bachelor's thesis is an independent (original) research that contains elements of novelty.

Study programme forms

Full time studies - 4 years - latvian

Study type and form	Full time studies
Duration in full years	4
Duration in month	0
Language	latvian
Amount (CP)	160

Admission requirements (in English)	In order to start studies in the program "International Communication Management", the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Bachelor's Degree in Communication Management
Qualification to be obtained (in english)	International communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 4 years, 4 months - latvian

Study type and form	Part time extramural studies
Duration in full years	4
Duration in month	4
Language	latvian
Amount (CP)	160
Admission requirements (in English)	In order to start studies in the program "International Communication Management", the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Bachelor's Degree in Communication Management
Qualification to be obtained (in english)	International communication manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 4 years - english

Study type and form	Full time studies
Duration in full years	4
Duration in month	0
Language	english
Amount (CP)	160

Admission requirements (in English)	*In order to start studies in the International Communication Management bachelor's study program, the applicant must have completed secondary education, and has to provide one of the English language certificates. If the applicant does not have any of the respective English language certificates, however the medium of instruction of his/her secondary education was English, he/she will receive a link to Turība University on-line English test after the registration. Additionally, the applicant is requested to pass a Social Science test given by Turība University.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Professional Bachelor's Degree in Communication Management*
Qualification to be obtained (in english)	*International communication manager*

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time studies - 4 years, 4 months - latvian

Study type and form	*Part time studies*
Duration in full years	*4*
Duration in month	*4*
Language	*latvian*
Amount (CP)	*160*
Admission requirements (in English)	*In order to start studies in the program "International Communication Management", the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Professional Bachelor's Degree in Communication Management*
Qualification to be obtained (in english)	*International communication manager*

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

Information in Chapter II "Discription of Study Field", 6.1. point.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

The International Communication Management Program is a unique study program in Latvia, which has been implemented in latvian and english since 2010/2011. study year. It is important that only full-time studies are currently implemented in English. Taking into account the processes of globalization, Latvian citizens also choose to study in the study program in english. Although this trend can be observed in recent study years, it confirms that the study program is gaining more and more international significance, especially under the influence of the pandemic, when foreign companies become more open to online working, employing Latvian-speaking international communication professionals. Thus, for example, since 2015, the number of full-time matriculated students (full summary of statistics in Annex 5) studying in English has been increasing.

The number of matriculated students in the study program (as of October 1 of each year) in both full-time and part-time studies starting from 2015 is stable:

- In 2015 - 39,
- In 2016 - 31,
- In 2017 - 39,
- In 2018 - 28,
- In 2019 - 47,
- In 2020 - 37.

There is a similar trend when it comes to the number of students (as of October 1 of each year) in both full-time and part-time studies in this program as a whole.

- In 2015 - 107,
- In 2016 - 114,
- In 2017 - 126,
- In 2018 - 117,
- In 2019 - 133,
- In 2020 - 126.

2020 saw a decline in the number of foreign students caused by the global pandemic. Taking into

account that TU provides full-fledged online lectures and for the time being it is not obligatory to register in Latvia, in the english stream of these programs in 2020/2021. There was also a winter enrollment during the study year, which indicates that the demand for this study program is growing.

During this period since 2015 the number of foreign students and matriculated students has also been growing. Number of full-time foreign students (excluding exchange students on October 1 of each year):

- per year - 17,
- per year - 16,
- per year - 25,
- per year - 22,
- per year - 38,
- per year - 34.

Students from 19 different countries study in the program: Azerbaijan, Belarus, Denmark, Egypt, Republic of Ghana, Georgia, India, Kazakhstan, Russia, China, Sri Lanka, Tajikistan, Turkey, Ukraine, Uzbekistan, Sweden, Canada, Moldova and Estonia.

The drop-out rate of students in the program fluctuates every study year, however, no significant negative trends are observed. The largest dropout was observed in full-time studies in 2019, when a part of foreign students returned to their homelands and dropped out of university due to the pandemic. This year, the dropout rate was 55.45%.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

The name of the study program since its establishment is "International Communication Management" (also implemented in English), which fully complies with the objectives of the study program mentioned in the section "Parameters", professional standard (approved in 2020, International Communication Manager is a specialization for the profession: Public Relations Manager), the degree to be obtained in the study program, the Development Strategy of Turība Univesity 2020-2025 and the latest trends in the field, as well as the demand in the labor market and globalization trends.

The study program is designed for students to acquire in-depth international communication management processes and related knowledge, skills and competencies. In the context of both the degree and the qualification, the main task of the program is to provide students with the knowledge necessary for working in the profession: knowledge and management of international communication processes in the global public space in accordance with the goals set by the organization or their associations.

The qualification to be obtained - International Communication manager - confirms the above, as well as shows that the study process includes such study courses that make students leaders and managers of international communication. Both the degree to be obtained and the qualification are in the context of both industry guidelines and theories of public relations.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The study program "International Communication Management" meets the needs of the labor market, including in the program study courses that are necessary for the development and improvement of professional skills.

In the study course "International Communication Management" the content of study courses, Syllabys of study courses and Requirements are developed in accordance with the International Communication Manager Professional Standard (2020), which determines the main knowledge, competencies and abilities that students must acquire during studies.

When planning the study process, teaching methods and content of study courses, the latest trends in international communication and global communication, demand and needs in the labor market are taken into account. The recommendations of lecturers, employers and industry professionals are taken into account.

The program is periodically reviewed with the involvement of students, lecturers, employers and other stakeholders. The updating proposals are put forward by the lecturers of the study courses, the program director, the recommendations of the employers are evaluated. The update is evaluated in the meetings of the department and in the UVF methodological seminars, in the UVF council, where the academic staff, representatives of employers and the field, as well as representatives of students, as well as in the direction councils meet.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study programme is based on professional qualification requirements and sectoral trends, thus including information (theoretical and practical) in the study courses, enabling the objectives of the study programme to be achieved. Study courses have also been established on the basis of these aspects. The aim of the study programme (also in line with the profession standard "Head of International Communications") is to educate international communication managers who manage international communication processes in the global public area, in line with the strategic objectives

pursued by the organisation. This objective is reflected in many study courses, such as in the Communication in International Organisations; Globalisation, European integration and multicultural communication; Marketing communication and brand management; International networking; International marketing; Crisis communication.

The focus of the study programme is also maintained on the basis of the university strategy and the involvement of professionals in the development of the content of studies.

The purpose of study courses is to develop the relevant competencies, which are also described in each study course description, and thus the content of the study course is based on the enhancement of these capabilities. Competences such as: capacity to develop a strategy; ability to manage organisational crisis communication in the international environment; ability to develop relations with international media and influence parties; ability to assess the organisation's international communication processes for improving the work of the international communication unit of the organisation - integrated into a number of study courses such as Marketing communication and brand management; Crises communication; Communication management and media studies; International marketing, Media literacy, etc.

After acquiring education, students are able to become head of in ternational communication at Latvian or foreign companies, as well as to continue their studies at the Master's.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The methods for the implementation of studies in the International Communication Management programme shall be designed so as to provide students with the appropriate theoretical and practical skills that will be required in the course of the study, as well as to promote the necessary skills for the profession.

The Syllabus of study courses and the Requirements updated each study year to take into account both the latest theoretical and professional trends shall include information on the content, objectives, literature and scientific sources, regular tests, as well as the evaluation system. The content of study courses is designed to promote professional qualification requirements as well as the latest practical knowledge in the sector. Syllabus and Requirements of study courses are published after updating them in BATIS system where they are freely available to students. They also refer to parameters for different forms of study, so that students can easily see how many contact hours are in full study form, for example, but how many in the part studies. In the current example, the number of contact hours differs: there are fewer contact hours for the form of part studies.

The study process and lectures are designed to contain a variety of forms of study. In the course of study, attention is paid to the development of the various capacity to work, contributing to the application of methods such as lectures, demonstration, group work, discussion, task-solving, self-control and self-study projects and initiatives. Thus promoting the ability to actively engage in the work process, not only individually, but also in group works based on practical knowledge, taking

into account the theoretical basis obtained during lectures and from sentiment, database materials. Teachers in the working process shall respect the introduction of student-centred teaching and learning, taking into account and respecting the diversity of student contexts and their needs, developing appropriate learning pathways, enabling works and learning pathways to be developed using the knowledge acquired to their own discretion, using different types of programme implementation that are appropriate to the learners' capabilities. In addition to the circumstances, a variety of teaching methods derived from workshops and active education are used to develop scientific works and to participate in scientific conferences. Teachers shall promote the propensity of a student to be independent, at the same time ensure the management and support of the teaching staff, as well as promote mutual respect for the student and the teaching staff.

In view of the importance of assessment in advancing students in studies and future careers, the quality assurance procedures for student evaluation shall take into account the following:

- the evaluators shall be familiar with the testing and examination methods and shall receive support for the development of their skills in this field;
- the evaluation criteria and methods, as well as the criteria for obtaining an assessment, have been made public in advance;
- the evaluation gives students an opportunity to demonstrate to what extent they have achieved the expected learning outcomes. Students receive feedback;
- where possible, the assessment shall be carried out by more than one examiner;
- the evaluation rules shall take into account the various conditions which facilitate students;
- the evaluation is consistent, equitable for all students and is carried out in accordance with approved procedures;
- there is a procedure for examining student appeals.

In the the study course, both training tours to companies in the relevant sector (in this case, international companies) and on-site and on-line lectures are practised. In particular, guest lecturers from abroad are attracted to this study programme. For example, in the year 2020/2021, two guest lecturers, one from Ukraine, one from Lithuania, have been associated with lectures. Organising such a study process enables students to understand the essential and modern aspects of international communication management.

All rooms in university have been equipped with cameras and microphones since March 2020 so that full studies can be organised online and presence during the pandemic and combined with both types of studies. In the 1st semester of 2020, lectures for students were formed in the form of hybrid lectures, i.e. there was an opportunity to participate both in the presence and online, which is particularly important in the English groups, where part of the students could not come to Latvia due to the pandemic.

At the end of each course, students have the opportunity to give an anonymous opinion in the BATIS system on the content, quality and teaching of the course in question. These results are available for the head of departments. A survey of students is also organised each year on the home page of the university. The results of this survey are also published in a aggregated way for students' information.

In order to further promote the development of feedback with students, the direction has also started to organise meetings with the Students' Self-Council, which enables students to hear suggestions about the study process, its quality and the necessary improvements to make the study process more student-centric.

In supporting the development of student talents, students in the study process have the opportunity to conduct lectures to their classmates by sharing their unique knowledge and skills,

such as presentation platforms, digital tools, etc., at the same time, by developing such an essential capacity in the field of international communication as speaking before the public.

Students shall be able to tkae a part at the Scientific Conference of the university each year. This is an opportunity not only to acquire speaking capacity but also to raise awareness of scientific activities, such as the development of scientific publications.

In some courses, professionals in the sector are attracted to the evaluation of routine testing or exams, thereby enabling students to acquire additional knowledge, to meet professionals popular in the industry, and to make testing forms more creative.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

During the study process TU International Communication Management students are given the opportunity to participate in a self-selected internship. However, university has also entered into cooperation agreements with relevant communication organizations that enable students to acquire relevant knowledge within the curriculum. Thus, by carrying out academic knowledge in a practical environment that further facilitates the involvement of students in a further learning process based on the knowledge acquired during that practice.

Within the framework of the study process, students have four internships, of which the final one - pre-diploma, during which students not only acquire practical and professional knowledge, but also collect and collect information for diploma work. Before the internship, students are provided with an introductory lecture or consultation on the internship.

