



## **Self-evaluation report**

"HOTEL SCHOOL" HOTEL MANAGEMENT COLLEGE

RIGA, 2020

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## BASIC INFORMATION ABOUT THE COLLEGE

The **mission** of the "HOTEL SCHOOL" Hotel Management College (hereinafter - the College) is to provide a quality 1st level professional higher education in the field of hospitality and to help to launch a career at leading hospitality companies both locally and globally.

The **vision** of the College is to become a recognized and internationally competitive higher education institution, which prepares highly qualified and motivated specialists – the leaders of the future hospitality industry.

The College was founded by a Latvian national, Julia Pasnaka, her previous occupation was related to staff recruitment for foreign hotel networks (mainly 4\*- 5\* hotels in Germany and Turkey). By discovering the lack of skilled professionals in the hospitality sector, which is one of the industry's impeding factors in Latvia and in the world, J. Pasnaka decided to set up an educational institution that prepares specialists for the most demanding professions of the hospitality field. As a result of this decision, in 2010 J. Pasnaka opened a learning centre "Hotel Business Organization School" (hereinafter referred to as "the HBOS"), Reg. No. in the Register of educational establishments 3360800860, which carried out a Level 3<sup>1</sup> vocational training in hotel services. In 2012 the HBOS passed accreditation in Latvia and gained international recognition becoming a *BTEC approved Centre*, Centre No. 90478, which enabled the attraction of foreign students. By accumulating competence in the provision of education services and on the basis of the demand of the parties involved, i.e. students, academic staff, employers and the representatives from the professional industry organizations, it was decided to reorganize the HBOS by establishing a higher education institution – a College that would deliver a 1<sup>st</sup> level professional education providing an opportunity to obtain a 4<sup>th</sup> level<sup>2</sup> professional qualification in hotel service organization.

The establishment of the College was supported by the *Association of Hotels and Restaurants of Latvia, The Employers' Confederation of Latvia, the Ministry of Economics of the Republic of Latvia, The Cross-Sectoral Coordination Centre, Higher Education Council*, concluding that, on the basis of the Sustainable Development Strategy of Latvia, the National Development plan and other development program documents, the **planned activities of the College comply with the National development priorities**. In March 2015, the *Cabinet of Ministers of Latvia* ruled on opening a study direction "Hotel and Restaurant Services, Tourism and Recreation Organization" at Ltd "HOTEL SCHOOL" Hotel Management College, as a result of which in April 2015 the College received a license for the implementation of 1<sup>st</sup> level higher vocational education study program "Hotel Management"<sup>3</sup> and in September 2015 was able to start student training.

**At the moment the College plays an important role in higher education market of Latvia**, as it is the only educational institution that allows to obtain a professional qualification in "Hotel Service Organization". Another institution that offers a similar service is *The Social Integration State Agency College* that organizes the study process within the framework of a social rehabilitation service for people with disabilities. Whereas, *The Business School "Turība"* offers this qualification in the form of distance learning. It should be mentioned that, in accordance with

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<sup>1</sup> Complies with the Latvian and Qualifications Framework Level 4.

<sup>2</sup> Complies with the Latvian and Qualifications Framework Level 5.

<sup>3</sup> As a result of the recommendations of the study-direction accreditation experts in 2017, the title of the program was amended to "The organization of Hospitality services".

Cabinet Regulation No 626, from 9 October 2018, "Regulations on List of Mandatory Applicable Professional Standards and Professional Qualification Requirements and the Procedure for Publication of the Occupational Standards and Professional Qualifications Requirements" in Latvia there is no higher occupational standard in the area of hospitality than a professional qualification of a hotel service organizer.

**College also plays an important role in the national and global labour market.** Tourism and hospitality are one of the fastest growing industries around the world. For example, in Latvia the number of tourists serviced in the hotels and other tourist accommodation shows stable growth for 10 consecutive years. Thus, in 2018 the tourist accommodation hosted 2.81 million people in Latvia, which is 9.0% more than in 2017. The number of hotels and other tourist accommodation is growing – if there were 607 establishments in 2016, then in 2018 the number reached 831<sup>4</sup>. In addition, more and more world leading hotel brands such as *Pullman, Kempinski, Marriott, Hilton, Holiday Inn* and others, which are recognized as high quality hospitality providers<sup>5</sup>, are opening their hotels in Latvia. Consequently, the demand for labour force and, in particular, highly skilled workers, who are able to organize hospitality services according to the quality standards set by the company, is increasing. Similar trends are also observed in other countries of Europe and the world<sup>6</sup>. Meanwhile, the common challenge of Latvia and other Member States of the European Union is the rapid decline of the working population<sup>7</sup> that leads to finding ways of attracting foreign specialists, and that is possible through College programs. According to the College Development Strategy 2016 - 2022, the export of education is one of the priorities of the College and also a driving force of the direction of study development. In this context, it is important to note that the export of higher education, the development of programs in other EU languages, as well as the international publicity of the programs form part of the "National Development Plan of Latvia for 2014 – 2020" (2012) the direction of this action "Developed Research, Innovation and Higher Education" at national level.

**The College is a member of the Association of Hotels and Restaurants of Latvia** and is actively involved in its political initiatives in the field of higher education, which are important for the hospitality industry in Latvia. For example, throughout year 2013, the College representative took part in the elaboration of professional standard "Hotel Service Organizer", that sets the standard requirements in line with the industry's current trends. In 2019, in cooperation with the Association of Hotels and Restaurants of Latvia, the College has started work on a new standard of "Chef/Technologist" (corresponding to level 4 professional qualification<sup>8</sup>, included in the tourism industry profession map) to fulfill the aim of the College Development Strategy 2016 - 2022 for

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<sup>4</sup> "The Tourist accommodation" Central Statistical Board. Viewed 07. 12.2019.

<https://www.csb.gov.lv/lv/statistika/statistikas-temas/transports-turisms/turisms/galvenie-raditaji/latvijas-turistu-mitnes-pieaudzis-apkalpoto>.

<sup>5</sup> Laukšteina, D. (23.04.2019). Zimolu viesnīcu birums turpinās. "Dienas Bizness".

<sup>6</sup> Future of Work. (2019). Viewed 07.12.2019. <https://www.wttc.org/priorities/sustainable-growth/future-of-work/>.

<sup>7</sup> HOSCO. (2019). Talent shortage in the hospitality industry.

<sup>8</sup> Complies with the Qualifications Framework Level 5 of Latvia and Europe.

the launch of a new study program "Culinary Arts", thus expanding the College offered study programs for the most demanded professions .

According to the College Regulations, **the representative, the governing and the decision-making bodies of the College are the College Council and the Director of the College.** The Council is the collegiate authority of the College staff in matters of education and research. The College Founder takes the role of the senior management and decision-making body that holds the authority in strategic, financial and economic matters. The Founder's representative and executive body is the association board. The College Director is recruited following open competition. The competition is organized by the Board. The Director is recruited and dismissed from the work by Board. The Director is the senior official of the College.

The organizational structure of the College (see Appendix 1) is formed according to the specificities of the educational establishment. The most important College departments are the Academic Department, Research and Project Department, Student Services, Student Parliament, Library, Publishing Department, and Accounting Department. The largest department in terms of the number of functions and employees is the Academic Department, which is primarily responsible for the implementation of the core activities of the College – the educational services. In response to the need to provide student living places in Riga, the College has established a subsidiary – SIA "HS apartments", whose main activity is related to the provision of accommodation services.

The College Regulations are approved by Regulations No 194 of the *Republic of Latvia* on 3 April 2018. The project of the College Regulations and the College Regulation draft amendments are drawn up by the College Council, by conciliating the draft regulations and the draft amendments with the Board. Proposals for amendments to the College Regulations may be submitted by the Board, the Director, one-tenth of the total College staff, the College Council and the Student Parliament. The wording of the current regulations was approved at the meeting of the College Council on 20 December 2019 (see Appendix 6). At the beginning of 2020, amendments to the College Regulations were submitted to the Ministry of Education and Science of the Republic of Latvia with a request to submit them to the Cabinet of Ministers for approval.

According to College Regulations, paragraph 6<sup>1</sup>, the legal basis of the College is the Law on Higher Education, the Education Law, the Law on Vocational Education, Law on Scientific Activity and other normative acts of the Republic of Latvia and College Regulations.

According to College Regulations, paragraph 6<sup>2</sup>, the general objective of the College is to provide a quality vocational education of the most demanded professions in the hospitality sector that are able to compete in the international labour market in line with the requirements of the national professional higher education standard and the profession standard.

According to College Regulations, paragraph 7, the main directions of the College activities are:

- to develop and implement first level professional higher education programs, professional further education and educational development programs in the field of hospitality and tourism services;

- to promote students' personal development throughout the educational process and to provide the opportunity to obtain the first level professional higher education and the fourth level professional qualification;
- to provide students an opportunity to take part in a continuous education in order to obtain a second level professional higher education and a fifth-level professional qualification.

According to College Regulations, Paragraph 8, the main activities of the College are following:

- to develop first level professional higher education programs, professional further education and educational development programs in the field of hospitality and tourism services and to organize their implementation in accordance with professional standards and national vocational education standards;
- to develop the assignment content and methods, and to organize professional qualification exams and qualification papers;
- to ensure such quality of the study process and assignments that the vocational education and professional qualifications provided by the College are recognized in Latvia and abroad;
- to carry out scientific research in accordance with the study courses and to promote student research work;
- to organize activities (e.g. public courses, lectures, conferences) in accordance with the College framework;
- to promote the development of the academic staff qualifications;
- to cooperate with Latvian and foreign educational institutions and employers in the field of professional education;
- to inform the public about College activities and its vocational education opportunities;
- to prepare qualified, competitive specialists with theoretical and practical knowledge in accordance with the job demand and supply in Latvia;
- to carry out economic activities and other activities which do not conflict with the normative acts and College framework.

The College Regulations in Latvian are available at: <http://hotelschool.lv/noteikumi-un-kartibas/> and in English on the website: <http://hotelschool.lv/en/admission/policies/>.

## THE AIMS AND THE MANAGEMENT OF THE COLLEGE

In 2016 the College Board elaborated the College Development Strategy 2016 – 2022 with the aim to ensure long-term performance and competitiveness of the College, as well as the inclusion into the Higher Education area of Europe. The strategy sets out the priorities of the College development, analyses the external and internal working environment, defines the performance tasks and the expected results, and includes a plan for the success of the strategy and its control in an ever changing environment, in order to achieve the previously set objectives or to create new aims, by taking into account the opportunities created by the external factors. The strategy serves as the basis for the work procedures of the College and its structural units, the elaboration process of the programs or plans as well as the preparation of internal normative acts.

In 2019 the College Development Strategy was updated in line with the previously achieved results during the period of 2016 to 2019, as well as the planned initiatives, suggested by the College Founder and staff (academic, general and students) for a period of 2020 - 2022.

According to an updated College Development Strategy 2016 - 2022, **the priority directions of the College development are as follows:**

1. **Strategic direction I: THE COLLEGE ACCREDITATION** – to prepare documentation and to submit an application to the Higher Education Quality Agency of Latvia for College institutional accreditation, in order to ensure that the College graduates receive a nationally recognized diploma in 1<sup>st</sup> level vocational higher education and a 4<sup>th</sup> level professional qualification, as well as to obtain an accredited higher education institution status in Latvia, which is a precondition for participation in *Erasmus +* program and other EU and regional fund programs that support activities in the field of higher education and research;
2. **Strategic direction II: THE EXPANSION OF THE OFFERED STUDY PROGRAMS** – by taking into account the labour market demand and the lack of appropriate program supply in the region, to develop a profession standard “Chief/Technologist” (included in the profession map of the Tourism sector) in cooperation with the National Education Content Centre, the Council of Experts of Tourism and Beauty Sector, the Association of Hotels and Restaurants of Latvia, and leading employers of catering sector, and to develop, license and accredit a new 1<sup>st</sup> level vocational higher Education study program "Culinary Arts" within the framework of the study direction “Hotel and Restaurant Service, Tourism and Recreation Organization", at the end of the course, the students will be able to obtain 4<sup>th</sup> level professional qualification "Chief/Technologist".
3. **Strategic direction III: THE STRENGTHENING OF THE STAFF CAPACITY** - to attract high-level academic, research and administrative specialists with a position-based qualifications who are able to take responsibility for the quality of the implemented College courses and are motivated to work towards the continuous improvement and provision of the services of the College and the improvement of the internal procedures; to promote the professional development of the College staff in two key areas: the hospitality sector and the didactics of higher education, in line with regulatory requirements, to create a system

of information, organizational and financial support for the professional development of staff; to motivate staff to regularly participate in professional development activities and projects;

4. **Strategic direction IV: THE DEVELOPMENT OF MATERIALS TECHNICAL RESOURCES** — to continue to ensure the necessary technical resources for the implementation of the study program "Hotel and Restaurant Services, Tourism and Recreation Organization", by organizing a timely maintenance and replacement; to invest in an electronic information management system, by complementing the existing functionality with new modules, thus optimizing the amount of manually processed information and the time of processing;
5. **Strategic direction V: THE DEVELOPMENT OF THE INFORMATION AND METHODOLOGICAL RESOURCES** – to continue the replenishment of the College library by purchasing the most recent literature of the industry, and subscribing to the world's most widely used scientific databases for the development of the scientific knowledge of the College staff and students in accordance with the requirements of the vocational training and the development of the scientific research; to ensure a sufficient availability of compulsory literature included in the course descriptions; to strengthen the College publishing capacity; to continue to develop and publish teaching and methodological tools, as well as the results of research work of the academic staff and students through the College Publishing house; to launch the international distribution and sale of the books published by the College thus promoting the international recognition of the College as a specialized literary publisher in the hospitality industry in academic and professional environment;
6. **Strategic direction VI: THE DEVELOPMENT OF THE RESEARCH POTENTIAL OF THE COLLEGE** - to ensure the implementation of science-based studies in the study direction "Hotel and Restaurant Service, Tourism and Recreation Organization"; to motivate academic staff to conduct scientific research based on the topicality of the hospitality field, according to the content of the College curriculum, with a particular focus on engagement in international projects, that deal with applied research with the potential for practical use; to involve young scientists and students in the research work; to advertise the College as a new research institution in its business niche-hospitality sector;
7. **Strategic direction VII: INTERNATIONAL CO-OPERATION AND INTERNATIONALISATION:** to promote College collaboration with recognized universities of Europe and the world and research centres of a similar profile, as well as hospitality industry employers abroad for the purpose of implementing the internationalization of the College. Ensure that at least 25% of students and 20% of academic staff participate in mobilities each year; to motivate students to work in high-level foreign hotels, thus facilitating their integration into the European labour market, and the involvement of educators in international cooperation projects, building strategic partnerships to tackle common challenges in the hospitality sector and developing innovative pedagogical concepts and methods;

8. **Strategic direction VIII: INCREASE OF THE NUMBER OF STUDENTS** – increasing the number of College students to 150 students in the academic year in 1<sup>st</sup> level vocational higher education programs; to develop and carry out effective marketing campaigns in local and foreign markets in order to attract students; to increase the territory of the external marketing activities, covering not only the EU and CIS countries, but also other prospective markets in Asia and Africa.

An updated version of the College Development Strategy 2016 - 2022 is available at: <http://hotelschool.lv/noteikumi-un-kartibas/>.

According to the College Regulations, the **administrative and economic management** of the College is carried out by the Director, who is the official representative of the College in all matters. The Director shall:

- Organize the activities of the College and its departments by ensuring continuity of the study process and compliance with the requirements of the external regulatory enactments of the College and the College Regulations;
- Purposely pursue the tasks defined by the College founder according to the long-term development strategy of the College, ensuring that the expected performance indicators are achieved according to the set timeframe;
- Develop the annual budget of the College in cooperation with the Board, as well as conduct its follow-up; hold responsibility for the rational use of the intellectual, financial and material resources of the College;
- Recruit and dismiss the College Academic and General Staff; organize academic staff elections;
- Determine the remuneration of College employees, which shall not be less than pay set by the Cabinet of Ministers;
- Promote and hold responsibility for the development of the College staff and the advancement of their professional competence;
- Organize a quality assessment of the professional activities of the College academic staff;
- Provide academic freedom to the academic staff;
- Ensure the development and timely updating of the internal regulatory enactments of the College and submit them to the Conciliation Commission;
- Control the quality of education and research carried out in the College, by involving College students, academic and general staff, as well as the employers in a regular self-assessment process;
- Organize the elaboration of a self-evaluation report of the study process and the report on College activities in a timely manner, submit them to the Council for conciliation;
- Perform other tasks defined in the College Regulations and the job description.

Since the foundation of the College **until year 2018, the position of the College Director was occupied by Mg. Paed. I. Zimņikova**, at the end of her office term a new job competition was opened. As per the results of the competition a new director Mg.Iur. V. Ponciusa, was elected. Mg.Iur. V. Ponciusa previously led the Social Inclusion State Agency College. **V. Ponciusa held the position of the Director of the College until the end of 2019.** However, due to health

problems, V Ponciusa left the office and an interim Director - a board member J Pasnaka was assigned until the appointment of a new Director.

**According to the College Regulations, the main decision-making body in matters of education and research is the College Council.** It is a collegiate management body of the College staff, composed of 10 members:

- Director;
- One Board member;
- Three academic staff representatives (persons elected in academic positions);
- Two general staff representatives;
- Two student representatives;
- One delegate from an employer or a professional organization according to the specification of the study program.

The Council is elected by the College staff by secret ballot in accordance with its established procedure. The Council representatives are elected from the academic and general staff. The Director and the Board member are included in the Council without election. The student representative is delegated to the College Council by the student parliament. A delegated representative from an employer or a professional organization is included in the College Council without an election but on the initiative of the Board, by decision of the respective organization.

The Council shall:

- Develop Council Regulations;
- Consider and approve the internal rules and regulations of the College, developed by the Director or a commission created by the Director: regulations on academic positions, Procedure on Study Program Elaboration, Expertise and Approval; Procedure on Study Course Description Elaboration, Approval and Update; Admission Requirements; Study and Examination Procedures; Internship Organization Procedures; Paper Elaboration and Presentation Procedure; Other internal College regulations governing study and research work in College;
- Approve new study programs and major changes in the licensed or accredited study programs;
- Elect the directors of the College academic staff and the study programs;
- Approve the framework of the research and scientific activities, the scientific research work plans and the reports;
- Approve the policy of the quality management of the College;
- Examine and align self-evaluation reports of the study direction and the reports on College activities developed by the Commissions composed by the Director;
- Support and promote student parliament activities, approve the student parliament regulations;
- Approve the College flag, coat of arms, emblem, slogan, logo and anthem;
- Decide on other matters in accordance with these Regulations and other internal legislation of the College;

Since 2015 (the beginning of the study process), the College Council holds regular meetings. They are well attended, always reaching a quorum of votes required for decision-making. The agenda of Council meetings is **planned by its Head (now Mg. Paed, MIB O. Zvereva)**, in cooperation with the College Director and the Department Directors. Since 2018, when the College introduced *Moodle*, the Council minutes and materials are published in an e-environment of the College ([www.e-hotelschool.lv](http://www.e-hotelschool.lv)), which is available to all College academic and general staff as well as to the students.

**A number of structural units have been introduced** in order to manage the study, research, organization, economic and other operational services. The functions of the structural units are determined by statute or regulations, as well as the job descriptions of the staff for each department. The College departments are not legal entities. The College departments are established, reorganized and eliminated by the Board. The Table 1 explains the functions of each College department.

*Table 1*

<b>The Functions of the College Department</b>	
<b>Department Name</b>	<b>Department Tasks</b>
Academic Department	Planning of the study and methodical work, control of the organization and implementation, organization of student records, internal audit of the study process, student counselling on issues related to the study process
Research and Project Department	Planning, organization and monitoring the academic staff and the study process, organization of research reporting activities (seminars and conferences), implementation of transnational cooperation projects
Student Services	Advising students on crediting opportunities, tuition fees, student accommodation, public transport discounts, etc., which do not fall under the academic matters.
Student Parliament	Representation of students' interests in and outside the College, the organization of cultural and entertainment activities aimed for the students
Library	Library Services for students
Publishing	Publishing of study and methodological resources
Accounting	Financial accounting, payroll calculations and payment
Marketing	Promotion of educational programs offered by the College, publication of up -to- date information on the College website and its profiles on social networks

Academic support staff and other general staff play an important role in the management of the College; their job functions are reflected in the Table 2 of this report.

Table 2

<b>Functions of College Academic Support and General Staff</b>	
<b>Name, surname, position</b>	<b>Duties</b>
Paed. Inga Zule, Head of Academic Department	Organization of class consultations and lecturers, planning and organization of the national final examination, etc.
MIB Oļegs Nikadimovs, Director of the Study Program	Coordination of study course updates, preparation and amendments to study programs, elaboration of self-assessment reports of study programs, etc.
Ārija Dombrovska, Internship Coordinator	Management of cooperation with employers providing internships for students, harmonization of internship deadlines, internship reports, etc.
Mg. Paed., Mg. Oec. Jekaterina Korjuhina, internal quality auditor	Internal quality audit of inspections and evaluations
Jekaterina Sadovaja, Study Methodologist	Organization of study process and study records, counseling
Anita Brutane, Student Service Specialist	Preparation of study contracts, student counselling on financial aid opportunities, student fee discounts, student accommodation, public transport discounts, etc.
Linda Snore, Librarian	Library services for students
Dr. Oec. Konstantīns Savenkovs, Computer System Administrator	Operations related to Moodle platform, registration of users for study courses
Irina Koņkova, Accountant	invoicing, payment procedures, salary calculations, etc.
Konstantīns Špakovs, Advertising manager	Development of promotional materials, planning and organization of promotional campaigns, representation of College at education fairs

At the end of 2018 and at the beginning of the year 2019 during the transition period of the position of the College Director, also the support staff underwent several changes. The new College Director V. Poncius employed very experienced admin team members from other universities. Even though in the beginning the new staff members needed some time to get familiar with the specifics of their roles and the internal processes, they made a significant contribution to the development of the work organization at the College. Today the newly formed team of the College form a solid team, focusing their work on achieving the goals set out in the College Development

Strategy 2016 – 2020. Thanks to the knowledge and authority of the current management, an effective administration and decision-making process is being ensured in the College.

**The principles of the College for cooperation with employers and the industry itself are defined** in its Development Strategy 2016 - 2022. The College aims to provide quality education that is internationally recognized for the most demanding professions in the hospitality industry, as well as to help its educational program graduates to launch their careers in the leading companies of the hospitality industry. The cooperation with employers acts as an important mean to reach this goal. **The College selects its partners carefully**, by applying strict quality requirements – only the local and foreign companies that represent **high-level hotels (4- 5 stars)** are selected, as well as job agencies and recruitment companies that recruit only the qualified staff to hotels. Most of the partner companies are involved in study internship provision. In accordance with the College procedures, the study internship is divided into 2 parts. The first part is organized in hotels in Latvia (usually RADISSON BLU, PARK INN, KEMPINSKI, WELLTON, RIXWEL and other hotels in Riga). The second part of the internship is organized in cooperation with foreign partners in Italy, Spain, Greece and Germany, for example, ATLANTICA HOTELS & RESORTS, MITSIS, BLU HOTELS, ALEGRIA HOTELS hotels and others foreign hotels. International internship mobility is provided to strengthen students' language skills, which is often the most important precondition for finding a placement in the hospitality sector, as employers are looking for hospitality professionals that can use foreign languages freely. Likewise, the international internship mobility is essential for the development of students' intercultural communication skills, which is also an important competence for the hospitality service organizer's position. Finally, the international student mobility allows students to obtain international work experience. They can compare the working procedures in Latvia and in other countries, learning about the common guest service standards around the world, as well as seeing national differences that determine the specificities of a particular tourist region. The international internship of the College is carried out in cooperation with resort hotels in the Mediterranean region, whose range of services is much wider than in hotels in Latvia. Therefore, the international internships offer the students to acquire unique (for Latvia) knowledge and skills, to travel and to raise the competitiveness in the global labour market. According to the College Development Strategy 2016 – 2022, the College should try to ensure that every year at least 25% of its total number of students participate in international internships. As a result of the support system created by the College in organizing student internships, this performance score so far has been achieved.

The job prospects of the College students are well characterized by the fact that, after the first internship, the employers offer the College students full-time employment opportunities. For example, in 2018, the student E. Pešele and V. Koševerova started working at the *Grand Hotel Kempinski Riga* right after their first internship. In reality a lot of year 2 students are working in hospitality companies.

The College Graduate Survey 2017 which was addressed to first graduates of the College indicated that **100% of respondents were employed in local or foreign hospitality companies**. Data from the College Graduate Survey conducted at the end of 2019 / early 2020 to address 2018, 2019, and 2020 graduates indicate that **86% of respondents are employed in the hospitality or related field**. Most graduates have recognized that the education acquired at the College has helped them

find a job during their studies or within a year of graduating. 71% of respondents said that their job responsibilities include the organization of hospitality services, while another 29% said they partly do. All interviewed graduates admitted to using the knowledge and skills acquired at the College in their current work.

As already mentioned, the **College provides career support service**. Firstly, it is provided by College placement coordinator A. Dombrovskā, who is one of the first people in Latvia to acquire the professional qualifications “Hotel Service Organizer” and has worked for more than 20 years in this industry, successfully building a career up to the position of the hotel manager. The knowledge, experience, and contacts within the hospitality industry is a very useful asset in providing job opportunities to the College students.

Secondly, a career support is provided also by J. Pasnaka, her previous career was related to career advice, as she formerly worked as the editor-in-chief for a professional guidance show, called “Kurp dodies?” on National television of Latvia, and was the development manager of the vacancy portal "Prakse.lv", as well as a recruitment specialist for many hospitality companies. At the moment J. Pasnaka provides information on foreign internships and job vacancies to College students and graduates.

Finally, the College has closed a cooperation deal with a global portal HOSCO.COM, which allows hospitality educational institutions to offer job opportunities to the hospitality industry graduates within the framework of the platform. This is Europe's largest specialized announcement portal. The College provides its students a free registration therefore students can submit their applications for published vacancies free of charge.