Therefore, at the end of the education process students are able to become the head of international communication. This linkage forms as an part of an education in which students are able to apply academic knowledge in practical terms to the design of projects in the role of managers.

- They are able to manage communication in the global public area in accordance with the strategic or transnational project objectives pursued by the organisation or their associations;
- manage international communication processes;
- plan and implement an international communication and communication strategy,
- study and analyse the international communication environment of the organisation, its impact on the image of the organisation;
- plan, implement and manage international projects with the organisation's foreign missions; partners and other stakeholders;
- plan, organise and manage communication with international media;
- manage international laws, regulations and other rules related to professional activity;
- manage globalisation processes and the specific features of multicultural communication;

- manage the ethics of international communication, the applied label and the protocol,
- manage the world business space and its changes.

The student, through practice, acquires and strengthens the theoretical knowledge acquired during the study courses. Theoretical knowledge is systematized, strengthened and expanded through practical work. The student will be able to make strategic decisions based on knowledge.

The student will be creative and innovative, will be able to define problems and propose a concrete action model to solve them.

Within the limits of its competence, the higher education institution shall support the student in the achievement of the tasks set within the framework of the internship by appointing an individual internship supervisor from the higher education institution, who provides the student with support in performing the internship tasks.

Students have the opportunity to do an internship at a place of their choice, but the school has also signed cooperation agreements with companies to provide internships. Students can contact the program director, who is in liaison with employers, and the UVF, who is in liaison with employers and employer organizations.

As observed, students choose internships either companies that operate internationally or ones that are easier for them to communicate on their own (for example, in homeland based companies). Most international communication students choose internships in Latvia, but there are also companies in Belarus, Spain, India, the Czech Republic, Norway, Sri Lanka, etc.

2.5. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the evaluations of the final theses.

When assessing the topics of the final thesis of both local and foreign students in the last two years, it is concluded that they are topical and relevant to the latest communication trends in Latvia and abroad. The final thesis topics are selected, not only covering broad issues in the communication sector, but also their integration into different sectors: business, media, social networks, advertising, public administration, municipalities, tourism, banking, etc. In both the years 2017./2018, 2018./2019 and 2019/2020, the final thesis focused on the essential elements, channels and instruments of communication, such as:

- reputation,
- special events,
- integrated marketing communication,
- public relations strategy,
- communication skills,
- branding,

- Internet resources,
- image or visual communication,
- communication methods,
- international marketing,
- communication,
- political communication,
- communication in the digital environment, etc.

Thesis research provides students with the opportunity to integrate the obtained data into the labor market, which is also one of the main goals when planning the topic of the work, the research objects and the research organization supported by the supervisors in the planning process.

In the period from 2013 to 2019, students in this program have an average grade of 7.33 in the final state examinations, which is considered a very good performance. The composition of the National Examination Committees is made up of both academic staff and industry professionals, thus ensuring an objective evaluation.

Program / Study year	2013./2014.	2014./2015.	2015./2016.	2016./2017.	2017./2018.	2018./2019.	2019./2020.
International Communication Management	7.55	7.56	7.58	6.29	7.19	7.71	7.92

Added to the Annex:

- table on the conformity of the study programme with the national education standard (model of the proposing form in Annex 6);
- table on the conformity of the qualifications to be obtained under the "International Communication Management" programme with the professional standard (model of the recommending form in Annex 7);
- table on the relevance of the study programme to the specific regulatory framework of the relevant sector
- mapping of study courses to achieve the results of study programmes (Annex 8);
- the study programme plan (Annex 9);
- descriptions of study courses (modules) of the study programme.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

In order to improve the study content and promote its quality, Turiba University (TU) conducts surveys of students, graduates and employers (individually and in cooperation with partners, for example, Prakse.lv or SKDS), the results of which are analyzed, evaluated and integrated into the study process. Every year a student survey is conducted, every two years a graduate survey is conducted, as well as every year TU study programs are included in the survey of Prakse.lv and the Employers 'Confederation of Latvia on the recommended study programs and higher education institutions from the employers' point of view. In 2020, TU ranked Prakse.lv and TOP3 of the most

recommended higher education institutions of the Employers' Confederation of Latvia. The institute was recommended by a number of leading Latvian companies, including New Rosme Ltd, Sakret AS, European Distance Education High School, Riga Distance Education High School, Nikos Travel Ltd, Moller Auto, LIDA, CSDD, Latvian Television and more. The high evaluation and close cooperation of employers allows us to follow the latest trends in the labor market by improving the content of study programs following the recommendations of employers.

There is also an annual student survey to find out about the study process as a whole, the optional courses offered, the organization of the study process, the material and technical support, etc. aspects.

2019/2020 458 students participated in the survey, most of them from the Faculty of Business Administration (UVF). In material and technical provision, students have given a constant grade of 4.44 (maximum 5 points) for two consecutive years, while analyzing UVF data shows that it is above the average of 4.46. Following the recommendations of the students, the lecturers' presentation on the types and requirements of examinations has been improved, which is also reflected in the results of the survey, rising from 4.46 to 4.50 during the year. The lecturers' contact with the auditor has also improved, increasing from 4.47 points to 4.49 points during the year. In the framework of the survey, students have the opportunity to answer open-ended questions by making specific comments and suggestions.

The TU programme "International Communication Management", by students, graduates and employers, is evaluated as a high-level programme capable of building a competitive workforce based on the information and teaching methods provided, not only on the basis of practical experience but also of academic preparedness. The information collected by the surveys is used to improve the content and quality of the studies. A great example is the development of a study course and its materials based on advancing standards of qualifications for work. In addition, work on electronic databases is actively involved, thus preparing students to base and justify research and skilled results in different courses, based on academically accurate and correct sources. Moreover, the approach to teaching is also adapted based on student learning, with a focus on greater student-docent cooperation.

Based on the results of the student survey, there is a regular monitoring of the process and content of studies, enabling an increasing number of content that meets the demands of industry and students. In 2020, study direction boards have been set up, consisting of both teaching staff and students and employers.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

Each study year, the Communication Field receives information from the International Office on the opportunities for students and lecturers to use international cooperation programs for the corresponding study year.

Students of the program have the opportunity to use: Double diploma programs (International communication management student universities in Turkey), Erasmus + program and bilateral exchange programs - programs for students and the opportunity to spend one semester at one of the Turiba partner universities around the world.

Student mobility in international communication management programs has been active since 2015, with Erasmus + and bilateral exchange programs studying in the Netherlands, Belgium, Portugal, Malta, Denmark, Peru, the Czech Republic, Croatia, France, Spain, Estonia, South Korea, Greece , Italy, etc. Since 2015, 43 students have used this opportunity.

Inbound mobility is also very intense. Students from the following countries take the opportunity to attend Erasmus + and bilateral exchange programs: Germany, Netherlands, Belgium, Turkey, Georgia, Kazakhstan, Lithuania, Czech Republic, South Korea, Georgia, Moldova, Belarus, Romania, Lithuania, Spain, Portugal, Ukraine, France , Kosovo, etc. Since 2015, 98 students have used this opportunity.

Mobility and recognition of study courses undertaken during mobility shall be in accordance with the provisions of the Erasmus + mobility program "Regulations on Erasmus + Mobility Program" (Approved by Turiba University). A procedure has been set for students to agree with the partner universities and faculties on the study courses to be taken (taking into account the study courses implemented in the program) prior to the mobility, and to conclude a study agreement. Upon completion of the mobility, the student submits a transcript of records of the courses completed at the partner institution of higher education; successfully completed study courses, in their entirety, are transferred with the grade "passed" on the basis of the dean's decree.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The existing technical base of study material allows to fully ensure the operation of study courses included in the study program based on II. Part 3, Chapters 3.1 to 3.3 the information provided in the criteria. Lectures take place in conference rooms, audiences, computer classrooms, and students have access to a modern library with a vast reading room. Audiences include high-quality visual equipment such as whiteboards, screens, multimedia projectors, audio and video hardware. Computerized workplaces are available for students. Stationary and portable multimedia projectors are installed. Cleaning in classrooms and common areas is handled by the university's service department, whose staff regularly cleans and ventilates the premises.

TU annually invests, in proportion to the increase in student numbers, in the technological development of the library, in the purchase of databases and in the collection of the fund with the latest literature. The list of required literature is updated every year according to the wishes of academic staff and students.

The list of books available in the library on communication, communication management, public relations, advertising, integrated marketing communications is appropriate to ensure a successful

study process for Latvian and foreign students, as the books are in Latvian, Russian, English and German languages.The library subscribes periodicals of more than 100 titles in printed form and several thousand in electronic format.

Students of the field have free access to video equipment - several cameras, spotlights, computer equipment and software, which allows to take pictures, film and edit video materials. There is a contract with chaula.tv that allows students to use that organization's audio, video and assembly hardware. Students use techniques to create materials for study courses:

- "Digital marketing",
- "Speech skill and interpersonal communication",
- Creative industries: Audioand video; Creative industries: Cinema; Creative industries: Photo; Creative industries: Multimedia; "Creative industries: Music",
- "Leadership",
- In the "Visual editing" students use a Design Standard package that includes CS6 InDesign + CS6 Illustrator + CS6 Photoshop.

Material and technical support can be used equally by students of study programs of all directions.

3.2. Assessment of the study provision and scientific support, including the resources provided within the cooperation with other science institutes and institutions of higher education (applicable to the doctoral study programmes).

Not applicable.

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

4.1. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Every year since 2015, there has been a steady increase of docents in the programme:

- 15/16 Study year – increase of 13%
- 16/17 Study year – increase of 7%
- 17/18 Study year – increase of 9%
- 18/19 Study year – increase of 12%
- 19/20 Study year – increase 11%

While the number of docents elected in the main job:

- 15/16 Study year – 35%
- 16/17 Study year – 30%
- 17/18 Study year – 34%

- 18/19 Study year – 37%
- 19/20 Study year – 31%

The quality of training has increased along with the number of docents, on the basis of the assessments and the lessons from the labour market and students. In addition, these changes have allowed feedback to be developed among docents and students, building on an appropriate learning approach to the needs of students, increasing both the quality of studies and the ability of students to apply knowledge within the labour market.

4.2. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualification of the teaching staff involved in the implementation of the study program complies with the objectives of the study program implementation and the requirements of regulatory enactments. TU elected academic staff (doctors of sciences - professors, associate professors and masters - lecturers), as well as invited guest lecturers from other Latvian universities and the communication industry in general participate in the implementation of the study process.

In the 2019/2020 study year a guest lecturer from Ukraine (for English groups) was attracted, but in the 2020/2021 study year a guest lecturer from Lithuania (for English groups). Students (latvian groups) had the opportunity to meet with a guest lecturer, who introduced the latest trends in media literacy in the world and various digital tools for identifying the level of media literacy.

Lecturers are regularly invited to express their opinion on the topicality of the content of the study course, on the necessary improvements or changes, taking into account the latest trends in international communications.

Great attention is paid to the fact that in the National Examination Commissions International Communication Management students are evaluated by the members of the commission with appropriate qualifications and extensive experience in the field of public relations, as well as good knowledge of English. In order to ensure the objectivity of the evaluation, lecturers from other universities and industry professionals (for example, employers, international communication managers, etc.)

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

Information available II. Description of the study direction 4.3. and 4.4. point.