In terms of other types of student support, the student service activities should be highlighted, which includes both assistance in study and student loan application and the provision of accommodation facilities (in collaboration with the College subsidiary SIA “HS Apartments”) and advice on discount related to public transport and tuition fees, etc. The Student Services is also responsible for supporting foreign students both in the fields of documentation and social inclusion. For example, during the academic year 2018-2019, the College in collaboration with the association “Radošās idejas” carried out a project on immigrant integration and the foreign students of the College could take part free of charge; the activities included classes and creative workshops for learning Latvian language, history and cultural traditions and numerous excursions, e.g. Parliament, Latvian National Library, Dikli Palace, Malpils Manor, etc. in Riga and Latvia.

For the provision of feedback mechanisms, the **College conducts following surveys:**

- Annual Student Satisfaction Survey (each year in May);
- Student survey on the performance of the Academic staff of the College during the semester courses (at the end of each semester);
- Employer survey on the College student performance during the internship (at the end of the internship);
- Employer survey on the College graduate professional qualifications (every two years);
- Graduate Employment survey (every two years).

The College carefully analyses the data collected from the questionnaires, as they are an important source of information and motivator to improve the internal procedures of the College. In order to prevent the weaknesses identified within surveys, the Director of the College, in cooperation with the Governing Board and the Department directors, plans and implements the necessary changes. For example, in year 2018 the student annual satisfaction survey data, as well as the student survey data on the performance of College Staff, indicated a low assessment of the work of some academics, that lead to take the decision to terminate their employment contracts. The students also suggested the need to repair the College premises, and the renovation works were immediately scheduled and carried out in the summer of 2018. In 2019 the annual student satisfaction survey revealed that the main complaints were related to the speed of the Internet and the problem was fixed in the summer of the same year - a new equipment was installed. Also, students wish to have access to free drinking water at College rooms was also taken into consideration and free drinking water is accessible in all College rooms.

With regard to the connection of survey results to the development process of the study program “Hospitality Service Organization”, it should be noted that the student proposal has led to an increase in the number of credits for foreign language learning from 3 CP to 4 CP, thus ensuring a more thorough knowledge of professional English, German and Spanish.

In 2019 the College updated the information that is published on its website [www.hotelschool.lv](http://www.hotelschool.lv). Similarly, as in the past, it is available in 3 languages – Latvian, English and Russian. The most important internal Regulation of the College, which are binding on students, are translated into English and published on its website [www.hotelschool.lv](http://www.hotelschool.lv) and/or e-environment [www.e-hotelschool.lv](http://www.e-hotelschool.lv).

## INTERNAL QUALITY ASSURANCE SYSTEM

**The Quality Management policy of the College was approved and published at the beginning of 2017** (available at: <http://hotelschool.lv/noteikumi-un-kartibas/>). Its development took place throughout the year 2016. The working group assigned for the development of the College policy was led by an external consultant Mg. Oec. K. Medne.

The Quality Management Policy of the College has been developed based on the need that stems from documents and legal acts of European and national level. The Quality Management Policy of the College provide the development and implementation of standards and guidelines recognized in Europe for the College operations and for the implementation of 1<sup>st</sup> level vocational higher education courses. **The principles of the Quality Management Policy of the College are based on the following documents of the quality management policy of the higher education of Europe:**

- Standards and guidelines for quality assurance in the European Higher Education Area (2015);
- *Pearson Education* Guidelines on International Quality and Assessment (2016), applicable to vocational training (BTEC) level 4 and 5, based on the UK Quality Assurance Agency's quality Code for Higher education (2015).

Also, The Quality Management Policy of the College **includes those external study quality principles and criteria that are laid down in the normative acts of the Republic of Latvia.** According to the legislation of the Republic of Latvia, the standard of education conducted by the College is governed by the Regulations of the Cabinet of Ministers No 141, 20 March 2001 “Regulations on the national standard for 1<sup>st</sup> level vocational higher education” as well as the professional standards established by the Republic of Latvia. In accordance with the Regulation of the Cabinet of Ministers No 141, the study programs implemented at the College should be designed in order to:

- Prepare students for work in a profession by promoting their development as a mentally and physically developed, free, responsible and creative personality;
- Promote the acquisition of knowledge and skills (including autonomous learning skills), which ensures the achievement of 4<sup>th</sup> level professional qualifications and promotes competitiveness in changing socio-economic conditions;
- Create the motivation for further training and provide the opportunity to prepare for a 2<sup>nd</sup> level vocational higher education and 5<sup>th</sup> level professional qualification.

Similarly, the Regulation of the Cabinet of Ministers No 141 includes conditions that need to be observed by the College with regard to the minimum content of 1<sup>st</sup> level professional higher education, including, internships and the harmonization of the study program with the relevant professional standard.

The performance model of the College provides **4 quality assurance phases**. These are:

1. Quality **Planning** or College objectives;

2. **Implementation** or activities to achieve the previously set objectives;
3. **Assessment** and evaluation report (assess the implementation of the previously set objectives of the study program and assess the results of the study process);
4. **Revision**, based on the results obtained during the evaluation of the quality of the education.

All the phases of quality development and provision, except the first one, are thoroughly described in the Quality Management Policy of the College<sup>9</sup>.

The quality management policy is designed to evaluate, search for and analyze the causes of non-compliance, as well as the measures that are taken to address them, with the main aim to improve the quality of study and teaching processes. It should be mentioned that this approach, which focuses on a continuous improvement in quality of education, is supported and widely used within the higher education environment of Europe.

**The Quality Management Policy of the College aims to:**

1. Ensure the implementation of high quality and 1<sup>st</sup> level professional higher education standards;
2. Ensure that the study programs implemented by the College comply with the national profession standards;
3. Encourage continuous and systematic improvement of the quality of teaching and learning;
4. Ensure that the information about the learning process provided to student and other involved parties (e.g. prospective students, employers, etc.) is appropriate to the purpose, it is accessible and true.

The Quality Management Policy of the College focuses on safeguarding the interests of all involved parties by applying **quality culture** to its everyday operations.

The College implemented an internal quality management system in 2012, and since then has been operating and has been certified according to BTEC, i.e. the UK's vocational quality standard. The College has taken the decision to adopt the BTEC quality standards for vocational training, based on the following considerations:

- Quality management standards are specifically designed for vocational higher education and professional further education institutions;
- BTEC is a reliable and internationally recognized partner serving as a quality label in the European and world higher education area.

The College is undergoing an external quality audit every year, including the confirmation of its *BTEC Approved Center* status. The audit is carried out by independent experts from the UK who represent *Pearson Education*, the largest examining body of the UK and the world, offering academic (Edexcel) and Professional (*BTEC, LCCI*) education programs and the testing of knowledge and skills acquired through them. *Pearson Education* is auditing more than 25 000 educational institutions in the UK and conducts audits in over 100 countries around the world.

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<sup>9</sup> The first phase, or the College objectives, is set out in its statute and in the College Development Strategy 2016 to 2022.

Upon confirming the introduction of the *Pearson Education* Quality Management Standard to College, the management of the College has chosen to implement one of the most renowned higher education quality management approaches in the world, based on close cooperation between the College and the evaluator (*Pearson Education*). In practice, this is manifested not only as annual external audits, but also includes counselling and practical assistance, with the aim of providing improvements in the quality level of the College education and its study programs, as well as the improvement of the quality of qualifications that can be acquired.

The Quality Management Policy of the College is based on the specifics of the College – the management of the College and its organizational processes, the College vision and strategic goals, as well as the internal culture and decision-making model. The Quality Management Policy of the College **regulates the following processes related to the implementation of study programs:**

1. Planning, development and implementation of study programs and courses;
2. Admission requirements and student admission procedure;
3. The assignment planning and the evaluation of the student knowledge, skills and competences;
4. Resources required for the study program implementation;
5. Termination of the enrolment;
6. Information dissemination to the students;
7. Conflicts of interest;
8. Plagiarism and malpractice;
9. Professional qualification reward.

The Quality Management Policy of the College provides a detailed description of each College process, its monitoring and development. A separate chapter is devoted to the internal quality audit as well as to the public information dissemination process, which in European standards and guidelines is emphasized as an important component of the quality of education for the provision of internal quality of higher education institutions.

**In general the Quality Management Policy of the College is implemented through various internal regulations and documents on the strategic policies and planning.** They lay down the requirements and rules and describe the arrangements for planning, organizing and monitoring the quality of the study process in College. In addition, each **internal-process document outlines the delegated powers of each academic and general staff member of the College and defines the responsibility of the involved parties.**

Table 3 gives an overview of the compliance of the Internal Regulations of the College with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

Table 3

<b>The compliance of Internal Quality Provision System of the College with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)</b>	
<p style="text-align: center;">STANDARD 1.1</p> <p>"Quality Assurance Policy" requires universities/colleges to have a quality assurance policy. It must be made public and be part of the strategic management. The policy must be designed and implemented by the internal parties through appropriate structures and procedures and involving the external parties.</p>	<p>The quality management policy has been developed and published around the College. The internal regulations governing the activities of the College are first discussed and endorsed by the College Council, which is the collegiate body of the College staff. It will also consist of representatives of students and employers. The applicable internal regulations governing the College activities are published on the College website <a href="http://www.hotelschool.lv">www.hotelschool.lv</a> and/or e-environment <a href="http://www.e-hotelschool.lv">www.e-hotelschool.lv</a>. The current College internal normative acts are translated into English so that they are understandable also to foreign students.</p>
<p style="text-align: center;">STANDARD 1.2</p> <p>"Program development and approval", requires universities/colleges to have procedures for the development and validation of study programs. The programs should be designed in such a way that they meet the pre-set objectives, including the expected learning outcomes. The qualification resulting from the study program should be clearly defined, described and attributed to the appropriate level of higher education in the National Qualifications Framework, which also refers to the appropriate level of the qualifications framework of the European Higher Education area.</p>	<p>The College program development and approval is carried out in accordance with the following internal rules:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Procedure on Study Program Elaboration, Expertise and Update;</li> <li><input type="checkbox"/> Procedure on Study Course Description Elaboration, Update and Use</li> </ul> <p>A special document - a description of the study content and its implementation (published on the College website) - regulates the study programs of the College. This document:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sets out the requirements for previous education;</li> <li><input type="checkbox"/> Determines the study direction of a particular course;</li> <li><input type="checkbox"/> According to the degree and type of education, defines the objectives of the implementation of the program and the results of the study program, including the intended course, the study modules and their planned study results, the content of the internship, the number of the compulsory and optional study courses, and the allocation of credit points, the educational criteria set out to attain the study results, the assessment, the forms and modalities of the examination;</li> <li><input type="checkbox"/> Includes a list of the academic staff involved in the implementation of the program, its qualifications and duties;</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Includes a list of the departments involved in the implementation of the program, indicating their role in the implementation of the specific program;</li> <li><input type="checkbox"/> Includes a description of the required support staff, indicating their tasks;</li> <li><input type="checkbox"/> Includes the nature of the material base for the implementation of the program;</li> <li><input type="checkbox"/> Assesses the program costs;</li> <li><input type="checkbox"/> Includes a justification that proves that the study program is in line with the development strategy of the College and the available resources.</li> </ul>
<p style="text-align: center;"><b>STANDARD 1.3</b></p> <p>"Student-centered learning, teaching and evaluation" implies that universities/colleges must ensure that programs are implemented in a way that encourages students to participate actively in the study process and that the evaluation of student grades is consistent with this approach.</p>	<p>See information further in this chapter.</p>
<p style="text-align: center;"><b>STANDARD 1.4</b></p> <p>"Student matriculation, study process, recognition and certification of qualifications", requires universities/colleges to apply pre-defined and published rules describing the whole student "study life", e.g. student admission, study process, recognition and certification of the qualifications in a consistent manner.</p>	<p>The College has developed the internal rules that govern every stage of the "student cycle". For example, <b>student enrollment is regulated by:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Regulations on Admissions Commission;</li> <li><input type="checkbox"/> Admission Requirements</li> <li><input type="checkbox"/> Regulations on recognition of learning outcomes achieved in previous education or professional experience;</li> <li><input type="checkbox"/> Procedure for initiating studies at later stages of studies;</li> <li><input type="checkbox"/> Price List</li> <li><input type="checkbox"/> Regulation on payment procedures of tuition fees and other services;</li> <li><input type="checkbox"/> Discount application procedure;</li> <li><input type="checkbox"/> Refund procedure.</li> </ul> <p><b>The study process is governed by:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Regulations on Study Paper Elaboration;</li> <li><input type="checkbox"/> Study and Examination Procedure;</li> <li><input type="checkbox"/> Internship Organization Procedure;</li> <li><input type="checkbox"/> Internal Rules and Safety Regulations;</li> <li><input type="checkbox"/> Regulations on appearance and attire;</li> <li><input type="checkbox"/> Regulations on personal data protection;</li> <li><input type="checkbox"/> Privacy Policy.</li> </ul> <p><b>Certification is regulated by:</b></p>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Procedure on Elaboration and Presentation of the Qualification Paper</li> <li><input type="checkbox"/> Commission Regulations on the National Final Examination.</li> </ul> <p>These documents have been published on the College website and/or in the e-environment.</p>
<p style="text-align: center;"><b>STANDARD 1.5</b></p> <p>"Academic staff", requires universities/colleges to ensure the competence of their staff. Procedures for the recruitment and staff development must be fair and transparent.</p>	<p>The procedure on academic staff competence compliance is defined in the College Regulations on academic positions and the academic staff evaluation procedure. More information about this is available in the chapter "Academic staff" of this report. These documents are published on the College website and/or in the e-environment.</p>
<p style="text-align: center;"><b>STANDARD 1.6</b></p> <p>"Teaching resources and student support" requires universities/colleges to have adequate funding to provide learning and teaching activities and to guarantee an appropriate and accessible range of learning resources and support for students.</p>	<p>Description of the College compliance is provided in the chapter "Resources" of this report.</p>
<p style="text-align: center;"><b>STANDARD 1.7</b></p> <p>"Information management" requires universities/colleges to gather, analyze and use the necessary information for effective program management and other activities.</p>	<p>The nature of the surveys carried out by the College and an assessment of the use of the obtained information for the effective management of programs and other activities are provided in the chapter "The aims and the management of the College" of this report.</p>
<p style="text-align: center;"><b>STANDARD 1.8</b></p> <p>"Informing the public" requires that universities/colleges regularly publish clear, accurate, up-to-date and easily accessible information on their activities, including the proposed programs.</p>	<p>The College has got a website on the internet where it publishes relevant, clear, accurate and easily understandable information about its activities, including the programs it offers.</p>
<p style="text-align: center;"><b>STANDARD 1.9</b></p> <p>"Program monitoring and regular inspection" requires that universities/colleges continuously track and periodically evaluate their programs to ensure that the pre-set targets are met and they meet the needs of students and society. Reviews ensure continuous development of the programs. All planned or implemented measures shall be notified to all involved parties.</p>	<p>The program survey and inspection in the College occurs on a regular basis, including the following activities:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Development of the self-evaluation reports of the program;</li> <li><input type="checkbox"/> Elaboration of the plan and, subsequently, a report on the identified shortcomings of the report of the study direction given by the experts of the Accreditation Commission;</li> <li><input type="checkbox"/> Elaboration and harmonization of the amendments of the program with College Council.</li> </ul>

<p style="text-align: center;">STANDARD 1.10</p> <p>"Cyclic external quality assurance" means that universities/colleges are subject to cyclical external quality assurance.</p>	<p>From 2013 to 2015 the College carried out the licensing of its developed study program in the Ministry of Education and Science of Latvia.</p> <p>In 2017 the College carried out the accreditation of its study-direction at the Higher Education Quality Agency of the Republic of Latvia.</p> <p>In 2020, the College submitted the application for institutional accreditation to the Higher Education Quality Agency of the Republic of Latvia.</p> <p>Throughout this period, the College has been conducting 7 external quality audits carried out by independent experts appointed by <i>Pearson Education</i>.</p>
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In terms of the quality policy mechanism implementation in the College, it should be mentioned that **regular internal verification** is being performed in the College for the Quality assurance and development. The internal audits are carried out in line with the *Pearson Education* methodology and practice, and the results of internal audits, like other college processes for high quality education assurance, are tested in the *Pearson Education* annual audits - external verification.

The internal audit of the College is an educational quality assurance method that is used to oversee the students' independent work and assignments prepared by the staff, their compliance with the requirements of the course, and to verify if the assessment of the student learning outcomes graded by the academic staff complies with the assessment requirements. The internal **quality audit of the College is done by specially trained staff** – Internal quality auditors who oversee the whole process. The current positions are held by Mg. Paed., Mg. Oec, lecturer J. Korjuhina un MIB docent O. Nikadimovs.

Likewise, every year the **Academic Department of the College plans and organizes class observations** where the staff appointed by the College Director attends lectures and practical classes led by the Academic staff members to verify the suitability of study content and methods. After that the Academic Director prepares and submits a report to the College Council on the results of the class observations.

However, the **College Director holds the main responsibility** for the effective implementation of the Quality Assurance System and the procedures of its provision, which means that a control mechanism that oversees the implementation of all the process must be followed. In order to facilitate this mechanism, in 2018 the **College developed a core process management scheme** in addition to an already-approved quality management policy. The developed process management approach was based on the wish to improve the understanding of the involved parties about the modalities of each defined procedure and the responsibilities of the parties. As a result, it became clear that certain processes had to be developed, because they were sometimes too complex. For example, in 2019, the internship organization procedure was edited, and currently work to develop other internal legislation procedures such as amendments to the elaboration and presentation of the qualification papers is in progress.

The College Director. J. Pasnaka is currently enrolled in a study program “Education Science” at University of Latvia, the Faculty of Pedagogy, Psychology and Arts, and is developing the Master's thesis on the theme “Development of the internal Quality Assurance system at HOTEL SCHOOL”, which is expected to be delivered in the autumn of 2020. Based on the latest scientific knowledge-based research, J. Pasnaka **intends to update the Quality Management Policy of the College by the end of 2020**, by integrating the indicators to achieve the objectives of the College and the fulfilment of its tasks.

In accordance with the Chapter 8 of College Regulations, the development of College study programs is conducted according to the College Council approved **procedure on study program elaboration, expertise and approval**, as well as the **procedure on study course description elaboration, approval and update**. The development of the study programs and its independent expertise is organized by a working group that is set up by the Council. The established study program or major changes in the licensed or accredited study programs are approved by the Council. The decision to initiate and terminate new course programs are adopted by the Council after the conciliation with the Board.

In accordance with the **procedure on study program elaboration, expertise and approval**, the changes to an accredited study program can be suggested by:

- The Academic staff of the study program,
- The Director of the study program;
- The College Director;
- Students;
- The employers of the hospitality organization and professional organizations of employers.

At the end of the current academic year, the Director of the study program compiles the submitted proposals for changes to the study program and prepares a project on program changes. The compliance of this project with regulatory requirements is assessed by the College Director. Similarly, the College Director, in consultation with the Academic Director of the College and the Research and Project Director, evaluates the submitted proposals and decide on the usefulness and reasonableness of the changes and refers the project to the College Council. A harmonized project is directed to the College Council for approval. The changes to the study program should be confirmed before the beginning of the new academic year.

For example, in response to a student request to increase the number of foreign language classes, in 2019 the project outlining the changes to the 1<sup>st</sup> level vocational higher education study program “Hospitality Service Organization” asked to increase the amount of credit points for the professional English/German/Spanish classes from 3 CP up to 4 CP.

In addition, the College works on the identified study program drawbacks, presented in the joint report, issued by the study-direction Accreditation Commission, and makes changes to these shortcomings. For example, the College Academic staff re-wrote the course descriptions of the 1<sup>st</sup> level vocational higher education study program, “Hospitality Service Organization”, by reducing the expected number of study results in line with the advice of the Accreditation Commission. Likewise, the courses of the study program “Hospitality Service Organization” have been

combined to avoid small courses in terms of volume (1CP). Consequently, the requirements of the experts of the Accreditation Commission were fulfilled.

Finally, the College follows up the changes in the external regulatory framework that is relevant to the implemented study programs. For example, a course "Civil Protection" was included in the study plan of the general education course block of the study program "Hospitality Service Organization" (1CP) in order to meet the Regulations of the Cabinet of Ministers No 716 "Minimum requirements for the content of a compulsory civil protection course and the civil protection training for employed persons". And to fulfil the requirements of section 56 of the Higher Education Law, the course "Latvian Language for Foreigners" was included in the block of optional courses of the study plan of the study program "Hospitality Service Organization".

The study process in College is governed by the internal normative acts of **study and examination procedure**. It defines the main phases of study process and the organization of studies, the procedures for the examination and evaluation of the knowledge and skills of students, as well as the rights and duties of students and college staff in the study process. The documents in Latvian are available at: <http://hotelschool.lv/noteikumi-un-kartibas/> and in English on the website: <http://hotelschool.lv/en/admission/policies/>.

The recognition of competences acquired outside of the course of formal education or in previous training are regulated by the internal normative act of the College – **Regulations on recognition of learning outcomes achieved in previous education or professional experience**; the current version was developed on the basis of the Regulations of the Cabinet of Ministers No 505, 14 August 2018. The full version of the regulations is annexed to this report, Appendix 9. To date, the competencies acquired in the professional experience were recognized as part of the internships as well as the recognition of learning outcomes in previous education.

**College adheres to student-centered education principles.** A detailed representation is provided in Table 4.

*Table 4*

<b>Student-centered education principles used at the College</b>
<b>Student involvement in study and content development</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> The College has elaborated procedures that allow students to provide feedback on the quality of the study process and the students use the opportunity to provide feedback on the quality of the study process by regularly engaging in quality assessment of study programs;</li> <li><input type="checkbox"/> The College has elaborated internal procedures that allow students to appeal the assessment of study results;</li> <li><input type="checkbox"/> Within the framework of the self-evaluation process of the College, the students and academic staff members are invited to consultations;</li> <li><input type="checkbox"/> Students are involved in the work of the College Council, which is the collegiate administration and authority body of the College that deals with the internal quality provision.</li> <li><input type="checkbox"/> The quality management policy of the College deals with the evaluation and review of the use of formulated study results.</li> </ul>
<b>Study results</b>

- Students are informed about the study results that need to be achieved at a program level prior to the commencement of the course;
- Study course assessments are related to study results.

#### **Mobility**

- Foreign students receive additional support that facilitates their integration into a new environment;
- Examples of good teaching and learning practices learnt by the Academic staff during mobility projects are discussed and disseminated in the College environment;
- Examples of good teaching and learning practices that students pick up during mobility projects are discussed and disseminated in the College environment.

#### **The social dimension**

- The study process in the College is flexible enough to create balance between work/family and studies;
- The resources of the College library are available for students to borrow, while the subscribed databases can be used online any time/any place.

#### **Teaching and Learning methods**

- The study process uses methods that allow students to evaluate and learn from each other;
- The study process involves the use of situation simulations, project work and working in groups;
- The evolution of student transversal skills is one of the objectives of the learning process;
- Students have an opportunity to obtain individual consultations from the academic staff.

#### **Learning environment**

- The College ensures access to appropriate premises and equipment for research and learning processes;
- The College provides students with the latest software in order to achieve the study results;
- The College facilitates the collaboration among librarians and academic staff to improve the teaching and learning process.

#### **Development of academic staff competencies**

- Academic staff knows and implements a student- centered educational approach;
- Academic staff are provided with a regular opportunity to develop their methodological skills further;
- The process of developing the competencies of the academic staff also includes discussion of teaching and learning methods, as well as the use of innovative teaching methods and student-centered approaches during the courses.

#### **Student extracurricular activities**

- The College supports the student parliament and encourages students to participate in it, as well as provides material support to students who engage in work of the student parliament (tuition fees discounts, paid participation in international cooperation projects, etc.);
- The College provides its students with opportunities to develop their ideas for project competitions, business incubators, etc.;
- The College offers its students additional lectures, seminars, workshops, etc. outside of the scheduled course schedule.

## RESOURCES

The College building is located in the Old Town of Riga in Smilšu Street 3. It is a unique monument of Historical heritage of Latvia and *UNESCO*, the preservation of which is protected by Law. The premises are managed by the Founder on the basis of a long-term lease contract; the contract is valid until 2025. The area of the premises currently being used is **480 m<sup>2</sup>**, which includes:

- **3 auditoriums** for lectures and seminars, each equipped with tables, chairs and multimedia system (portable computer, projector, sound equipment) and whiteboard;
- **1 computer class** with 16 computers that are connected to the Internet and have a *Microsoft Office* PC software package as well as a professional hotel management software (*Micros Opera*) installed, the usage of which is taught to the students within the framework of study programme “Hotel Management Software”;
- **A training restaurant** with tables, chairs, and professional equipment necessary for guest service, such as coffee machine, blenders, shakers, crockery, cutlery, tableware, textiles, decorations, etc., in order to deliver practical classes for the implementation of the courses in "Food and Beverage Department Management", "Conference and Banquet Management", "Bar Management";
- **Professional kitchen** with modern equipment, such as convection oven, induction stoves, cooker hoods, stainless steel kitchen tables and shelves, cold table, dishwashers, etc., in order to deliver practical classes for the implementation of the course "Contemporary Gastronomy";
- **Library with a study room** and computers with a permanent connection to the internet for students' independent work. It also has got a scanner, a printer and a copier;
- **6 offices** for the academic and general staff, equipped with office furniture, computers, printers and scanners;
- **Support rooms** (wardrobe, corridors, toilets, storages).

The premises of the College are equipped according to the specifics of the study direction "Hotel and Restaurant Services, Tourism and Recreation Organization" and the needs of its study, research, methodical and organizational work. Free Wi-Fi access is available in all rooms.

Furthermore, the College infrastructure adds an area of **517 m<sup>2</sup>**, which is the space used for **student accommodation**. These are apartments that are used to host College students and other guests, located in the heart of Riga, within a walking distance from the College. The apartment management is overseen by a subsidiary of the College, called Ltd “HS Apartments”. The apartments are equipped with all necessary accommodation, including household appliances, bed linen and wireless Internet connection. It should be noted that the site Booking.com has rated the College apartments as "very good" (Guest review score of 8+).