4.6. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

For regular and qualitative exchange of information, meetings of the department and the extended department are organized on a regular basis (weekly at the beginning of the school year, then as needed) which enables planning of strategically well-considered and long-term development activities at the university and are done in cooperation with students. All academic staff shall participate in the meetings of the department, as far as possible. In cases where one of the lecturers, for objective reasons, has not been able to attend the meeting, the information shall be transmitted in an aggregated manner by e-mail and by telephone.

In 2019/2020 an audit of the content of the study program was introduced - a unified table has been created, in which lecturers must describe the course of regular examinations and the final exam.

In 2019/2020 a discussion of the study content of the teachers of "related" study courses was also introduced, thus maximally avoiding the duplication of information that is included in the study course.

At the time of submission of the self-assessment report, the number of lecturers in the programme are 34 and there are currently 126 students.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	SK_statistics on students_ENG.pdf	SK_Pielikums_nr5.pdf
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	SK_compliance_with_standard_ENG.pdf	6.pielikums_SK.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	SK_correspondence_of the qualification_with_standard_ENG.pdf	7.pielikums_SK.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	SK_Mapping of study courses_ENG.xls	8.pielikums_SK.xls
Curriculum of the study programme (for each type and form of the implementation of the study programme)	SK_program_plan_ENG.xls	9_Pielikums_Programmu_Plāns_SK.xls
Descriptions of the study courses/ modules	SK_syllabus_requirements_ENG.pdf	SK_apraksti_noteikumi.pdf
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	SK_diploma_example_ENG.pdf	Diploma_paraugs_SK.pdf
Description of the Study Programme - Other mandatory attachments		
Document confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued	Sadarbibas_ligums_paraugs_ENG.pdf	Sadarbibas_ligums.pdf
Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme	BAT_IKT_zaudejuma_apliecinajums_ENG.pdf	BAT_IKT_zaudejuma_apliecinajums.pdf
Confirmation of the higher education institution/ college that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	9 Apliecinajums par valodu prasmi SK_ENG.pdf	9 Apliecinajums par valodu prasmi SK_LV.pdf
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education		
Sample (or samples) of the study agreement	Draft_ Contract of education.pdf	Studiju_liguma_paraugs.pdf
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		

Public Relations

Title of the higher education institution	*Information and Communication Sciences*
ProcedureStudyProgram.Name	*Public Relations*
Education classification code	*42342*
Type of the study programme	*Professional bachelor study programme*
Name of the study programme director	*Kristīne*
Surname of the study programme director	*Tjarve*
E-mail of the study programme director	*ktjarve@gmail.com*
Title of the study programme director	*Mag.paed.*
Phone of the study programme director	
Goal of the study programme	*The aim of the professional bachelor's programme "Public Relations" is to enable students to acquire academic and professional knowledge, skills and competences in a modern environment, in line with the requirements of the EU Higher Education Qualification (EKF 6 level), the professional standard "Public Relations Manager" and to ensure that they can continue in the Master's degree or compete in the labour market.*
Tasks of the study programme	*1. Educating public relations managers who are competitive in the Latvian and EU labour market, who are prepared to take responsibility and initiative, are able to make independent decisions and solve problems according to their level of professional education.* *2. Improve the quality of public relations and the good reputation of the profession in Latvia, promote the competitiveness of public relations managers in Latvia and the European Union.* *3. Ensure continuous reciprocal links with PR practitioners in Latvia and abroad, ensuring the program is up to date with the latest public relations requirements.* *4. To promote the social relevance and public visibility of the programme through projects of public interest.* *5. To enable students to continue their Master's studies.*

| Results of the study programme | Achievable results of the professional bachelor study program "Public Relations":
1. ability to navigate the public agenda, media and political agenda;
2. ability to present information clearly and comprehensibly;
3. ability to prepare and provide information to the line manager and employees about the public, media and public agenda;
4. ability to monitor changes in the information environment and consumption of information channels of the parties involved;
5. ability to conduct qualitative and quantitative research on the parties involved and to use other research techniques;
6. the ability to identify the organisation's stakeholders and their needs;
7. ability to plan, develop and maintain the organisation's external communication in accordance with the overall goals of the organisation, offering strategies and tactics with appropriate communication tools;
8. ability to participate in the planning and implementation of public relations projects and campaigns;
9. ability to use communication project planning methods in their work;
10. ability to advise the organisation's management in the decision-making process on communication;
11. ability to create and update a risk and crisis communication plan;
12. ability to train staff to act in accordance with the crisis communication plan;
13. ability to analyse the needs of public opinion and organisation, seeing the regularities for image building;
14. ability to use various public relations tools in building the public image and reputation of the organisation;
15. ability to ensure understanding between the various parties involved in the organisation;
16. ability to select appropriate sources of information, collect and structure information;
17. ability to prepare and disseminate information in accordance with the interests of the organisation;
18. ability to analyse different media channels;
19. ability to select and use the most appropriate digital communication tools in the preparation of information materials;
20. ability to prepare informative materials;
21. ability to manage the process of development of informative materials;
22. ability to involve different audiences, incl. opinion leaders in communication processes;
23. ability to explain in an argumentative manner the role of one's profession in achieving the goals of the organisation;
24. ability to make recommendations for the preparation of the organisation's speeches for personal communication with the media and public speeches at various events;
25. ability to recommend, organise and conduct in-service training for other employees and clients on communication and public relations issues;
26. the ability to participate in the planning of the organisation's activities, contributing to the understanding of internal communication as an important tool for achieving the organisation's goals;
27. ability to provide crisis communication management;
28. ability to initiate and implement corporate social responsibility initiatives;
29. ability to develop financial proposals for public relations projects;
30. ability to plan and administer a budget for public relations projects
31. ability to ensure evaluation of public relations work in accordance with the specifics of the industry;
32. ability to understand and comply with applicable laws, regulations, standards and ethical norms;
33. ability to use multimedia and information technologies for work, incl. in the field of public relations;
34. ability to use a foreign language in different life situations according to the communication partner and the purpose of the communication;
35. etc. |
| Final examination upon the completion of the study programme | The study programme includes the development and defence of the qualification work. Qualification work is an independent (original) research that contains elements of innovation. |

Study programme forms

Full time studies - 4 years - latvian

Study type and form	*Full time studies*
Duration in full years	*4*
Duration in month	*0*
Language	*latvian*
Amount (CP)	*160*
Admission requirements (in English)	*To start public relations studies, the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Professional Bachelor's Degree in Public Relations*
Qualification to be obtained (in english)	*Public Relations Manager*

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 4 years, 4 months - latvian

Study type and form	*Part time extramural studies*
Duration in full years	*4*
Duration in month	*4*
Language	*latvian*
Amount (CP)	*160*
Admission requirements (in English)	*To start public relations studies, the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Professional Bachelor's Degree in Public Relations*
Qualification to be obtained (in english)	*Public Relations Manager*

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 4 years - english

Study type and form	*Full time studies*
Duration in full years	*4*
Duration in month	*0*
Language	*english*
Amount (CP)	*160*

Admission requirements (in English)	In order to start studies in the International Communication Management bachelor's study program, the applicant must have completed secondary education, and has to provide one of the English language certificates. If the applicant does not have any of the respective English language certificates, however the medium of instruction of his/her secondary education was English, he/she will receive a link to Turība University on-line English test after the registration. Additionally, the applicant is requested to pass a Social Science test given by Turība University.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Bachelor's Degree in Public Relations
Qualification to be obtained (in english)	Public Relations Manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time studies - 4 years, 4 months - latvian

Study type and form	Part time studies
Duration in full years	4
Duration in month	4
Language	latvian
Amount (CP)	160
Admission requirements (in English)	To start public relations studies, the applicant must have passed the centralized exam in Latvian, a foreign language (English, German, French or Russian) and mathematics. Applicants who have completed upper secondary education before 2004 must have passed a grade in the relevant subjects.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Bachelor's Degree in Public Relations
Qualification to be obtained (in english)	Public Relations Manager

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

Information in Chapter II "Discription of Study Field", 6.1. point.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

The number of students in the study program "Public Relations" has been assessed as stable since 2015, although, for example, in 2018 the number of matriculated students was the lowest - 9. On the other hand, in the 2020/2021 academic year there is a gradual increase in the number of students after part-time studies. This is the first year of studies since 2015, when such a form of studies has been completed again. In total, 48 students are studying full-time in this study program, but 7 students are studying part-time in this study program (full summary of statistics in Annex 5).

Number of matriculated students in the study program (as of October 1 of each year) in both full-time and part-time studies:

- In 2015 - 22,
- In 2016 - 13,
- In 2017 - 6,
- In 2018 - 9,
- In 2019 - 12,
- In 2020 - 15.

Since 2017 there are no groups for studying in English. However, taking into account the processes of globalization, the impact of the pandemic, the university's strategy and the activities carried out by the university to promote the study program, there is reason to believe that there will be a demand for studies in English in the coming years.

Until 2019, students from the following countries studied in this program: Azerbaijan, Belarus, Georgia, India, Russia, Ukraine and Uzbekistan.

The highest dropout of students in the program is observed every year in the form of full-time studies. The drop-out rate is observed in 2019, when the drop-out rate was less than 21%. The largest drop-out in part-time studies was in 2018 - 100%, but taking into account that at that time there were only two students in this form of studies, the drop-out cannot be assessed as high.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

The name of the study program since its establishment is "Public Relations", which fully corresponds to the goals of the study program mentioned in the section "Parameters", professional standard (approved in 2020), degree to be obtained in the study program, Development Strategy of Turība Univesity 2020-2025, educational qualifications code, the latest industry trends as well as labor market demand.

The study program is designed to provide students with in-depth study of the public relations profession and related knowledge, skills and competencies, orient themselves in the field agenda and are able not only to perform the duties of public relations specialists and managers, but also to support the company's management and colleagues which is fully in line with the degree to be obtained - Professional bachelor's degree in Public Administration.

The qualification to be obtained - Public Relations Manager - confirms the above, as well as shows that the study process includes such study courses that make students leaders and managers. Both the degree to be obtained and the qualification are in the context of both the industry guidelines and the public relations theory - the public relations specialist is a management function

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The content, study course Syllabus and Requirement of the study course Public Relations have been developed in accordance with the Public Relations Manager's professional standard (2019), which determines the main knowledge, competencies and abilities that students must acquire during their studies.

When planning the study process, teaching methods and content of study courses, taking into account the latest public relations and communication trends, demands and needs in the labor market. The recommendations of lecturers, employers and industry professionals are taken into account.

The programs are periodically reviewed with the involvement of students, lecturers, employers and other stakeholders. The updating proposal is put forward by the lecturers of the study courses, the

program directors, and the recommendations of the employers are evaluated. The update is evaluated in the meetings of the department and in the UVF methodological seminars, in the UVF council, where the academic staff, representatives of employers and the field, students' representatives and councils meet.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

By ensuring the objectives of the study programme, the linkage in the training process takes place with the involvement of a number of educational methods, such as interactive lectures, practice sessions, discussions, seminars, independent studies (preparation of publication, review, drafting of a report, case studies, project development, preparation for seminars and examination).

Thus, preparing students for the position of public relations manager who plans, organizes and directs organizational communication in accordance with the organization's vision and mission, business objectives, collecting, summarizing and analyzing information, identifying target audiences and information channels; forming internal communication of the organisation, ensuring trust in brand values, forecasting and preventing conflicts in the internal and external environments of the organisation, analyse the communication risks; forecasts potential crises and involvement in crisis management; is familiar with the organisation of media work and the development of relations with media representatives and internet media opinion leaders, as well as the agenda for the media and the public; is able to use multimedia and modern technologies in communication; promotes public support for the organisation's activities; advises on public relations; manage and use digital communications; principles and tools for carrying out duties; implementing corporate social responsibility initiatives; planning and coordinating their work with colleagues, managing the work of subordinate public relations specialists and/or the working group; evaluating and analysing the results of public relations work. Based on the knowledge of the professionals in the field as well as the knowledge gained through internships combined with participation in the studying process, links the feedback between the acquired knowledge and the professional activity, which indicates achievement of the set results, as students after graduation are able to promote their career development Student capacity includes public relations management, communication science, management knowledge, integrated marketing communication management, crisis communication management, management psychology, reputation management, lobbying, quality management, personnel management, research management, intercultural and interpersonal interaction.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process is designed so that students can be introduced to the professional environment of public relations as much as possible, such lectures take place not only in fully technically defined rooms, but also in other rooms: conference hall (with a large screen and sound system that allows create and watch industry-related projects, scientific programs, analyse documentary film and movie footage, listen to professional guest lectures, etc.), Business incubator (to have a chance in a creative atmosphere played real communication situations, led by lecturers and guest lecturers), larger audiences – visuals organized as simulations of real public relations situations, such as press conferences. Industry professionals, such as journalists, are also invited to take part in such regular tests. It brings the study process closer to the real professional environment.

There is an active cooperation with guest lecturers, as well as communication-related teas. For example, public relations students of the 2020/2021 academic year had the opportunity to listen to guest lectures about media literacy, integrated marketing communication, fake news, performance skills, etc.

In order to better master the theoretical principles students have an access to the largest scientific databases (students in the study papers written in the 1st, 2nd and 3rd year must use at least two scientific publications), library tours are organized to analyse the most popular books, as Consultations with study course lecturers are also regularly available.

The 2019/2020 study year all study rooms were set up with cameras and microphones. During the pandemic, the university organized a so-called hybrid lectures, where students were free to choose whether to attend in person or online.

In the 2019/2020 study year several new traditions are being introduced to strengthen feedback with students, thus finding out even more about their views on the content of study courses. The latest traditions are the Communication feeld "UpDate", where both students and lecturers participate, as well as the management meeting of the Department of Communication Sciences with the Student Self-Council.

In 2019/2022, some new lecturers with extensive experience in the field of communication have also been invited. In order to evaluate the course and quality of study courses, observations are performed regularly. The improvement of the study process also takes place on the basis of the answers provided by students in various surveys.

Syllabus and Requirements of study courses are updated every study year and the seats of the department are approved, thus following the youth and the theoretical principles of the communication industry (books, scientific publications, etc.), both in the news of the industry in general. The Syllabus and Requirements of the study courses also describe the evaluation criteria, with which the students are introduced to the study course in the first lecture.

Lecturers of public relations study programs participate in various guest lectures (for example, Flash lectures, which can be viewed publicly on a Facebook account), as well as support students or additional various issues related to the study process of students' interests.

In the next study year, organizing the planning of public relations students Communication quest, during which they will have the opportunity to "enjoy" all aspects of the profession in a clever way: press conferences, press release, organization of a communication event, justice in the company's public relations specialists, justice in the role of public relations agency staff, in the role of public relations manager, etc. Such activity correlates with the goals of study program.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

As part of the learning process, TU Public Relations students are given the opportunity to participate in a self-selected practice placement, but the school has also entered into cooperation agreements with various communication organizations that allow students to acquire relevant knowledge within the curriculum. In this way, academic knowledge is implemented in a practical environment, which further fosters student involvement in the further learning process, based on the knowledge gained during this practice.

Within the framework of the study process, students have four internships, of which the final one is a pre-diploma, during which the students not only acquire practical and professional knowledge, but also gather and collect information for their diploma work. Before the internship, students are provided with an introductory lecture or counseling on the internship.

Therefore, at the end of the education process students are able to become a public relations manager. This linkage develops within the framework of education, where students are able to put academic knowledge into practice as project managers.

Students are given an opportunity:

- gain insight into how public relations processes, including internal and external communications, are conducted in accordance with the strategic or communication project objectives set by the organization or its associations; public relations processes;
- to plan and implement internal and external communication strategy, to study and analyze public relations of the organization in general, its influence on the image of the organization;
- plan, execute and manage public relations projects for business partners and other stakeholders;
  plan, organize and manage communication with the media;
- be familiar with national and international laws and regulations and other professional regulations;
- to know the processes of globalization and the peculiarities of multicultural communication;
- to know communication ethics, business etiquette and protocol;
- know the business space and its changes.

The student, through practice, acquires and strengthens the theoretical knowledge acquired during the study courses. Theoretical knowledge is systematized, strengthened and expanded through practical work. The student will be able to make strategic decisions based on knowledge.

The student will be creative and innovative, will be able to define problems and propose a concrete action model to solve them.

Within the limits of its competence, the higher education institution shall support the student in the achievement of the tasks set within the framework of the internship by appointing an individual internship supervisor from the higher education institution, who provides the student with support in performing the internship tasks.

Students have the opportunity to do an internship at a place of their choice, but the school has also

signed cooperation agreements with companies to provide internships. Students can contact the program director, who is in liaison with employers, and the UVF, who is in liaison with employers and employer organizations.

As currently this study program is implemented only in the Latvian stream, students mostly choose Latvian companies as internships.

2.5. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the evaluations of the final theses.

When assessing the topics of the final thesis of both local and foreign students in the last two years, it is concluded that they are topical and relevant to the latest communication trends in Latvia and abroad. Moreover, the research findings are relevant and useful to the labor market, most often for students' own future work.

The selection of thesis topics are carefully considered in the study process, analysing them together with supervisors, if necessary by attracting lecturers competent in specific aspects of the sector.

In the last years students choose topics that correspond to the latest public relations trends in Latvia and abroad. Not only have public relations and communication in general been studied, but also integrated marketing communication, which is now so topical in the labour market. Generally in the world, there is a transformation of communication that can be explained by the branch of communication according to the requirements of target audiences.. Therefore, student thesis analyse the main aspects of public relations and communication today:

- media;
- cooperation with the media;
- special measures which are now becoming more demanding in both public relations and, in particular, in integrated marketing communications in general;
- public relations strategies for specific companies or organisations;
- the use of visual communication elements;
- sports communication;
- social media;
- opportunities for use;
- communication skills and competences;
- different aspects of branding;
- public relations instruments;
- public relations management in municipalities and public authorities.

In the period from 2013 to 2019, students in this study program have an average grade of 7.12 in the final state examinations, which is assessed as good performance. The composition of the National Examination Committees is made up of both academic staff and industry professionals, thus ensuring an objective evaluation.

Program / Study year	2013./2014.	2014./2015.	2015./2016.	2016./2017.	2017./2018.	2018./2019.	2019./2020.

Public Relations	7.00	7.29	7.21	7.14	7.00	7.11	7.17

Added to the Annex:

- table on the conformity of the study programme with the national education standard (model of the proposing form in Annex 6);
- table on the conformity of the qualifications to be obtained under the "Public Relations" programme with the professional standard (model of the recommending form in Annex 7);
- table on the relevance of the study programme to the specific regulatory framework of the relevant sector;
- mapping of study courses to achieve the results of study programmes (Annex 8);
- the study programme plan (Annex 9);
- descriptions of study courses (modules) of the study programme.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

In order to improve the study content and promote its quality, Turiba University (TU) conducts surveys of students, graduates and employers (individually and in cooperation with partners, for example, Prakse.lv or SKDS), the results of which are analyzed, evaluated and integrated into the study process. Every year a student survey is conducted, every two years a graduate survey is conducted, as well as every year BAT study programs are included in the survey of Prakse.lv and the Employers 'Confederation of Latvia on the recommended study programs and higher education institutions from the employers' point of view.

In 2019, BAT ranked Prakse.lv and TOP3 of the most recommended higher education institutions of the Employers' Confederation of Latvia. The institute was recommended by a number of leading Latvian companies, including New Rosme Ltd, Sakret AS, European Distance Education High School, Riga Distance Education High School, Nikos Travel Ltd, Moller Auto, LIDA, CSDD, Latvian Television and more. The high evaluation and close cooperation of employers allows us to follow the latest trends in the labor market by improving the content of study programs following the recommendations of employers.

There is also an annual student survey to find out about the study process as a whole, the optional courses offered, the organization of the study process, the material and technical support, etc. aspects.

2019/2020 458 students participated in the survey, most of them from the Faculty of Business Administration (UVF). In material and technical provision, students have given a constant grade of 4.44 (maximum 5 points) for two consecutive years, while analyzing UVF data shows that it is above the average of 4.46. Following the recommendations of the students, the lecturers' presentation on the types and requirements of examinations has been improved, which is also reflected in the results of the survey, rising from 4.46 to 4.50 during the year. The lecturers' contact with the auditor has also improved, increasing from 4.47 points to 4.49 points during the year. In the framework of the survey, students have the opportunity to answer open-ended questions by making specific comments and suggestions.

The TU programme "Public Relations", by students, graduates and employers, is evaluated as a high-level programme capable of building a competitive workforce based on the information and teaching methods provided, not only on the basis of practical experience but also of academic preparedness. The information collected by the surveys is used to improve the content and quality of the studies. A great example is the development of a study course and its materials based on advancing standards of qualifications for work. In addition, work on electronic databases is actively involved, thus preparing students to base and justify research and skilled results in different courses, based on academically accurate and correct sources. Moreover, the approach to teaching is also adapted based on student learning, with a focus on greater student-docent cooperation.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

Each study year, the Communication Field receives information from the International Office on the opportunities for students and lecturers to use international cooperation programs for the corresponding study year.

Students of the program have the opportunity to use: double diploma programs (for public relations students at a university in Turkey), Erasmus + program and bilateral exchange program - within the program, students have the opportunity to spend one semester in one of Turiba's partner universities around the world.

The mobility of students in the public relations program is active, since 2015 students have been using the opportunity to study Erasmus + in the Netherlands, Portugal, Spain, Norway and Turkey. Since 2015, 17 students have used this opportunity.

Incoming mobility is currently not implemented in this program, because the study program does not include complete groups in English.

Mobility and recognition of study courses undertaken during mobility shall be in accordance with the provisions of the Erasmus + mobility program "Regulations on Erasmus + Mobility Program" (Approved by Turiba University). A procedure has been set for students to agree with the partner universities and faculties on the study courses to be taken (taking into account the study courses implemented in the program) prior to the mobility, and to conclude a study agreement. Upon completion of the mobility, the student submits a transcript of records of the courses completed at the partner institution of higher education; successfully completed study courses, in their entirety, are transferred with the grade "passed" on the basis of the dean's decree.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of

the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The existing technical base of study material allows to fully ensure the operation of study courses included in the study program based on II. Part 3, Chapters 3.1 to 3.3 the information provided in the criteria. Lectures take place in conference rooms, audiences, computer classrooms, and students have access to a modern library with a vast reading room. Audiences include high-quality visual equipment such as whiteboards, screens, multimedia projectors, audio and video hardware. Computerized workplaces are available for students. Stationary and portable multimedia projectors are installed. Cleaning in classrooms and common areas are handled by the university's service department, whose staff regularly cleans and ventilates the premises.

Due to the Covid-19 pandemic all rooms are equipped with cameras and microphones, so that the study process can also take place online. Such modernization of the auditoriums was implemented in March 2020.

TU annually invests, in proportion to the increase in student numbers, in the technological development of the library, in the purchase of databases and in the collection of the fund with the latest literature. The list of required literature is updated every year according to the wishes of academic staff and students.