The College Founder implements a planned long-term development approach to the infrastructure and the material-technical base of the College. The tasks are set out in the Development Strategy of the College for 2016-2022, and many of which have been fulfilled already:

- In 2016, the College initiated the provision of accommodation services to students by investing in the establishment of the student accommodation;
- In 2017, investments were directed towards the modernization of the College equipment. The computers were replaced in the computer room, as well as new furniture was purchased for the library;
- In 2018, investments were directed towards the general cosmetic repairs of the College premises, fitting of the energy efficient lighting, and replenishment of the training restaurant equipment;
- In 2019, the necessary construction work of electricity, water, sewer and ventilation systems for the establishment of a professional kitchen was carried out at the premises of the College, the procurement and installation of a professional kitchen equipment was completed, thus providing the opportunity to deliver the practical classes of the course "Contemporary Gastronomy" at College premises (previously, in order to fulfill the course requirements the co-operation agreements with other companies were concluded, and the practical training was held outside the College premises), moreover, in the future it is planned to commence the development, authorization and implementation of a new study program "Culinary Arts".

The College Founder also implements a targeted approach to ensuring high-quality information and methodological tools to the education programs implemented by the College.

Firstly, the College library (Reg. No. in Library Register: BLB2053) gives access to the most recent specialized literature in the hospitality industry, as well as 2 **subscribed online** databases ***Emerald*** and ***e-Lanbook*** (in both cases, the specialized literature and periodicals of the tourism and hospitality sector are subscribed). For example, the College library provides access to the following journals:

- *International Journal of Contemporary Hospitality Management;*
- *International Journal of Culture, Tourism and Hospitality Research;*
- *International Journal of Event and Festival Management;*
- *The International Journal of Tourism Cities;*
- *Journal of Hospitality and Tourism Technology;*
- *The Tourism Review;*
- *Worldwide Hospitality and Tourism Themes.*

In January 2020, 1331 items of literature and periodicals were recorded in the stock of the College Library, most of which are the most up-to-date publications released after year 2015, including the valuable publications of *AHLEI* (The American Hotel & Lodging Educational Institute). A new literature procurement is conducted twice a year (in August and January before the start of the new semester), based on information prepared by Academic staff and periodic updates on the acquisition of books for study and research.

Secondly, the **College has its own publishing house** (acting as a structural unit of the College). During the period 2014 to 2017, it has implemented a large project on developing teaching and methodological tools for the implementation of the College curriculum. As a result of the project,

the **College Academic staff developed 72 teaching and methodological materials**. These are the learning tools for most courses in study program "Hospitality Service Organization", the professional terminology dictionaries as well as methodological guidelines for the design of the study papers and the elaboration and presentation of the qualification papers in the College.

The methodology carried out by the Academic staff is very important for the hospitality industry in Latvia, as no other study literature of the same importance is available in Latvian language. Given the fact that the goal of the College is to attract foreign students, the College has translated the elaborated materials also in English and Russian. The prepared educational materials are available in both printed and digital format. It is possible to download them. Some books come with instructional videos that were filmed in hotels and restaurants in Latvia – *Radisson Blu, Semarah, Kalku Varti, etc.*

Thirdly, the College is actively exploiting the opportunities offered by the online environment. Since 2018 **College has been using software Moodle** to maintain an online study platform (previously *Docebo* platform was used). The platform is used by the College Academic staff to publish educational materials, including the previously mentioned educational materials that were designed by the College staff, for each course as well as independent work tasks. In some courses *Moodle* is used for student knowledge testing. Moreover, *Moodle* has a link to the College Library's inventory, and the online information databases, both subscribed and open access ones.

In line with the College Development Strategy 2016 - 2022, the College will continue to develop a methodological and informative basis for the College Academic staff and students so that they can implement a research work that is based on current scientific knowledge and professional field requirements. In addition, the College will ensure that the mandatory literature in its library is available in sufficient quantity for the growing number of the College students.

The College students' rights to use the premises and facilities of the College for the purposes of study and research work are stipulated in the College Regulations and the College Internal Rules and Safety Regulations while the rights of the academic staff are outlined in College Regulations and Internal Rules of Procedures. The modalities of use of information and methodological resources are stipulated in the Terms and Conditions of the Library. It should be noted that the working hours of the Colleges and its library ( 9:00 - 17:00 working days) allow all interested parties to take full advantage of the infrastructure, technical, information and methodological bases of the College, therefore providing the expected study and research results.

The College is funded by the Founder, by providing financial resources for a continuous College activity, including the task implementation set by the Founder, and the control of their use in line with the Regulations of Cabinet of Ministers on the financial and material provision. The College may, in accordance with its basic and regulatory acts, provide paid services, carry out economic activities and provide other services. Studies at College have a tuition fee. The amount of fees and other paid services is determined by the Board. After conciliation with the Board, the College student can be fully or partially exempted from the tuition fee in accordance with the College procedures.

College financial resources comprise:

- Tuition fees;
- Revenue for paid services and other revenue;
- EU funds and foreign financial assistance;
- Donations and gifts;
- Credit funds from banks and other credit institutions.

For example, the total revenue of Ltd “HOTEL SCHOOL” Hotel Management College in 2018 was 425155 EUR. Of these, 59418 EUR revenue from tuition fees, 22656 EUR income from the EU Structural Funds and 343081 EUR - other revenue from tuition fees of vocational further training, development education and non-formal education programs.

Although the company's balance sheet for 2019 has not yet been completed and published at the time of this report, the provisional income figures could be as follows: the total revenue was 598995 EUR. Of these, 78725 EUR revenue from tuition fees, 159350 EUR income from the EU Structural Funds and 360920 EUR - other revenue from tuition fees of vocational further training, development education and non-formal education programs.

The **financial resources available to the College are sufficient** in order to ensure the quality of the study process, as evidenced by the fact that the College is not only able to cover all its expenses, but also has a **profit for several years**, and the turnover is constantly growing. This is the result of a systematic approach to the availability of financial resources based on an effective marketing strategy as well as proactive action to attract public funding. The Board shall also ensure efficient planning and control of financial flows in cooperation with the College Accounting Department of the institution's budget for each year, as well as by following its actual implementation. If necessary, the Board proposes budget adjustments.

## ACADEMIC STAFF

The College **staff policy regarding the Academic staff is defined in** several College internal normative acts:

1. College Regulations;
2. The College Development Strategy 2016-2022 (see chapter "The Aims and the Management of the College" of this report);
3. Academic Job Role Regulations;
4. The Salary Payment Procedure for Academic staff;
5. The Procedure on Allocating Science and Research Funding to Academic Staff;
6. The Procedure on Allocating Professional Development Funding to Academic;
7. The Procedure on Academic staff evaluation.

In addition, the following internal rules apply to all Academic staff members:

8. Internal Rules of Procedures and Work Safety Instructions;
9. Job Description of a lecturer/docent;
10. The Regulations on Internal Data Processing Protection.

These governing documents are available to the College academic staff in the e-environment of the College ([www.e-hotelschool.lv](http://www.e-hotelschool.lv)), every Academic Staff member has got an access to this platform. Likewise, at the beginning of the employment relationship, the new staff members are instructed on this by the College Director, the Director of the Academic department, the Director of the Study Program and other staff members designated by the Director. The key documents have been translated into English to enhance the information flow also to the foreign guest lecturers/guest speakers.

The College Academic staff are composed of docents and lecturers (there are no assistants currently hired). The Academic staff of the College shall carry out the following work related to studies, research, methodology and organization in accordance with the position:

- **Lecturer** delivers lectures, conducts practical sessions, organizes course assignments, prepares educational materials, prepares publications according to the topic of the course that is being taught and participates in international scientific conferences, participates in the methodological and organizational work of the College;
- **Assistant Lecturer** is in charge of the preparation, conduct and execution of scientific research and business projects in the fields of research that is approved by the College Council, participates in the process of developing study programs for licensing and accreditation, delivers lectures, conducts practical sessions, organizes course assignments, conducts the development of textbooks, methodological materials and other teaching tools, participates in the methodological and organizational work of the College;

In January 2020, **15 Academic staff members were employed on full time basis by the College** (see annex 5), out of which 5 docents/guest docents, and a 10 lecturers/guest lecturers.

The number of staff positions in the College is determined by the Director according to the needs and funding opportunities, and the provision of the requirements of the Law on Higher Education Institutions. **For academic positions** a person is **elected following an open competition**. The tender announcement on vacant posts is placed on the College website and media. The College has nominated the following **requirements to the applicants for academic staff positions**:

- A person can apply for the position of a lecturer if he/she holds a Master's or a Doctor's degree and who can deliver lecture courses, workshops and seminars independently, as well as someone who can conduct student scientific work and carry out research. Exceptionally, in the case of the lecturer of the professional study subjects, it is possible to employ a person with higher education without the scientific or academic degrees, if he/she has at least five years' practical experience in the tourism and hospitality sector, of which at least two years in a managerial position.
- A person can apply for the position of a docent if he/she holds a Doctor's degree, who has got publications in scientific journals or publications, who has published teaching materials in relation to the subject of teaching, and whose total length of scientific and academic work is not less than 3 years and at least one academic year has been spent within the field of higher education. Exceptionally, in the case of the docent of the professional study subjects, it is possible to employ a person without the Doctor's degrees, if he/she has obtained the Master's degree and has got at least 7 years' practical experience in the tourism and hospitality sector, of which at least three years in a managerial position.

The Director of the College constitutes a three-member **Evaluation Committee** that on the basis of the documents submitted by the applicant, draws up a decision on each applicant for a lecturer or a docent position by referring candidates as "eligible" or "ineligible". The Evaluation Committee decides on the need to organize a demonstration of lectures, workshops, exercises, laboratory work or other pedagogical activities of the applicants for docent and lecturer positions. It is organized by the College Director. Prior to the organization of the demonstrations, the College Director approves the type (form) of the task and the evaluation criteria, as well as nominates the experts in charge of the quality of the task. The College Director submits the applicant documentation together with the Evaluation Committee applicant referrals to the Secretary of the College.

The College Council is entitled to examine the matters related to the election process of the academic positions in its meetings, if at least six members of the Council are present. The corresponding applicant is invited to attend the Council meeting. After checking the submitted documents, the Evaluation Committee referrals, and after completing interviews with all applicants of the position in question, **the College Board holds the right to approve or to reject the applicant to the academic post by secret ballot**. The College Director concludes contracts of employment with the approved candidates for a period of 6 years.

It should be noted that all Academic staff members undergo open competition and are approved in accordance with the previously mentioned procedure (with the addition that until the amendments to the College Regulations on academic positions in 2018, the Evaluation Commission stage was missing and all applications for academic posts were reviewed during the College Council meetings). In this way, the College guaranteed that the academic and professional qualifications

of its staff members are in line with the demands of the scientific industry, both for study and research work in the College.

Detailed information about the College staff qualifications and the compliance with the specifications of the implemented study direction of the College "Hotel and Restaurants service, Tourism and Recreation Organization", is reflected in the Appendix No 5 of this report. It is evident that **7 staff members specializes in hospitality and tourism**, the qualifications of other staff members correspond to delivered study course specification. For example, assistant Professor N. Poļakova, a German philologist, delivers professional German, guest lecturer E. Admidins, a Latvian language teacher, delivers Latvian language to foreign students.

If there is a vacancy or a temporarily vacant academic post in the College, the College Director holds the rights to recruit a guest lecturer or guest speaker for a period of up to 2 (two) years without organizing an open competition. The guest docent and the guest lecturer have the same rights, duties, and salary as other College docents and lecturers, but they cannot attend the work of the College elected management bodies.

It must be said that the College is actively using the opportunity to attract guest docents or guest lecturers, especially since 2 of its elected lecturers (M. Eglīte and A. Kuļikovska) are currently on maternity leave. Furthermore, the **College also seeks to recruit guest docents /guest lecturers in order to meet new academics** by assessing their potential in practice. For example, in spring semester of 2019, when a vacant lecturer position emerged for the study courses "Human Resource Management" and "Management and Operations" (formerly held by Lecturer Z. Lake, who resigned due to health problems), the College lecturer J. K. Golubeva was assigned to conduct these courses as a guest lecturer. In the summer of 2019, when the College officially opened the competition for this academic post, J. K. Golubeva submitted her application and was elected because she had already proven to be a competent and responsible employee.

**The College seeks to recruit also foreign guest docents / guest lecturers.** For example, an employment contract for the course "Modern Hospitality Industry", due to commence in February 2020, was concluded with a guest lecturer L. V. Long from Vietnam in December 2020. Prior to that, in a similar manner, the College cooperated with a teacher from France, named S. Boussard, who as a guest lecturer delivered a College course "Food and Beverage Department Management", and " Conference and Banquet Management" in the academic year 2018-2019, and a guest lecturer S. Giričev from Russia for the course " Food and Beverage Department Management".

The working hours of the College Academic staff are organized according to the work plan of the College and its study direction, the study plan of the curriculum, lesson and consultation schedule, and the workload of the academic year.

The following **responsibilities** have been identified for the College academic staff:

- To perform their work tasks in a conscious and qualitative manner, according to the contract of employment, job description, and the academic workload;
- To participate creatively and responsibly in the implementation of study programs by training students according to the study program developed by the College;

- For each course, to develop its description, teaching materials, student independent work descriptions and test assignments in accordance with the College requirements, regularly update the course description and materials according to the latest updates and scientific knowledge in the hospitality sector, ensure a timely publication of elaborated materials in the electronic learning platform on the Internet: [www.e-hotelschool.lv](http://www.e-hotelschool.lv);
- To deliver lectures and conduct practical training, and provide consultations in accordance with the previously approved plan, to evaluate study results and to complete and submit the documentation necessary for the study process in a timely manner;
- To participate in the academic meetings of the College, working groups formed by the Director or the College Council, as well as in seminars and conferences organized by the College;
- To carry out individual or joint research activities, including the lead of research projects, publication preparation, participation and organization of scientific conferences;
- To participate in international cooperation and research projects of the College;
- To make proposals for the development of study process and methodological work;
- To organize documentation according to the College requirements;
- To continually improve the professional qualifications and to take part in professional development programs on innovations of higher education system, didactics of the higher education or the management of education work until the end of the employment period of the academic position;
- To obey the rules of professional ethics.

The following **rights** have been identified for the College academic staff:

- To define the content and form of teaching and tests within the framework of the implemented study programs independently, to choose methodology freely;
- To choose the topics of the research work and study methods freely, to evaluate and publish research results;
- To make proposals for organizing events in line with the College action plan, the development of the College and the internal rules and procedures;
- To offer new study programs and propose the development and implementation of new courses/modules;
- To be elected and to take part in the meetings and decisions of the Colleges and its collegiate decision-making bodies, and to take part in the elaboration of the management decisions and internal laws of the College, as well as decisions affecting the interests of the College staff.

**The working hours of academic staff comprise:**

**1. Academic work (work devoted to the study process and its provision):**

- Lesson Management – lectures, seminars, workshops at College premises (work with audience) and study excursions, demonstrations or masterclasses outside the College);
- Assignment organization – tests and examinations, including participation in the internship report presentation commission, and the preliminary qualification paper presentation commission;

- Qualification Paper Management and Reviewing;
- Study Internship Management;
- Consultations.

## 2. Methodological work:

- Development and updating of the course description;
- Development and publication of course content in Moodle (www.e-hotelschool.lv);
- Preparation for lectures, seminars, workshops, excursions and master classes;
- Planning, organization and evaluation of students' independent work;
- Development of textbooks, methodological materials and tools;
- Participation in the methodological commissions.

## 3. Research work:

- Planning of scientific, research and innovation work;
- Preparation, management and execution of scientific research and business projects;
- Collection of research results, conference preparation, publications and monographs and speeches at conferences;
- Reviewing and editing of research publications.

## 4. Organizational work:

- Participation in academic staff meetings;
- Work at the College Council;
- Work in commissions such as the Admissions Commission;
- Planning, management and participation in cooperation projects of the College;
- Representation of the College in other institutions and bodies;
- Popularization of the College.

The workload of the College academic staff **corresponds to one monthly salary rate, which is 100 hours per month (1000 hours per year)**. The College is entitled to set part-time positions for academic staff, which is very common in practice, as currently the number of College students is not very high.

The salary rate for the College academic staff is:

- Lecturers / guest lecturers – 800.00 EUR (eight hundred euros, 00 cents) per month or 8.00 EUR (eight euros, 00 cents) per hour;
- For docents /guest docents – 1000.00 EUR (one thousand euros, 00 cents) a month or 10.00 EUR (ten euros, 00 cents) per hour.

The planned workload of the academic staff is **controlled by the Director of the College**. The monthly salary of academic staff is determined according to the actual work hours.

When setting a monthly salary rate for a lecturer/docent, the Director of the College **may apply a salary coefficient within the available funding** in accordance with the approved guidelines of the procedure on the academic staff evaluation.

**The procedure on the academic staff evaluation has 2 objectives:**

1. To establish clear and objective quality criteria for the academic staff performance in order to identify and promote the development of professional competence and career development opportunities;
2. To introduce a system that determine the work quality of the College academic staff.

The evaluation of the work of academic staff **is carried out by the Administrative Commission**. It is an institution constituted by an order of the Director, composed of a Director, a Director of Study Program, a Director of Research and Project Department, an internal quality auditor and at least one representative from the General Staff of the College (usually Academic Director), invited by the College Director.

During the academic staff evaluation process, the overall academic performance of a docent/lecturer/guest docent/guest lecturer is assessed, focusing on the research work, professional development, methodological and administrative work, in addition also student evaluations are taken into consideration.

The evaluation of the academic staff consists of 4 (four) assessment steps, a self-evaluation of the academic staff, student's evaluation, an evaluation of the administrative commission, and a final assessment, which results in setting the salary ratio (**the maximum coefficient is 1.2 or 20%**). For example, in 2018 the remuneration coefficient based on work evaluation was applied to three College lecturers: O. Zvereva, Z. Ezerina and J. Korjuhina, and in 2019 to two College lecturers: O. Zvereva, and J. Korjuhina,

In order to comply with the objectives set out in the College Development Strategy 2016 – 2022 - to support the professional development of academic and general staff of the College in two main areas: hospitality and the didactics of higher education, in line with the requirements of the normative acts - the Director of the College **carries out a determined planning of staff development arrangements** by drawing up a staff training plan for each consecutive year, which is approved by the College Council. In turn, the College Board grants the funding from the College budget annually for following activities and projects. Similarly, staff mobility projects and other activities that are recognized as development activities are supported by finding the funding from EU projects and regional support programs.

When allocating funding from the College revenue budget, the maximum amount for the participation of one employee in one professional development event is up to 100% of the event fee, i.e. conference, seminar, lecture cycle, education program, experience exchange project, etc. if the membership fees provided by the organizers of the event, consists of up to a maximum of EUR 100.00 (one hundred euros, 00 cents), up to 70% if the membership fee does not exceed EUR 150.00 (one hundred fifty euros, 00 cents) and 50% if the fee is higher than EUR 150.00 (one hundred fifty euros, 00 cents).

When allocating the funding from EU projects and regional support programs, the maximum amount for the participation of one employee in one professional development event is up to 100% of the event fee set by the organizer of the corresponding event, i.e. conference, seminar, lecture cycle, education program, experience exchange project, etc.

Table 5 gives an overview of the activities of the professional development of the College staff in the field of didactics of the higher education and pedagogy.

Table 5

<b>Professional Development of the College staff in the field of didactics of the higher education and pedagogy</b>		
<b>Employee name, surname, position</b>	<b>Activity title, aim, duration</b>	<b>Course organizer</b>
<b>Implementation of development measures until the end of 2019</b>		
Anita Kuļikovska, lecturer	Professional Development Programme in Pedagogy, 72 hours	The Latvia University of Life Sciences and Technologies
Dzintra Līce, lecturer	Professional Development Programme in Pedagogy, 72 hours	The Latvia University of Life Sciences and Technologies
Marta Eglīte, lecturer	Professional Development Programme in Pedagogy, 72 hours	The Latvia University of Life Sciences and Technologies
Olga Zvereva, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Jekaterina Korjuhina, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Baiba Brasliņa, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Daiga Konrāde, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Jūlija Mironova, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Dzintra Līce, lecturer	Professional development Programme "Innovation in the didactics of the higher education", 160 hours	The Latvia University of Life Sciences and Technologies
Jūlija Mironova, lecturer	Professional Development Programme in Pedagogy, 72 hours	The Latvia University of Life Sciences and Technologies
<b>Scheduled development courses in 2020</b>		
Oļegs Ņikadimovs, docent	Course "The didactics of the higher education", 160 hours	University of Latvia
Joanna Kristīne Golubeva, lecturer	Course "The didactics of the higher education", 160 hours	University of Latvia

Dzintars Priedītis, lecturer	Course "The didactics of the higher education", 160 hours	University of Latvia
Oļegs Ņikadimovs, docent	Course "The basics of the Pedagogical Activity", 160 hours	University of Latvia

Table 6 provides an overview of other major professional development activities of the College academic staff.

*Table 6*

<b>Professional Development of College Staff in other areas</b>		
<b>Employee name, surname, position</b>	<b>Course title, aim, duration</b>	<b>Course organizer (incl. country for mobility projects)</b>
Olga Zvereva, lecturer	Mobility to Spain in the framework of the Erasmus + project with an aim to explore the regional specifications of hotel activity and to establish contacts with employers for internship organization, 09.06.2017.-16.06.2017.	"Stage & Go", Spain
Olga Zvereva, lecturer	Participation in a seminar "ECVET in the context of lifelong learning", 30 November 2017.	State Education Development Agency
Jekaterina Korjuhina, lecturer	Participation in the workshop "Modern innovative methods of working with youth. Personality. Education. Career. Success ", 24 November 2017	ISMA University of Applied Sciences
Julia Mironova, lecturer	Participation in the methodological seminar, "Organization of Teaching-Methodological and Scientific Work in Study Process: modern learning methods to increase the quality of the study process", 17 January 2018	EKA University of Applied Sciences, Alberta College
Jekaterina Korjuhina, lecturer	Participation in the methodological seminar "Organization of Teaching-Methodological and Scientific Work in Study Process: modern learning methods to increase the quality of the study process", 17 January 2018	EKA University of Applied Sciences, Alberta College
Dzintars Priedtis, lecturer	Course "Front Office Operation Management", summer 2018	"American Hotel & Lodging Educational Institute", USA

Jekaterina Korjuhina, lecturer	Course "Hospitality Today: An Introduction", summer 2018	"American Hotel & Lodging Educational Institute", USA
Olga Zvereva, lecturer, researcher	Participation in an International Conference "Curriculum Framework for Adult Educators", 27.09.2018.	GLaSP, United Kingdom
Julia Mironova, lecturer	Mobility to Portugal in the framework of the Erasmus + project with the aim to share experiences, obtaining knowledge on ECVET and work environment-based training, 10.11.2018.-20.11.2018.	Learning Center "Esprominho", Portugal
Dzintars Priedtis, lecturer	Assessment of the non-formal competency "Hospitality Service Specialist", 8.11.2018.	Learning Center "Buts"
Julia Mironova, lecturer	Participation in International Business Cruise on Intercultural Communication in Businesses, 24.11.2018-1.12.2018.	Hochschule Keiserslautern, Germany
Olga Zvereva, lecturer	Participation in adult education project "Education for Sustainable Development and Global Citizenship" under the ERASMUS + Project, 08.04.2019.-12.04.2019.	"HOTEL SCHOOL" Hotel Management College
Jekaterina Korjuhina, lecturer	Mobility to Italy in the framework of the Erasmus + project with the aim to master the use of modern technologies in the field of hotel marketing and quality management, 18.05.2019. – 26.05.2019.	"TravelBest", Italy
Olga Zvereva, lecturer	Mobility to Portugal in the framework of the ERASMUS + project with the aim to learn about the principles of sustainable tourism in regional resorts, natural parks and tourist accommodation, 27.05.2019.-31.05.2019.	"Brigada de Mar", Portugal
Olga Zvereva, lecturer	Participation in the ERASMUS + project "Education for Sustainable Development and Global Citizenship", 12.06.2019.	"Brigada do Mar", Portugal
Jekaterina Korjuhina, lecturer	Non formal adult education programme "Civil Protection", August 2019 (20 hours)	Learning Center "Specialists"

Jekaterina Korjuhina, lecturer	Professional development educational programme “Basic Labor Safety Knowledge Education Program”, August 2019 (60 hours)	Learning Center "Specialists"
Olga Zvereva, lecturer	Mobility to the UK in the framework of the Erasmus + project, with the aim to observe the work organization of the structural unit of the University of Derby, called “Centre for Contemporary Hospitality and Tourisms”, and to deliver lectures, 18.10.2019.-24.10.2019.	"The University of Derby", United Kingdom
Oļegs Nikadimovs, docent	Participation in the seminar "EU Requirements for Internal Quality Control in Higher Education. Student-centered approach. Academic honesty", 9.01.2020.	"HOTEL SCHOOL" Hotel Management College
Dzintars Prieditis, lecturer	Participation in the seminar "EU Requirements for Internal Quality Control in Higher Education. Student-centered approach. Academic honesty", 9.01.2020.	"HOTEL SCHOOL" Hotel Management College
Olga Zvereva, lecturer	Participation in the seminar "EU Requirements for Internal Quality Control in Higher Education. Student-centered approach. Academic honesty", 9.01.2020.	"HOTEL SCHOOL" Hotel Management College

The Director negotiates the participation in the professional development activities in the field of didactics of the higher education and pedagogy with each staff member individually, whereas the staff members for mobility projects are chosen based on open competition results. In general, the College Academic staff members are quite actively applying for the opportunities to engage in Erasmus + funded activities. The competition criteria correspond to the objectives of a particular Erasmus + project. The applications are examined by the commissions established by the Director, and the minutes of the meetings are recorded.

Also, some of the College academic staff members raise their skills by taking a course of Master's degree (e.g. lecturer D. Prieditis and formerly also a lecturer A. Kuļikovska) or PhD studies (e.g. lecturer J. Korjuhina, formerly Lecturers J. Mironova and D. Konrade).

**The methodological support for academic staff members is provided by the College Director and the Academic Department** – the Academic Director and the Director of the Study Program. The methodological work is being purposely planned and implemented through the organization of methodological meetings of the academic staff, seminars as well as individual consultations. The table No 7 of this report shows an example of an annual work plan for 2019/2020.