The list of books available in the library on communication, communication management, public relations, advertising, digital communication, integrated marketing communications, globalization is appropriate to ensure a successful study process for Latvian and foreign students, as the books are in Latvian, Russian, English and German languages.The library subscribes periodicals of more than 100 titles in printed form and several thousand in electronic format.

The program's students have access to video hardware — several cameras, spotlights, hardware and software that enable video materials to be photographed, filmed and assembled. There is a contract with chaula.tv that allows students to use that organization's audio, video and assembly hardware.

Resources and provision do not differ for different forms of program implementation.

3.2. Assessment of the study provision and scientific support, including the resources provided within the cooperation with other science institutes and institutions of higher education (applicable to the doctoral study programmes).

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

4.1. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Every year since 2015, there has been a steady increase of docents in the programme:

- 15/16 Study year – increase of 13%
- 16/17 Study year – increase of 7%
- 17/18 Study year – increase of 9%
- 18/19 Study year – increase of 12%
- 19/20 Study year – increase 11%

While the number of docents elected in the main job:

- 15/16 Study year – 35%
- 16/17 Study year – 30%
- 17/18 Study year – 34%
- 18/19 Study year – 37%
- 19/20 Study year – 31%

The quality of training has increased along with the number of docents, on the basis of the assessments and the lessons from the labour market and students. In addition, these changes have allowed feedback to be developed among docents and students, building on an appropriate learning approach to the needs of students, increasing both the quality of studies and the ability of students to apply knowledge within the labour market.

4.2. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualifications of the academic staff involved in the implementation of the study programme conform to the study program implementation conditions and the requirements of the regulatory enactments. The academic staff elected by TU (PhD - professors, associate professors and masters - lecturers), as well as guest lecturers from other Latvian universities, participate in the implementation of the study process.

In the study program Public Relations, lecturers with appropriate qualifications and experience in the field are attracted. Lecturers who are not ready to give lectures for a long time are attracted as guest lecturers, thus ensuring continuous synergy between the study process, its content and field and the latest communication trends in them.

Lecturers are regularly invited to express their opinion on the topicality of the content of the study course, on the necessary improvements or changes, taking into account the latest trends in public relations.

Great attention is paid to the fact that in the State Examination Commissions the students of the Public Relations Program are evaluated by the members of the Commission with appropriate qualifications and extensive experience in the field of public relations. In order to ensure the objectivity of the evaluation, lecturers from other universities and industry professionals (for example, employers, public relations managers, etc.)

[1]The Regulation on Organization for the Remuneration of University's Personnel. Approved at the sitting of the Senate 23.10.2019.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

Information available II. Description of the study direction 4.3. and 4.4. point.

4.6. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

For regular and qualitative exchange of information, meetings of the department and the extended

department are organized on a regular basis (weekly at the beginning of the school year, then as needed) which enables planning of strategically well-considered and long-term development activities at the university and are done in cooperation with students. All academic staff shall participate in the meetings of the department, as far as possible. In cases where one of the lecturers, for objective reasons, has not been able to attend the meeting, the information shall be transmitted in an aggregated manner by e-mail and by telephone.

In 2019/2020 an audit of the content of the study program was introduced - a unified table has been created, in which lecturers must describe the course of regular examinations and the final exam.

In 2019/2020 a discussion of the study content of the teachers of "related" study courses was also introduced, thus maximally avoiding the duplication of information that is included in the study course.

At the time of submission of the self-assessment report, the number of lecturers in the programme are 35 and there are currently 55 students.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	PR_statistics_on_students_ENG.pdf	PR_Pielikums_nr5.pdf
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	PR_compliance_with_standard_ENG.pdf	6.pielikums_PR.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	PR_correspondence_of_the_qualification_with_standard_ENG.pdf	7.pielikums_PR.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	PR_Mapping_of_study_courses_ENG.xls	8.pielikums_Kartejums_PR.xls
Curriculum of the study programme (for each type and form of the implementation of the study programme)	PR_program_plan_ENG.xls	9_Pielikums_Programmu_Plāns_PR.xls
Descriptions of the study courses/ modules	PR_syllabus_requirements_ENG.pdf	PR_apraksti_noteikumi_LV.pdf
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	sample diploma_PR.pdf	Diploma_paraugs_PR.pdf
Description of the Study Programme - Other mandatory attachments		
Document confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued	Cooperation agreement_example.pdf	Studiju_turpinasana.pdf
Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme	BAT_IKT_zaudejuma_apliecinajums_ENG.pdf	BAT_IKT_zaudejuma_apliecinajums.pdf
Confirmation of the higher education institution/ college that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	9_ Proof of staff English language skills.pdf	9 Apliecinajums par valodu prasmi PR_LV.doc.pdf
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education		
Sample (or samples) of the study agreement	Draft_ Contract of education.pdf	Studiju_liguma_paraugs.pdf
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		

Communication Management

Title of the higher education institution	*Information and Communication Sciences*
ProcedureStudyProgram.Name	*Communication Management*
Education classification code	*51321*
Type of the study programme	*Doctoral study programme*
Name of the study programme director	*Jolanta*
Surname of the study programme director	*Derkevica-Pilskunga*
E-mail of the study programme director	*jdpinvest@inbox.lv*
Title of the study programme director	*Doktora zinātniskais grāds plašsaziņas līdzekļu un komunikācijas zinātnes nozarē (Ph.D.)*
Phone of the study programme director	
Goal of the study programme	*To develop the academic potential of communication science by linking the creation of new knowledge in this science sector to the needs of organisations and community management practice, achieving the international competitiveness of this Latvian science industry, as well as the impact on the improvement of organisation and public communication management.*

Tasks of the study programme	*To train innovative and creative social science professionals with a PhD who, using the knowledge, skills and competences acquired in the program, are able to:* *1. demonstrate knowledge and understanding of current scientific theories and insights, mastery of social science methodology and modern research methods in media and communication science and related sciences, particularly management science;* *2. independently evaluate and select appropriate research methods by carrying out a substantial amount of original research in their dissertation and communicate their field of research with the wider scientific community and the general public while conducting scientific projects and conducting research or development assignments in different organizations;* *3. to undertake, by means of independent critical analysis, synthesis and evaluation, significant research or innovation tasks in the field of communication, to independently propose a research idea, to plan, structure and conduct large-scale scientific projects, including in an international context.* *Enhance the competitiveness of communication professionals in the national and European communication labor market and build on this knowledge and a high level of skills and competences in communication, media, public relations, management and marketing.* *To implement modern knowledge acquisition in communication theories and social research methods, paying attention to new theoretical approaches, research and solutions of topical communication management problems especially in European countries, North America and Latvia.* *To promote interest in topical Latvian and European social problems and their solutions by involving leading researchers from Latvia and abroad in the implementation of the program, as well as by engaging doctoral students in research carried out by the Department of Communication Sciences.* *To develop creative critical thinking, ability to express and defend one's opinion in a reasoned way, thus enriching discussions on communication management problems in various fields and transferring the knowledge of internationally comparable doctoral studies to the practice of communication management in Latvia.*
Results of the study programme	*The "Communication Management" doctoral programme provides knowledge in the following areas: communication theories and knowledge of the field, social sciences methodologies and research methods in media and communication science and management science.* *Achievable study results of the doctoral study program "Communication Management":* *• ability to demonstrate extensive research knowledge and skills;* *• ability to show that student knows and understands the latest scientific theories and findings;* *• Ability to demonstrate mastery of research methodology and modern research methods.*

Final examination upon the completion of the study programme	*The study programme includes the development and defence of promotion work, as well as two promotional exams (with a commission) - in media and communication science and in foreign language. Promotion work is an independent (original) study containing elements of novelty. It demonstrates the student's skills and competences.*

Study programme forms

Full time studies - 3 years, 6 months - latvian

Study type and form	*Full time studies*
Duration in full years	*3*
Duration in month	*6*
Language	*latvian*
Amount (CP)	*144*
Admission requirements (in English)	*During the admission process, the report prepared by the applicant (volume - up to 10 pages) on the topicality possible doctoral thesis and the compliance of the previously obtained master's or professional master's diploma with the field of science is evaluated.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Doctor of Media and Communication Science (Ph.D.)*
Qualification to be obtained (in english)	-

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 3 years, 6 months - english

Study type and form	*Full time studies*
Duration in full years	*3*
Duration in month	*6*
Language	*english*
Amount (CP)	*144*
Admission requirements (in English)	*During the admission process, the report prepared by the applicant (volume - up to 10 pages) on the topicality of his / her possible doctoral thesis and the compliance of the previously obtained master's or professional master's diploma with the field of science is evaluated.*
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	*Doctor of Media and Communication Science (Ph.D.)*
Qualification to be obtained (in english)	-

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

Information in Chapter II "Discription of Study Field", 6.1. point.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

Since 2015 the number of students enrolled in the doctoral program "Communication Management" has been stable as there are two students enrolled in the program from 2015 to 2018, one in 2014 and three in 2019. In 2020, one student started studies in this program. Since 2015 there is also a steady distribution of students across the languages of study. This program has two learning languages - Latvian and English.

Number of students on October 1 of each year:

- 2015 - 12
- 2016 - 14
- 2017 - 8
- 2018 - 9
- 2019 - 9
- 2020 - 9

The breakdown of full-time foreign students by country of residence is as follows: Egypt, India, Tajikistan , Azerbaijan and Uzbekistan.

Analysis and evaluation of the impact factors of the number changes in the appendix.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

The innovation and basic idea of the profile of the TU programme of media and communication science doctoral studies, "Communication management", is to link mass media and communication

studies first and foremost with management science studies, because in the context of globalization, organizations and societies in Latvia are also in increasingly complex, often international, relationships where proactive information and communication play an increasingly important role in providing orientation and transparency to the organization and society. Transparent, professional communication is a necessary prerequisite for the responsible management of an undertaking or any other organisation. Since communication and management, particularly strategic management, are closely linked in practice, it is necessary to link them closely to research and studies at all levels, including doctoral studies. This approach has been highly evaluated by the independent expert-examination of the programme, as demonstrated by the written feedback received from the participating groups (stakeholders) and also by the high assessment in accreditation (2012), the highest in Latvia among other information and communication science course studies programmes. This is also reflected in the stable and focused interest of the programme reflectors to study in a programme with such a profile and positioning, as well as the three promotion works successfully defended since accreditation and several more in the process, and some very close to the conclusion, which is a significant contribution to the overall share of young Latvian communication Doctors, particularly in the specialisation of the communication management (here the TU doctoral students share is the highest).

In the course of the implementation of the programme, the supply of elective courses, such as digital communication, as well as scientific publications of the programme's leading teaching staff and students, and reports in conferences have developed and strengthened the profile of the programme, such as the economic theory of journalism, etc. in interdisciplinary studies. This is in line with the programme's guideline that communication has become the main function of modern management, so it is also necessary to develop the theoretical and empirical research of the organisation's communication and communication management in Latvia, and it is the doctoral-level studies that open up such opportunities in business higher education. Doctoral studies in the sector are also a prerequisite for the training of knowledgeable and innovative top-level specialists for the communication labour market, both by directly increasing their qualifications for existing professionals and by subcontracting the development of academic staff for lower-level study programmes. It is a business university that is an appropriate place for the doctoral studies of communication management, because company managers have to be professional communicators, while communication professionals need to know modern management tools, and media management, with its impact on the development of communication content, is also a special part of communication management.

By comparison: other doctoral studies programmes of the media and communication science industry in Latvia have underrepresented media and communication science and management science, although such integration is a requirement of business and consequently economic development trends around the world. On the one hand, it is becoming clear to the communication managers that successful communication of business and economic topics is not possible without much knowledge in business and the economy. Other leaders, on the other hand, are increasingly aware that without professional internal and external communication, it is not possible to manage the organisation successfully. This means that in this respect an interdisciplinary approach must be found not only at different levels of study but also in research, which is undoubtedly the task of the doctoral program.

For example, the core of the public relations professional bachelor's and master's degree programmes (professional qualifications, respectively, public relations manager and strategic communication manager) in TU is the integration of public relations/communication and management, understanding communication as a function of successful management, the role of which in modern business and society is increasing and therefore needs to be reinforced and

integrated at all levels of organisation and community management. Unfortunately, in practice, the opposite – structural isolation, leading to leadership and also the communication dysfunctionality, in academic research – to artificial delimitation, which hampers the opening of new, practice-related research horizons.

Interdisciplinary orientation, particularly in relation to other social sciences, which are also implemented in this Media and Communication Science Programme with sociology, economics, psychology, policy science and rights science, is nevertheless focused or focused more narrowly directly on management science, while at the same time relying on media and communication science an underlying programme with a share of more than 75% credits to be provided. of each doctoral candidate. Thus, extensive and in-depth basic knowledge in the science of media and communication is achieved in conjunction with basic knowledge in the related science, which makes the alternative to the doctoral programmes at Latvian level and differs from the other universities.

During the admission process, the report prepared by the applicant (volume - up to 10 pages) on the topicality of his / her possible doctoral thesis and the compliance of the previously obtained master's or professional master's diploma with the field of science is evaluated.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The programme is designed in such a way that theoretical knowledge and research and pedagogical skills are acquired in the mandatory part of the programme, which forms the full basis for the development of an independent original scientific study in the social sciences sector, the media and communication science. The elective part of the programme opens up the possibility of more extensive and in-depth studies in the fields of research interest for doctoral candidates, including specialisation courses. The teaching of study courses is based on meeting the needs of doctoral candidates, linking as closely as possible the topics of study courses to the development of themes for promoted works, both in discussions and in the self-selected works, and in particular the use of recent scientific publications in online databases.

The mandatory part of the programme involves the acquisition of basic knowledge and in-depth knowledge of the most pressing scientific theories and knowledge, not only in media and communication science, but also in management science and in contact with both sectors, on the methodologies of social sciences and modern research methods in the media and communication science and related sciences, particularly in the management science. The compulsory part also acquires the skills necessary for doctoral students as researchers and educators - to choose and

use communication research methods, qualitative and quantitative, including statistics, carrying out a substantial amount of original research in doctoral thesis, as well as communication skills, to carry out scientific projects and to conduct research or development tasks in different organizations. Doctoral candidates acquire the competence to carry out independent critical analysis, synthesis and evaluation, to address significant research or innovation challenges in the field of communication, to independently raise the idea of a study, to plan, structure and manage large-scale scientific projects, including in the international context.

Alongside methodological and profiling study courses and foreign language, the didactic concept of the program, in accordance with the specific aims and tasks of the doctoral program, includes theoretical seminars of the doctoral students, where the lecturers are always invited to participate in, participation in the implementation of undergraduate and graduate studies and the development of a doctoral thesis.

On a regular basis, including through personal contacts in the Baltic Association for Media Research, International Association for Media and Communication Research, European Media Management Education Association and Association for the Advancement of Baltic Studies, comparison with similar study programs has been carried out in Latvia (University of Latvia, Rīga Stradiņš University), and abroad – first in the European Union (Jiveskiles Universitāte (University of Jiväskilä), University of Tartu, Vilnius University, TU Dortmund University, Free University of Berlin etc., but also outside (as the USI Università della Svizzera italiana, Lugano), University of Georgia, Saint Petersburg State University, Lomonosov Moscow State University Journalism faculty, etc.).

Of particular importance for the development of the program content was the program previous director's information visit to German universities after the German Academic Exchange Service invitation (08.–14.05.2016.), the regular participation of the European Journalism Observatory – EJO network (https://lv.ejo-online.eu/; https://ru.ejo.ch/; https://en.ejo.ch/ u. c.) and the global study „Worlds of Journalism" (https://worldsofjournalism.org/) conferences was particularly important for the development of the content of the programme, Baltic-German University Liaison Office with German media management professor Klaus Dieter Altmeppen (31.05.2016.), and BAT 18th International Scientific Conference „Communication in the Global Village: Interests and Influences" (18.05.2017.) and the 6th Political Marketing Forum „Insiders and Outsiders in the Evolving Political Market Place: Exploring the Actors and the Political Strategies" at BAT (03.–05.08.2017.). The comparison of programmes, as with the results of regular surveys of doctoral candidates of the programme, is reflected in the annual self-assessment reports of the course of study.

As a result, in line with industry, labour market and scientific developments, new elective courses (Part C) have been introduced gradually every couple of years, mostly in both study languages at the same time: "Media Audiences" (Prof. Anda Rožukalne), "Media management", "Communication History" (Prof. Ainārs Dimants), Strategic Communication '(doc. Gregory John Simons), „ Digital Communication" (prof. Jurģis Šķilters). Thus, the implementation of the program focuses on doctoral-level academic staff from various Latvian universities and research centers (University of Latvia, Riga Stradins University, Latvia University of Agriculture, Latvian National Defense Academy Security and Strategic Research Center, Vidzeme University College, School of Economics and Culture). Taking into account lack of communication science doctors and professors in Latvia, researchers and lecturers in the communication science of the neighbouring countries of the North, particularly the managers of promotion, are attracted. Similarly, theoretical seminars on doctoral candidates are focused mainly on learning and including the latest achievements of the sector in promotional works.

In the light of the above, it should be emphasized that the award of the degree in question is based on the achievements and knowledge of the relevant field of science or artistic creativity.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The key issues highlighted in achieving the objectives are focused on ensuring the quality of the study programme. This is achieved by:

1. an assessment of academic staff. Doctoral candidates from each study course have the opportunity to express their views on the relevance of the study course, the teaching methodology and the qualifications of the docents;
2. permanent assessment of the level of student satisfaction;
3. regular comparison of programmes that are similar to each other, as a result of which conclusions are drawn in the development of the programme and changes have been made to the study programme.

The main issue that is systematically addressed throughout the study year is ensuring the competitiveness of the program. The level of competitiveness is assessed by comparing the structure of the programme, the study methods and their compliance with the requirements of doctoral candidates.

The main research courses and research projects of the programme's leading academic staff are in line with the innovative profile of the doctoral programme "Communication management" and the topics of the scientific research work of the department's academic staff approved at the meeting of the department of communications and with the objectives of the study programme, the scientific activities of the academic staff of the programme in order to follow the current media and communication activities for the development of science and practice, as far as possible, by involving doctoral candidates in this research (research projects and publications), starting with the selection of topics for promoting works:

1. Latvian media system, media policy, media economy and management, media ownership, editorial autonomy, quality of journalism;
2. corporate social responsibility, corporate social responsibility communication, intercultural communication;
3. Integrated Marketing Communication, New Media Technologies;
4. mass media market and audience in Latvia.

The doctoral program council (professors Ainars Dimants, Andris Pētersons, Gregory John Simons, all - Latvian Science Council experts in the field of media and communication science, communication theory) decides on the development of the doctoral thesis (with mark) at the end of the academic year, awarding or not awarding credits for promotion work in accordance with the following criteria approved by the Council, which are clearly and accessible to doctoral students:

1. programme students must submit for approval the subject of the promotion work in the Council of the Doctors Programme by the end of the semester of 1 study year, indicating the potential work supervisor, and a plan for the development of the promotion work;
2. programme students must publish at least one internationally quotable publication by the end of the 2 nd semester or make a statement in at least one international conference on a

subject that conforms to the problem to be studied in the promotion work;

3. programme students must publish by the end of the 4th semester at least the second internationally quoted publication or make a statement at the second international conference on a subject that conforms to the problem to be studied in the promotion work;
4. in the final semester of the study programme the draft of the promotion work shall be submitted to the Department of Communications Sciences;
5. if the doctoral candidate has passed all the final examinations provided for in the programme, the Department of Communications Sciences organiseS a preliminary defence of the draft of the proposed promotion work (evaluation of the project of promotion work);
6. the students of the program provide reports on the progress of the doctoral thesis in accordance with the doctoral thesis development plan and the activities mentioned in the first two study years, which take place at least once in the semester.

In addition, the participation of the doctoral candidate in the implementation of bachelor's and master's studies programmes is evaluated: mostly in the commission for the defence of studies and practices, as well as in the management of diplomas and master's works, but 2 doctoral candidates and 3 doctors in the programme are doctors in various Latvian universities – Vidzeme University, Liepaja University, Baltic International at the Academy, etc., 2 Doctors at Business University's Department of Communications Sciences, thereby ensuring the updating of academic staff. In line with the needs of the Bachelor's and Master's degree programmes of the Business Management Faculty, doctoral candidates have the possibility to manage studies, as well as lectures and seminars. In order to assess the participation of doctoral candidates in the implementation of bachelor's and master's programmes, an integrated assessment system is used following a model developed by the University doctoral study programme "Business Management".

The theoretical seminary of doctoral candidates shall present, discuss and analyse the individual scientific research work of doctoral candidates in accordance with the regulation of the University Doctor's Studies, the Law on the Development and Design of Promotion Works and the requirements of the Council of the Doctor's Programme, and the contribution of the doctoral candidate to the seminar (activity and presentation) is graded. All doctoral students of the program, together with their PhD supervisors, program director and other lecturers of the Department of Communication Sciences, actively participate in the theoretical seminar of doctoral students, creating a demanding and productive academic interaction environment.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study courses focus on the development of various professional abilities, which are facilitated by the use of methods such as lectures, demonstrations, pair work, discussions, assignments, self assessment questions and independent study projects and the use of one's initiative. Thus, promoting the ability to actively engage in the work process, not only individually but also in group work based on practical knowledge, taking into account the theoretical basis acquired through lectures, visual aids and database materials.

In accordance with the provisions of Article 6 (4) of the Law on Higher Education Institutions, the teaching staff is entitled to choose the appropriate teaching/learning methods. Each lecturer involved in the implementation of the doctoral study program knows the current topical issues in his/her subject. They are especially reviewed within the study course and discussed with doctoral students. Doctoral students are invited to propose possible solutions to current issues, which have explored and analysed by the respective lecturers. Solutions could be in the form of presentations, essays or a test, but the study courses definitely include an evaluation and analysis of the possible solutions. The solutions proposed by the doctoral students are evaluated from the point of view of academic importance, practical application and, of course, whether the solution is related to the chosen theme of the doctoral thesis.

In each study course the lecturer chooses the most appropriate teaching method that best contributes to the achievement of the learning outcomes of the study course and the whole study program. All study methods can be used in one course.

In accordance with the basic principles of student-centred education, the requirements, the results i.e. the final grade, percentage distribution (weightage) for the study courses are clearly defined. Lecturers regularly evaluate and improve study course teaching methods, promote student autonomy simultaneously ensuring educator supervision and support as well.

Educators follow the implementation of student-centred teaching and learning in their work process, taking into account and respecting the diversity of students and their needs; using various learning pathways that are appropriate to the students' capabilities by implementing programs in different ways and providing opportunities to tailor works and assignments according to their own knowledge. In addition, where appropriate, a diverse pedagogical approach , derived from seminars and active education in the design of scientific papers and participation in scientific conferences, is used. Educators encourage learners to become independent while at the same time providing guidance and support, and promote mutual respect between learners and educators.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

2.5. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the evaluations of the final theses.