Table 7

<b>Methodological Work Plan of the College for the Academic Year 2019/2020</b>			
<b>Date</b>	<b>Topic of the methodological meeting</b>	<b>Person in charge of the meeting (name, surname, position)</b>	<b>Members of the meeting (name, surname, title)</b>
August 2019	Individual work with academic staff members in relation to course description update and audit of the content of the elaborated assignments	Director of the study program, docent O. Nikadimovs, internal quality auditor, lecturer J. Korjuhina	All academic staff representatives of the College
28.08.2019.	Academic meeting on planned study and methodological work for the autumn semester 2019, amendments to the normative acts regulating the study process and the salary payment procedure for the academic staff; The approval of updated course descriptions; the usage of <i>Moodle</i>	College Director V. Poncius, Director of the study program, docent O. Nikadimovs, computer system administrator K. Savenkovs	All academic staff representatives of the College
9.09.2019.	Induction lecture to year 1 students on the organization of the study process, internal rules and safety regulations, the availability of the material and informative base of the College, and additional services available to students	College Director V. Poncius, Director of the study program, docent O. Nikadimovs, student services representative A. Brutane	Year 1 students
30.10.2019.	The presentation of the results of the academic mobility project at University of Derby (UK)	Lecturer O. Zvereva	Director of the study program, docent O. Nikadimovs, Internal quality auditor J. Pasnaka and others
26.11.2019.	Academic staff meeting on the organization of study internship I for Year 1 students	Academic Director I. Zule, Internal quality auditor J. Pasnaka	Director of the study program, docent O. Nikadimovs, lecturer O. Zvereva
9.12.2019.	Academic support staff meeting on the organization of study internship I for Year 1 students	College Director V. Poncius	Academic Director, I. Zule, internship placement coordinator A.Dombrovska
From 9.12.2019 to 17.12.2019.	Observation of the classes led by the academic staff	College Director V. Poncius, Academic Director I. Zule, Internal quality auditor J. Pasnaka	All academic staff representatives in accordance with the agreed timetable

29.01.2020.	Seminar "EU Requirements for internal quality control in higher education. Student-centered approach. Academic honesty."	Interim College Director J.Pasnaka, Director of the study program, docent O. Nikadimovs, the Head of the College Council, lecturer O. Zvereva	All academic staff representatives
29.01.2020.	Academic staff meeting on the results of study and methodological work of the autumn semester 2019 and the planned study and methodological work for spring semester 2020.	Academic Director, I. Zule, Interim College Director J.Pasnaka,	All academic staff representatives
January 2020	Individual work with academic staff members in relation to course description update and audit of the content of the elaborated assignments	Director of the study program, docent O. Nikadimovs, internal quality auditor, lecturer J. Korjuhina	All academic staff representatives of the College
January-February 2020	Individual consultations with new academic staff members on the usage of <i>Moodle</i> in the study process	Computer system administrator K. Savenkovs	Docent L. V. Long and others
January-February 2020	The preparation of the study program "Hospitality Services", preparation of the self-assessment report for the year 2019	Director of the study program, docent O. Nikadimov, Academic Director, I. Zule, Director of the Research department, lecturer J. Korjuhina	The work group of the report elaboration, the academic and general staff of the College, the students
3.02.2020.	Induction lecture to year 1 students on the organization of the study process, internal rules and safety regulations, the availability of the material and informative base of the College, and additional services available to students	College Director V. Poncius, Director of the study program, docent O. Nikadimovs, student services representative A. Brutane	Year 1 students
14.02.2020.	Academic and academic support staff meeting on the results of the study internship I for Year 1 students and the organization of study internship II for Year 2 students	Academic Director I. Zule	Interim College Director J.Pasnaka, Director of the study program, docent O. Nikadimovs, the internship placement coordinator A.Dombrovska, lecturer O.Zvereva
21.02.2020.	Academic staff meeting on the organization of excursions and guest lectures of the hospitality professionals within the framework of the course.	Academic Director I. Zule	Academic staff of professional courses

20.03.2020.	Academic staff meeting on the quality audit results of the students' independent work descriptions and assignment tasks.	Interim College Director J.Pasnaka, Director of the study program, docent O. Nikadimovs, internal quality auditor, lecturer J. Korjuhina	Lecturers and docents O. Zvereva, J. K. Golubeva, L. V. Long, R. Artamonovs and others
1.04.2020.	Academic staff meeting on the management of student qualification papers.	Docent T. Grizāne	Lecturer O. Zvereva, docent O. Nikadimovs, Academic Director I.Zule
7.05.2020.	Seminar "Innovation in Didactics of Higher Education"	Academic Director I.Zule, Director of the study program, docent O. Nikadimovs	All academic staff representatives
17.06.2020.	Academic staff meeting on results of the study and methodological work of spring semester 2020	Academic Director I.Zule, Interim College Director, J. Pasnaka	All academic staff representatives of the College

Similarly, in the College e-Environment ([www.e-hotelschool.lv](http://www.e-hotelschool.lv)) in the section “Academic Intranet”, the Academic Department publishes the methodological materials for the Academic staff members (including the materials from the methodological meetings) that gives the Academic staff opportunity to freely use them when necessary.

In general, the methodological work at College is effective – academic staff members regularly attend scheduled meetings and individual consultations, follow the College rules and procedures, and initiate changes to the development of internal processes. Also new academic staff members, including guest docents /guest lecturers from abroad, integrate in the College staff very quickly.

## RESEARCH

In 2016, the College developed and endorsed the Scientific Research Activity Strategy for 2016 - 2022. The strategy has been developed in accordance with the Law on Scientific Activity of the Republic of Latvia, the Law on Higher Education, the College Regulations, the Regulations of Cabinet of Ministers No. 551 “On Priorities in Science 2014 – 2017” and other applicable laws and regulations, and acts as an integral part of the College Development Strategy 2016 - 2022. Since the College had acquired a qualitative technical and informative base for the implementation of the study program, attracted knowledgeable academics and hospitality professionals, as well as ensured appropriate conditions and the environment for the scientific research activities both for the students and academics, an **aim of developing the research activities** of the research direction set by the College was proposed as well as an aim to conduct applied and market oriented research, to ensure the publicity of the results of the scientific research and the integrity of study and research work by contributing to the development and dissemination of new knowledge and fostering research in these areas in the local region.

The strategy is based on the College study direction “Hotel and Restaurants service, Tourism and Recreation Organization” and its specifications, as well as the financial, human and material technical resources of College. Consequently, in the field of research, the College implements a rather focused approach, the current issues being viewed in the context of the hospitality industry, which is a specialization chosen by the College. During the period from 2016 to 2017. The College focused its research activities on the following research directions:

- Sustainable entrepreneurship in hospitality;
- Quality and financial management in hospitality;
- The development of human resources in hospitality;
- Modern gastronomy;
- Technological advances and innovations in hospitality;
- Didactics in vocational education.

In 2018 one more research field was added to the priority research fields set by the College:

- Hospitality Business Marketing and Competitiveness.

In order to achieve the aim, the College has set out the following operational tasks for the period 2016 – 2022 (see Table 8):

*Table 8*

<b>"HOTEL SCHOOL" Hotel Management College Scientific Research Activity Tasks 2016 - 2022</b>
<b>1. Scientific Research Activities</b> 1.1. To promote individual and collective research activities and participation of academic staff in the conduct of local and international research;

<ul style="list-style-type: none"> <li>1.2. To motivate academic staff to develop scientific articles and submit them for publication in reviewed and indexed publications of international scientific databases;</li> <li>1.3. To support the participation of academic staff in international scientific conferences;</li> <li>1.4. To prepare and publish teaching and methodological materials;</li> <li>1.5. To enhance the College student participation in scientific research activities, thereby increasing the College graduates opportunities to continue studies in recognized universities in Europe and the world.</li> </ul>
<p style="text-align: center;"><b>2. Human Resource Development</b></p> <ul style="list-style-type: none"> <li>2.1. To support the activities related to the development of the qualifications and experience exchange of the Academic staff members in order to increase their abilities to engage in and carry out research work;</li> <li>2.2. To establish a group of researchers from among the College academic staff for the implementation of research projects in College;</li> <li>2.3. To attract young scientists to the research work of the College;</li> <li>2.4. To attract competent researchers from other universities and research institutions of Latvia and abroad in order to strengthen the scientific research capacity of the College and to carry out the research work.</li> </ul>
<p style="text-align: center;"><b>3. International Cooperation</b></p> <ul style="list-style-type: none"> <li>3.1. To develop cooperation with other higher education institutions and research institutions in Europe and in the whole world in order to promote the integration into a joint research and education area of Europe and the cooperation of the academic staff of the College with foreign colleagues in international research, experience exchange and training;</li> <li>3.2. Prepare joint applications for research projects in cooperation with other European countries' higher education institutions and research institutions.</li> </ul>
<p style="text-align: center;"><b>4. Support and Reporting Measures of the Research Activities</b></p> <ul style="list-style-type: none"> <li>4.1. To organize international scientific conferences and seminars in line with the topic of the study direction of the College;</li> <li>4.2. To prepare and publish a journal of scientific research papers including the results of the academic and scientific research work of the College once a year;</li> <li>4.3. To conduct a regular analysis of the scientific and research activities of the Academic staff, to prepare and publish a report on the College website annually;</li> <li>4.4. To develop the technical, informative and methodological base of the College for the Academic staff and students for the scientific research implementation.</li> </ul>
<p style="text-align: center;"><b>5. Funding</b></p> <ul style="list-style-type: none"> <li>5.1. To mobilize the funding of EU and regional programs for international research activities and an annual College scientific conference in Riga, as well as for the participation of academic staff in international conferences and seminars abroad.</li> </ul>

The Research and Project Department of the College is responsible for the research activity, its organization and implementation, controlled by the College Director. The Director of the Research and Project Department of the College prepares an action plan of the tasks of the research implementation tasks and the expected performance indicators as per the scientific research strategy 2016 – 2022 annually. The plan is approved by the College Council meeting. At the end

of the year, the Director of the Research and Project Department of the College draws up a report on the execution of the plan, which, together with the suggestions for further management of the research at College, is submitted to the College Council.

**The College budget provides the necessary funding** for the activities foreseen in the framework of the research. In addition, an **internal regulatory framework** that defines the procedure on the allocation of funding to the scientific research work of the College academic staff. The procedure defines the types of the supported activities, the amount of funding the College Board shall provide to the Academic staff for the scientific research from the College budget, and the breakdown and the procedure in which the funding shall be allocated. The purpose of this procedure is to assist the academic staff in fulfilling the work tasks of the College research strategy 2016 - 2022, ensuring the achievement of the required performance indicators.

For example, in the academic year 2017 – 2018, the total expenditure for carrying out the research work in College was 18875 EUROS, of which EUR 13066 were allocated from the revenue of the College, while EUR 5809 were mobilized from EU and regional funds. During the academic year 2018-2019, the total expenditure for carrying out the research work in College increased to EUR 19925, of which EUR 8727 were allocated from the revenue of the College, while EUR 11198 were mobilized from EU and regional funds. The analyses of the structure of expenditure concludes that the main expenses concern the remuneration of the research staff, followed by the participation at research conferences, expenditure on seminars and conference organization and the publishing costs of the scientific research papers of the College.

The analyses of the College research performance in the period from 2017 to 2019 indicates that **the Research and Project Department of The College has provided the expected performance indicators**. The College staff have actively supported research activities by participating in international conferences, by preparing scientific publications, teaching and methodological tools, by organizing international seminars and conferences, and by engaging students in the research projects. A detailed overview of the progress is available in Table 9.