An insight into the topics of promotion works developed in the doctoral studies programme and their analysis compared to the positioning of the programme (see paragraph 1.3 of this report), its objectives and tasks, makes it clear that the thesis studies carried out in the programme are highly relevant from the point of view of the communication theory as well as the development of the practice of the communication industry in Latvia and the main research directions of the programme's leading academic staff and, respectively, the leaders of the promotion work in the TU

Department of Communication Sciences (for details see paragraphs 2.2 to 2.3 of this report). The programme is selected mainly by students who want to explore the latest good practice of the communication industry and come with their recommendations for further improvement of practice, especially in Latvia.

Three promotional works (two in Latvian and one in English) developed in the communication management programme (Dr. sc. soc./Ph.) have been successfully defended during the reporting period since the previous accreditation):

1. I. Pūre Developing and Understanding Diversity of Public Relations in Latvia (1991–2010) (sup. doc., Dr. phil. B. Pētersone).
2. R. Cāne Transformation of the Communicative Functions of Latvian Documentary Cinema (1944–1990) (sup. prof., Dr. phil. A. Dimants).
3. J. Derkevica-Pilskunga „Domino Effect Theory and Legal Regulations: The Effects of Risk and Crisis Communication on Latvian Enterprises" (sup. prof., Dr. phil. J. Lehtonens (Jaakko Lehtonen), con. prof., Dr. iur. J. Načisčionis.

Topics of promotion work for doctoral candidates of the programme (in the 1 st semester of the year 2019./2020) and leaders, in accordance with the Statute of the University Doctor's Studies, are be approved at the meeting of the Council of the Doctor's Programme and the supervisors of the promotion are be approved by an order of the University Rector, on a proposal from the Council of the Doctor's Programme:

1. L. Ozoliņa „Professional self-awareness of Latvian journalists and change of accepted professional roles" (sup. prof., Dr. phil. Ainārs Dimants);
2. L. Saulīte „Influence of digitalisation of media usage on national media branding in Latvia" (sup., Dr. phil. A. Dimants).
3. N. Sotikova „Development of a two-way communication model for marketing experience in short-term exchange programs in higher education" (sup. prof., Dr. sc. soc. A. Pētersons).
4. U. Zupa „Role of National Strategic Communication in Comprehensive State Defense System in Latvia " (sup. researcher, Dr. sc. pol. I. Bērziņa).
5. A. Šperliņa „Influencer Marketing Communication in Social Media as a Factor in Consumer Behavior and Brand Perception" (sup. doc., Dr. sc. soc. R. Cāne).
6. K. Taha Zeineldin Mansour „Development of the C.B.C TV Channel and the future of Internet TV in Egypt" (sup. prof., Dr. sc. soc. A. Pētersons).
7. L. Zvejniece „The Impact of Strategic Communication on Employee Attitudes and Behavior in Business Organizations" (sup. doc., Ph. D. G. John Simons);
8. E. Zamanli „Public Diplomacy as a Strategic Communication Method and Role of Media" (sup. doc., Ph. D. G. John Simons).

In appendix add:

- a table on the compliance of the study program with the national education standard (a sample of the recommendation form in Appendix 6);
- Table on the Compliance of the Qualifications Acquired in the Study Program "Title" with the Profession Standard (model of the recommendation form in Appendix 7) [Not applicable.];
- a table on the compliance of the study program with the specific normative regulation of the respective field, eg Psychologist Law, Medical Law, etc. (if applicable) [Not applicable.];
- study course mapping for the achievement of the study program study results (sample recommendation form in Appendix 8) [According to Cabinet of Ministers Regulations Nr. 322 (13.06.2017.) "Regulations on the Classification of Education in Latvia" the following requirements for the results of the 8th level doctoral studies graduates are implemented;
- study program plan (annex 9);

- descriptions of study courses (modules) of the study program.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

A regular oral and written survey of students in the programme is carried out, the results of which are analysed in the annual study direction self-assessment reports and taken into account in the development of the programme. Surveys have made changes to the program, changed and attracted new docents, introduced a remote approach to the use of online databases in the university library. It is concluded that doctoral candidates are satisfied with the programme and its organisation, and their strengths are innovation in the programme profile, particularly in terms of ensuring competitiveness in the labour market. Compared to previous surveys, cooperation with promotion work supervisors and the development of promotion work has improved, although students are developing unevenly, due to increased difficulties in combine studies with work, the overall decrease in the number of hours devoted to independent studies, as a result of the results of previous experience in the European Social Fund project "Support for doctoral studies in Business University". "Sustainability", there is an acute need for continued state aid for doctoral studies.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

The mobility of students is greatly hampered by a condition that, on the one hand, is very positive that doctoral students in the study programme work in all professional communication sectors (media, social relations, advertising), but on the other, their busy activities do not allow them to leave Latvia for longer periods. In this respect, there are some exceptions (L. Ozoliņa, L. Saulīte etc.), have managed to visit Western universities (EU and US) at least for a shorter period of time, even though going to scientific conferences, in preparation of their promotion activities.

The future aims to make more active use of the financial opportunities of the European Union's national and third-country cooperation programmes for research and mobility of both doctoral candidates and academic staff, for example through the communication science doctoral programme of the private Zeppelin University (Germany), which was organised by the TU doctoral programme "Communications management", the Director visited the *Erasmus* + academic staff on a mobile visit (18-22.09 .2019), while developing cooperation with the associated national university doctoral programmes in Latvia and the Baltic region.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and

Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The existing technical base of study material allows to fully ensure the operation of study courses included in the study program based on II. Part 3, Chapters 3.1 to 3.3 the information provided in the criteria. Lectures take place in conference rooms, audiences, computer classrooms, and students have access to a modern library with a vast reading room. Audiences include high-quality visual equipment such as whiteboards, screens, multimedia projectors, audio and video hardware. Computerized workplaces are available for students. Stationary and portable multimedia projectors are installed. Cleaning in classrooms and common areas is handled by the university's service department, whose staff regularly cleans and ventilates the premises.

TU annually invests, in proportion to the increase in student numbers, in the technological development of the library, in the purchase of databases and in the collection of the fund with the latest literature. The list of required literature is updated every year according to the wishes of academic staff and students..

The list of books available in the library on communication, communication management, public relations, advertising, integrated marketing communications is appropriate to ensure a successful study process for Latvian and foreign students, as the books are in Latvian, Russian, English and German languages.The library subscribes periodicals of more than 100 titles in printed form and several thousand in electronic format.

3.2. Assessment of the study provision and scientific support, including the resources provided within the cooperation with other science institutes and institutions of higher education (applicable to the doctoral study programmes).

University's modern infrastructure (including computers with SPSS software) provides a favourable environment for study and scientific work. The resources of the university library are constantly developing, complementing them with the most relevant communication science literature for the programme profile, for which thematic exhibitions are organised on the initiative of the programme. In addition, doctoral candidates are invited to use other public libraries, including the specialised library of the University of Latvia School of Social Sciences and the National Library of Latvia, which is funded by taxpayers. The University Library provides the latest electronic databases of scientific literature, such as EBSCO, etc., printed by the industry's scientific journal "Journal of Public Relations Research".

For the provision of studies, the programme has purposefully promoted the release of media and

communication science literature in the Latvian publishing house of higher education (A.Dimanta, J. Lehtonen, A. Rožukalnes books on journalism, risk and crisis communication and media audiences), which are actively used in communication studies in other Latvian high schools. Currently, with the support of the Goethe Institute (Germany), the translation of the German Professor Klaus Beck's monograph "Communication Science" into the scientific version of Prof. A. Dimants– the first comprehensive work on Latvian media and communication science. Similarly, knowing the acute necessity directly for the study process, together with colleagues from other universities (Riga Stradiņš University, Vidzeme High School, etc.), as well as linguists-terminologists, active work has been launched this year on the Latvian language communication term dictionary.

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

4.1. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

During the reporting period, a gradual updating of the composition of academic staff has taken place, for example, the teaching of both parts of the study course "Scientific Performance Methodology and Study Methods" has been overwhelmingly taken over by the graduate of the programme in the communication science Dr. sc. soc. R. Cāne. In turn, Professor J. Lehtonen's study courses on "Integrated Marketing Communication" and "Risk and Crisis Communication" have been greatly taken over by the internationally distinguished researcher, docent G. John Simons, adding to them the "Strategic Communication" study course.

In the implementation of the programme – both in the management of promotion activities and in the teaching of study courses – excellent guest professors from other Latvian universities are also successfully involved, as well as Prof. J. Šilters (study course "Digital communication"), political communications researcher I. Berzins (leading the work of the relevant promotion), guest professor from Ukraine Business in the framework of the "Turiness" EU project, S. Kurbatov (the study course "Economic Analysis of Public Relations and Journalism"), has generally ensured not only the quality of stable studies but also the continuous development of the content of the programme and the strengthening of its economic and business-oriented direction.

The decrease in the proportion of elected lecturers has not affected the quality of studies in this program.

4.2. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The study program is provided by 16 lecturers all of whom have a doctoral degree, among them are experts of the Latvian Council of Science in media and communication science, three of whom are experts approved by the Latvian Council of Science in the respective field (for a full list, see the relevant appendices).

Independent Promotion Council in the Media and Communication Sector:

- Dr.phil. Ainārs Dimants, Turiba University (Chairman);
- Ph.D. Renata Matkevičiene, Vilnius University (Lithuania);
- Dr.phil. Gregory Saimonds, Turiba University, Uppsala University (Sweden);
- Dr.phil. Jurģis Šķilters, University of Latvia;
- Dr.sc.comm. Jānis Buholcs, Vidzeme University;
- Dr.phil. Velga Vēvere, University of Latvia;
- Dr.sc.soc. Anda Rožukalne, Rīga Stradiņš University.

As already illustrated and described earlier in this report, such an academic staff make it possible to fully achieve the goal of the study program and its tasks.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

Full list of publications in the Annex 6 of the self-assessment of the direction

Dr.phil. **Ainārs Dimants**:

Chapter 18. Latvia: Different journalistic cultures and different accountability within one media system. Eberwein, Tobias; Fengler, Susanne; Karmasin, Matthias (eds.) *The European Handbook of Media Accountability.* London, New York : Routledge, 2018, 143–149.

Ph.D. **Jolanta Derkevica - Pilskunga**

Domino effect in risk and crisis communication. Management and legal aspects. Monograph, ISBN 978-9934-543-27-2 © SIA "Biznesa augstskola Turība", 2021, 312 lpp.

Dr.phil. **Signe Dobelniece**

Millere, J., Dobelniece, S. Social Inclusion Challenges of Refugees. Proceedings of the International Scientific Conference Economic Science for Rural Development, No 49, Jelgava, 2018, p. 349-355.

Dr.sc.soc. **Renāte Cāne**

Cāne, R., Vindele, L. Scientific article "Use of copyrighted works in education". Published at the 13th International Scientific Conference of the Rezekne Academy of Technology "Society. Integration. Education "collection of articles (issued 24.05.2019.) I chapter, p.607.-616., ISSN 1691-5887, 2019.

Dr.paed. **Ineta Lūka**

Luka, I. (2019). Creating a Culture-Based Language Learning Course for Developing Adult Learners' 21st Century Skills. *Journal of Education Culture and Society*, 2, 151.-169.lpp., ISSN

Dr.sc.soc. **Anda Rožukalne**

Undermining media pluralism : impact of free municipal gazettes on media market / A.Rožukalne // Pluralism Anxiety: acting socially in Latvia / edited by S.Kruk ; Rīga Stradiņš University. - Riga : Rīga Stradiņš University, 2018. - Chapter 10, p.187-199.

Dr.phil. **Gregory John Simons**

Simons, G.J. Danyk, Yuriy; Maliarchuk, Tamara**.** Hybrid war and cyber-attacks: creating legal and operational dilemmas Global change peace & security, 2020.

Dr.psych. **Daina Škuškovnika**

Muzikante I. & Škuškovnika D. Human Values and attitudes towards money. SOCIETY. INTEGRATION. EDUCATION. Proceedings of the International Scientific Conference Rezekne Academy of Technologies. ISSN 1691-5887, 153-162 p., 2018

Ph.D. **Jurģis Šķilters**

Žilinskaitė-Šinkūnienė, E., Šķilters, J., & Zariņa. Containment and support in Baltic languages: overview, experimental evidence, and an extended RCC as applied to Latvian and Lithuanian. Baltic J. Modern Computing, Vol. 7, No. 2, 224- 254, https://doi.org/10.22364/bjmc.2019.7.2.04, 2019.

Doctoral students R. Cāne, J. Derkevica-Pilskunga, L. Ozoliņa, I. Pūre, L. Saulīte, A. Šperliņa, L. Vaivode un U. Zupa have participated in scientific projects planned, prepared, submitted and implemented by KF, for example, L. Ozoliņa in 2012.–2018. participated as editor of the European Journalism Observatory (EJO) Internet portal (http://lv.ejo-online.eu; www.parzurnalistiku.lv) international project of Turiba University and Media Institute (Latvia) funded by Swiss National Science Foundation, Robert Bosch Foundation (Germany), German Ministry of Foreign Affairs, since 2011 as a researcher in Latvia (http://www.worldsofjournalism.org/about/principal-investigators/) in the international research project of the University of Munich Institute for Communications Science and Media Research (Germany) - "Works of Journalism Study" (www.worldsofjournalism.org) and since 2019 as a researcher at Riga Stradins University research project "Building sustainable media system in Latvia: from international comparison of risks to development of media accountability / Ilgtspējīgas mediju sistēmas veidošana Latvijā: starptautisks risku salīdzinājums mediju atbildīguma pilnveidošanai" prepared and submitted to the Latvian Council of Science Fundamental and Applied Research project competition.

4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

Jolanta Derkevica - Pilskunga:

2020

Monograph „Domino Effect Theory and Legal Regulations: The Effects of Risk and Crisis

Communication on Latvian Enterprises" (supervisor. prof., Dr. phil. Jaakko Lehtonen, cons. prof., Dr. iur. J.Načisčionis.

Ineta Lūka:

2018 – 2020
Erasmus+ Key Activity 2 project„Cultural knowledge and language competences as a means to develop the 21st century skills" application developer, project manager and researcher. 6 partners: Latvia, Croatia, Czech Republic, Slovenia, Romania, Poland.

Jeļena Davidova:

2016 – 2018
Erasmus+ Key Activity 2 project „Language skills and intercultural issues in the hospitality industry: unity in diversity in the EU labour market" application developer and project manager. 9 partners: Latvia, Croatia, Great Britain, Italy, Slovenia, Romania, Lithuania, Czech Republic, Turkey.

Jurģis Šķilters:

2018 - 2019

Leading expert of the research project of the University of Latvia Cognitive aspects of knowledge transfer in learning solutions within cloud services.

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

Involvement of the program lecturers in scientific research is realized as: participation in scientific and practical researches, projects, conferences, publishing of monographs.
At the TU annual international scientific conferences, the lecturers participate in their research, encourage students' participation, organize the work of the sections, and the UVF is responsible for the organization of the 2020 conference. The lecturers also take an active part in international conferences held abroad and in other higher education institutions in Latvia.

Research directions and themes of the program lecturers:

A. Pētersons
• Communication Models and Common Basis for Multicultural Communication in Latvia. Rīga: Turība. 2017.
• Intercultural communication barriers between Germans and young people living in Latvia in the late 13th century beginning with the Chronicles of Henry and the Chronicle of Rhymes. LU LVIZ 2016.
• Values of Latvian population. 17th International Scientific Conference of the School of Business Administration Turība "Competitive Enterprises in a Competitive Country". 2016.
• Development of Concept Public Relations in Communication Science. 3rd International Multidisciplinary Scientific Conference on Social Sciences&Arts. Conference proceedings, Bulgaria. 2016.
• Protestant Work Ethics in Latvian Society. 3rd International Multidisciplinary Scientific Conference on Social Sciences & Arts. Conference proceedings. 2016.

A. Dimants

• Report "From Mass Communication "Means" to the Latvian Language Dictionary of Communication Terms" and chairing the discussion "Problems of Media and Communication Science's Terminology" in 24th international scientific conference "The Word: Aspects of Research", Liepaja University, 28.11.2019.

• Report "Transparency of Media Ownership and Editorial Autonomy as Corporate Social Responsibility in the Media Industry" in annual conference of International Association for Media and Communication Research (IAMCR), Universidad Complutense de Madrid (CUM), Spain, 09.07.2019.

• Report "New Regulations for Latvian Public Service Media - One Step Forward and Two Steps Back?" in 13th Conference on Baltic Studies in Europe (CBSE) "Baltic Solidarity", University of Gdansk, Poland, 28.06.2019.

• Report "From Three Stars to the Constellation of Latvia: Communication of Historical Regional Identities for State Securitability" in 2nd Congress of Latvian Historians and 4th World Congress of Latvian Scientists, Riga, 19.06.2018.

• Report „From Three Stars to the Constellation of Latvia: Reflections on the Role of Regional Identities for National Identity" in international scientific conference "Civic Education for State Defence" of General Jonas Zemaitis Military Academy of Lithuania, Vilnius, Lithuania, 01.12.2017.

• Communication of Latvian Public Service Media's Unification and Its Effect on Journalism Training. Vartanova, Elena (ed.) Journalism Education Across Borders: European Journalism Training Association's Teachers' Conference 2017; The 9th International Media Readings in Moscow "Mass Media and Communications - 2017" 19-20 October, 2017: Abstracts. Moscow : Faculty of Journalism of Lomonosov Moscow State University, 2017, 37-38.

• Report "Communication of Latvian Public Service Media's Unification" in international 6th Political Marketing Forum "Insiders and Outsiders in the Evolving Political Market Place: Exploring the Actors and the Political Strategies", Turiba University, Riga, 03.08.2017.

• Latvian media system as a clientelistic model. The Baltic states at 99: Past, Present and Future: The 12th Conference on Baltic Studies in Europe: University of Latvia, Riga, Latvia, 19-21 June, 2017: Communication and media studies 1-2: Abstracts, 5 [USB Book of Abstracts].

• Report in round table discussion of international scientific Annual Forum 56th St. Petersbur Reedings "Media in the Modern World", School of Journalism and Mass Communications, Saint Petersburg State University, Russia, 13.04.2017.

• Report "Specifics of Media Enterprises' Corporate Social Responsibility in Latvia" in scientific evening of the Baltic-German University Liaison Office, Turiba University, Riga, 31.05.2016. - http://www.hochschulkontor.lv/images/Turiba_31.05.2016._Dimants.pdf.

• Report "Latvian PSB on the Media Policy Crossroads to PSM" and participation in pannel discussion "Media, Language and Politics: How Should Baltic Media Speak to the Russian Minority?" in 25th conference of Association for Advancement of Baltic Studies (AABS), Philadelphia, University of Pennsylvania, USA, 28.05.2016 and 26.05.2016.

• Latvian PSB on the media policy crossroads to PSM. Hungarian Academy of Sciences, Centre for Social Sciences, ROPE: Changing patterns in journalistic roles and performance in Central and Eastern Europe: February 5-6 2016: Workshop participants http://rope.tk.mta.hu/uploads/files/Dimants.pdf [Abstract].

• Communication in creation of Latvian public service media corporation. Interaction of Media and Politics in the Baltic States: International Scientific Conference: 7-8 May 2015, Vilnius: Abstracts. Vilnius : Vilnius University, 2015, 10 - http://www.mediaconference.kf.vu.lt/wpcontent/ uploads/2015/04/MediaConference-Abstracts.pdf.

• Communication in Creation Process of Unified Latvian PSM Corporation. Schmidt, Christopher (ed.) Cross Media Challenges in Corporate Communication: 14th International and interdisciplinary Conference of Research Cooperation European Cultures in Business and Corporate Communication (EUCO). Abo : Abo Akademi, 2014, 80-81 [Book of Abstracts].

More information on lecturers' participation in conferences, projects, scientific monographs, as well as a list of publications is included in the direction evaluation appendices.

Evaluating the reporting period, scientific research activity has improved, lecturers are more actively engaged in research, published books and monographs.

The results of scientific research are integrated into the study process, the lecturers give examples in their study courses, analyze current issues and problems discovered. By their example, lecturers stimulate students 'interest in research and encourage students' participation in TU conferences.

4.6. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

The main mechanisms for promoting the cooperation of the teaching staff are:

1. Methodological work of the Doctoral Program Council and the Program Director with the academic staff in developing the content of the study program and individual study courses.
2. Regular oral and written surveys of students on the implementation of the study programme.
3. Participation of academic staff involved in the program in theoretical seminars organized each semester by doctoral students, creating mutual feedback with doctoral students and lecturers of the program.

The main focus in the cooperation of academic staff is to promote that study courses are support for the preparation of each promotion work, which, according to the doctoral candidates themselves, is also excellent, taking into account the relatively small but Latvian conditions, also compared to the two other communication doctoral programmes that have been carried out here, the very optimal and internationally diverse number of students in the programme.

The ratio of the number of students and teaching staff within the study program (at the time of submitting the self-assessment report) is 9 and 16, respectively.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	DK_statistics_on_students_ENG.pdf	PhD_Pielikums_nr5.pdf
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	DK_compliance_with_standard_ENG.pdf	Programmas_atbilstība_izglītības_standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	DK_mapping_of_study_courses_ENG.pdf	PhD_Programmas_kartējums.pdf
Curriculum of the study programme (for each type and form of the implementation of the study programme)	DK_program_plan_ENG.xls	DK_Studiju_Programmas_Plāns_LV_ENG.xls
Descriptions of the study courses/ modules	DK_syllabus_ENG.pdf	DK_studiju_kursu_apraksti.pdf
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	DK_diploma_example_ENG.pdf	Diploma_paraugs_doktori_LV.pdf
Description of the Study Programme - Other mandatory attachments		
Document confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued	DK_cooperation_agreement_ENG.pdf	Sadarbiba_ligums.pdf
Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme	TU_compensation_ENG.pdf	BAT_IKT_zaudejuma_apliecinajums.pdf
Confirmation of the higher education institution/ college that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	9 Apliecinajums par valodu prasmi DK_ENG.pdf	9 Doktora apliecinajums par valodu prasmi_LV.pdf
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.	10 Doktora apliecinajums ENG.pdf	10 Doktora apliecinajums.pdf
If academic study programmes are implemented within the study direction, a document confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education	Programmas apliecinajums par atbilstibu Augstskolu likumam_ENG.pdf	Programmas apliecinajums par atbilstibu Augstskolu likumam.pdf
Sample (or samples) of the study agreement	Draft_ Contract of education.pdf	Studiju_liguma_paraugs.pdf
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.	Augstakas_izglitibas_padomes_atzinums_parstasts_ENG.pdf	Augstākas_izglitibas_padomes_atzinums.pdf