Table 9

<b>"HOTEL SCHOOL" Hotel Management College Scientific Research Results 2017-2019</b>		
<b>No</b>	<b>Activity</b>	<b>Achieved Results</b>
1.	Scientific publications of academic staff in indexed publications of the international databases	During the reporting period, <b>7 members of the College academic staff have developed 6 publications</b> , which are included in indexed publications of international databases: <ol style="list-style-type: none"> <li>1. The research "The English Hotel Industry: Trends and Challenges" by College lecturer J. Mironova was published in the publication of the University of Latvia "Humanities and Social Sciences in Latvia" Volume 26, Issue 1 (Spring-Summer 2018), which is indexed in the <i>EBSCO Sociology Source Ultimate</i> database;</li> </ol>

		<ol style="list-style-type: none"> <li>2. The publication "Implementation of Integrated Marketing Communications in the Hospitality Industry: A Literature Review" by College docent O. Nikadimova was included in edition "SOCIETY. INTEGRATION. EDUCATION". Proceedings of the International Scientific Conference. Volume VI, May 24th-25th, 2019, included in <i>SCOPUS</i> database;</li> <li>3. The publication "Approaches to Embedding Global Dimension in Adult Education Curriculum by the Case Study of the Hospitality Business Toolkit" by the College lecturer <b>O. Zvereva</b> was included in the edition of "Innovations, technologies and research in Education" 2019. Riga, University of Latvia, 2019, ISBN 978-9934-18-482-6, submitted to <i>Web of Science</i> database;</li> <li>4. The publication "An application of modern technological solutions in order to enhance the process of distance learning in Hospitality education" by the College lecturer <b>J. Korjuhina</b>, developed in cooperation with the Director of the Research Unit of the College, <b>I. Gehtmane-Hofmane</b>, included in the edition "Innovations, technologies and research in education" 2019 Riga, University of Latvia, 2019, ISBN 978-9934-18-482-6, submitted to the <i>Web of Science</i> database;</li> <li>5. The publication "Circular Economy driven innovations within business models of rural SMEs" by guest – docent A. Vitola, developed in cooperation with I. Uvarovs and Dz.Atstajs, published in "SOCIETY. INTEGRATION. EDUCATION". Proceedings of the International Scientific Conference. Volume VI, May 24th-25th, 2019, included in <i>SCOPUS</i> database;</li> <li>6. The publication "Innovation Challenges and opportunities in European Rural" by guest – docent A.Vitola, developed in cooperation with I. Uvarovs, published in the edition "PUBLIC POLICY AND ADMINISTRATION", 2019, T. 18, No. 1/2019, Vol. 18, No 1, ISSN 1648 – 2603 (print), ISSN 2029-2872 (online), included in the <i>Web of Science</i> database.</li> </ol>
2.	Publications of the College academic staff and students in international reviews and other publications	<p><b>20 publications</b> have been prepared during the reporting period:</p> <ol style="list-style-type: none"> <li>1. The College academic staff <b>O. Nikadimovs, O. Zvereva, J. Korjuhina</b> un <b>Z.Ezerina</b> presented the study „Key Competences for Managerial Level Employees in Sustainable Hospitality Business: A Conceptual Overview” in the conference "Studies – Business – Society: Present and Future Insights III" held at the University of Klaipėda Applied Sciences. This research was published in the Conference proceedings “Studies – Business – Society: Present and Future Insights III” proceedings, Klaipeda State University of Applied Sciences, Lithuania, ISSN 2538-7928;</li> </ol>

		<ol style="list-style-type: none"> <li>2. College lecturer <b>J. Korjuhina</b> in cooperation with T. Samsins and V. Labeevs published an article „Theoretical and practical aspects of educational tourism” in the Baltic International Academy Magazine "Cultural Heritage and Tourist Territories", No 1, BSA, RIGA, ISSN 2592-8449;</li> <li>3. College lecturer <b>J. Korjuhina</b> in cooperation with S. Kostenko developed a research „Personnel Motivation System Perfection in Baltic Beach SPA department in Baltic Beach Hotel and SPA”. The research was published in the Journal of the Baltic International Academy "Cultural Heritage and Tourist Territories", No 1, BSA, Riga, ISSN 2592-8449;</li> <li>4. College lecturer <b>J. Korjuhina</b> in cooperation with T. Samsins participated in the 16th International Scientific Conference “Information technologies and management” with a research „Challenges of ICT in education”, which was published in the magazine "Information Technologies, Management and Society" (ISSN 1691-2489)</li> <li>5. College lecturer <b>J. Korjuhina</b> in cooperation with T.Samsine participated in the “International Scientific and Educational Conference “Actual problems of Education” (MIP-2018)” at the Transport and Communications Institute with a study "Dynamics of Open Educational Resources Development". The summary of the research was published in the Conference summary (abstracts) ISBN 978-9984-818-88-7;</li> <li>6. The research „Key competencies of managerial level employees for sustainability in hospitality business” by the College Academic staff, <b>O. Nikadimovs, O. Zvereva, J. Korjuhina un Z. Ezeriņa</b>, was published in the ISMA journal Economics and Education. International Scientific Journal. Vol. 2, Issue 2. ISMA University, Riga, ISSN 2500-946X, eISSN 2592-8236, p. 23-34.</li> <li>7. College docent <b>O. Nikadimovs</b> in cooperation with K. Golujenko has prepared an article on “Factors influencing accommodation choices for millennial tourists – hotels vs private accommodations”. Article submitted for publication in the collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 3 (00) 2019;</li> <li>8. College lecturer <b>J. Korjuhina</b> in cooperation with M. Kavva has prepared an article on the topic "Development of Quality Management programme at Hotel Garni, Minsk". Article submitted for publication in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 3 (00) 2019;</li> <li>9. College lecturer <b>J. Korjuhina</b> in cooperation with O. Tsekova has prepared an article on "Quality management practices on the example of the Galery Park Hotel and Spa Riga". Article</li> </ol>
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		<p>submitted for publication in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 3 (00) 2019;</p> <p>10. College student <b>J. Jurjeva</b> has prepared an article "Quality Management in Wellton Hotel: Problems and Solutions". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 2 (00) 2018, ISBN: 978-9934-23-006-6;</p> <p>11. A college student <b>E. Pešele</b> has prepared an article "The Employee Motivation in Hotel Industry". The article was published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 2 (00) 2018, ISBN: 978-9934-23-006-6;</p> <p>12. The college student <b>O. Fedosejeva</b> has prepared an article "Customer Service Quality and Guest Satisfaction". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 2 (00) 2018, ISBN: 978-9934-23-006-6;</p> <p>13. The college student <b>V. Koševerova</b> has prepared an article "Emotional Labor in Hospitality". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 2 (00) 2018, ISBN: 978-9934-23-006-6;</p> <p>14. The college student <b>M. Kolupajeva</b> has prepared an article "Quality of Customer Service in Latvia". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p> <p>15. A college student <b>L. Kozule</b> has prepared an article "Food Miles and Climate Change". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p> <p>16. A college student <b>L. Krastina</b> has prepared an article "Traditional Food Production and Popularity in Riga Restaurants". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p> <p>17. College student <b>E. Kuzina</b> has prepared an article "Competitiveness of Local Gastronomic Offerings in Riga Restaurants: Case of Fast Food Restaurants". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p>
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		<p>18. The college student <b>V. Rosa</b> has prepared an article, "Gastronomic Tourism in Riga and its Relation to" Riga Restaurant Week: A New Trend in Tourism development". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p> <p>19. College student <b>E. Zenkovs</b> has prepared an article "Gastronomic Tourism in Riga: New Trend Development". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</p> <p>20. College student <b>K. L. Zviedre</b> has prepared an article "Sales and Marketing Strategy and Hospitality Industry Challenges: Case of Park Inn Riga Valdemara Hotel". Article published in the Collection of College scientific research articles "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9.</p>
3.	Preparation and publication of teaching and methodological materials	College lecturer <b>O. Zvereva</b> has developed <b>8 teaching and methodological materials</b> on the theme "Energy" and "Biodiversity and Conservation of Natural Resources" under the International Project "Education for Sustainable Development and Global Citizenship".
4.	College staff participation in international scientific conferences and seminars	<p><b>10 College academic staff members and administration representatives have presented reports in 9 international scientific conferences during the reporting period:</b></p> <ol style="list-style-type: none"> <li>1. College lecturer <b>O. Zvereva</b> and guest-docent <b>J. Dehtjare</b> spoke at an international conference "Innovations, Technologies and research in Education" of ATEE (Association for Teacher Education in Europe) from 7 to 8 June at the University of Latvia;</li> <li>2. College lecturer <b>O. Nikadimovs</b> and guest-docent <b>A. Vītols</b> spoke at the International Conference "SOCIETY. INTEGRATION. EDUCATION 2019 " at the Academy of Rezekne, which took place from 24 to 25 May;</li> <li>3. College docent <b>O. Nikadimov</b>, lecturers <b>O. Zvereva</b> and <b>J. K. Golubeva</b> and the Head of the Board <b>J. Pasnaka</b> spoke at an international conference "Sustainability in Hospitality ' 2019" organized by the College on 14 May 2019;</li> <li>4. The College lecturer <b>O. Zvereva</b> presented her study "International R&amp;D Collaboration in the EU Erasmus+ Project on Adult Education for Sustainable Development and Global Citizenship (ESDGC) by Mapping Competency Framework and Course designs for Adult Educators and Adult Learners"</li> </ol>

		<p>at the international conference „Future of Sustainable Hospitality’18” organized by the College on 15 May, 2018</p> <ol style="list-style-type: none"> <li>5. In the spring of 2018, the College lecturer <b>I. Vaivode</b> presented a research "The role of inbound tourism as export-capable sector" at the conference "VII International Conference Cultural Heritage and Tourism Territories: Creative Approaches to Development Trend" organized by the Baltic International Academy.</li> <li>6. In spring 2018, lecturer <b>D. Lice</b> presented a report on the theme "Aspects of practical psychology in tourism. Tourist behaviour changes during the travel " at a seminar held at the exhibition "Balttour 2018".</li> <li>7. In spring 2018, lecturer <b>J. Mironova</b> participated in the 76th Annual conference organised by the University of Latvia with a report "The English Hotel Industry: Trends and challenges";</li> <li>8. In the spring of 2018, The College lecturer <b>J. Korjuhina</b> participated in a conference “The 16th International scientific conference “Information technologies and management”, presenting a study “Challenges of ICT in education”;</li> <li>9. In the autumn 2017, two College academic staff members <b>J. Korjuhina</b> and <b>O. Nikadimovs</b> participated in the conference "Studies – Business – Society: Present and Future Insights III" at the University of Klaipėda Applied Sciences, presenting the study „Key Competences for Managerial Level Employees in Sustainable Hospitality Business: A Conceptual Overview”.</li> </ol>
5.	College staff participation in local and international research	<p>The College staff (<b>O. Zvereva, J. Pasnaka</b>) participated in the <b>Erasmus+ Program, KA2</b> Project "Education for Sustainable development and Global Citizenship" in which an international team of researchers developed methodologies and materials for the integration of sustainable development goals of UN Agenda 2030 into learning content at the level of adult education (incl., higher education) and tested them by organizing trainings for students and educators. The European Education Specialist Training seminar was organized in the College.</p> <p>At the beginning of 2020, the College developed and submitted an application "Digital Course in Nordic/Baltic Culinary Arts for Adults (adult Educators and adult Learners)", which provides cooperation between the Baltic and Nordic partner institutions to explore topical trends in the Baltic and Nordic kitchens, and to develop research-based innovative learning materials and methodologies on relevant issues under the <b>Nordplus Adult</b> programme.</p>
6.	College cooperation with education and	<p>During the reporting period, a cooperation with the Tourism and Hospitality faculty - <i>Centre for Contemporary Hospitality and Tourism</i> of the <b>University of Derby</b> was initiated and several exchange projects of academic and research staff took place. In May 2019, K. Scott, the</p>

	research institutions of other countries	<p>leading researcher at the University of Derby, spoke at The International Conference of the College on “The Changing Nature of Hotel Guest and What Impacts Their Booking Decisions”. Meanwhile, in October 2019, The College lecturer O. Zvereva went to CCHT to deliver lectures to Bachelor and Master students on hospitality and tourism industry trends in Latvia.</p> <p>During the reporting period, the College <b>participated</b> in an international project "X-Culture" in the <i>University of North Carolina at Greensboro</i>. Within this framework, the College students collaborated in virtual international teams, composed of 5000 students from 148 universities in 70 countries and 6 continents. The students developed high-level business plans as per orders of global corporations.</p>
7.	College bilateral cooperation with Latvian universities for research institutions	<p>During the reporting period, <b>2 cooperative agreements were concluded</b> on the joint organization of study and research activities, one with the University of Latvia and the other with the ISMA (University of Information Systems Management), as well as a conceptual agreement on starting co-operation with the Baltic International Academy and the Business University “Turība”</p> <p>In the framework of the cooperation agreements, the foreign students from University of Latvia attend a study course "Latvian language for Foreigners" in the College, while the ISMA offers the College graduates an opportunity to continue their studies at the Bachelor-level study programme "Tourism and Hospitality Management”.</p>
8.	College organized conferences or seminars	<p>During the reporting period the College has organized <b>6 events</b>:</p> <ol style="list-style-type: none"> <li>1. On December 12, 2019, the College held a methodological seminar "<b>Embedding Global Dimension and ESDGC in Higher Education Curriculum</b>", with the participation of academic and administrative staff from the following Latvian universities: University of Latvia, Business University “Turība”, University of Information Systems Management, Baltic International Academy, International Cosmetology College;</li> <li>2. On May 14, 2019 the 2nd International Conference "<b>Sustainability in Hospitality Industry '19</b>" was held at <i>Pullman Riga Old Town Hotel</i>. The conference brought together local and foreign educators, researchers, students, representatives of political institutions and practitioners of the hospitality and tourism sector;</li> <li>3. On April 8-12, 2019 the College Erasmus + KA2 project "Education for Sustainable Development and Global Citizenship" organized an international seminar for Adult learning professionals from different European countries;</li> <li>4. On November 22, 2018, the Hotel <i>Europa Royale Riga</i> hosted the 2nd International Student Seminar "<b>Hospitality Industry: Opportunities, Challenges and Perspectives '18</b>", where 7</li> </ol>

		<p>College students presented their studies, in addition to the presentations delivered by the hospitality industry professionals;</p> <p>5. On 15 May 2018, at the Hotel <i>Grand Poet Hotel</i>, the College hosted the International Scientific Conference "<b>Future of Sustainable Hospitality ' 18</b>". The Conference gathered guest speakers such as J. Lohr (USA), on the topic of "Development of the Human Resource in the hospitality industry", S. Boussard (France), on the topic of "Creativity-the Art of thinking", as well as the College lecturers and students;</p> <p>6. On November 28th, 2017, at the Hotel <i>Metropole by Semarah</i>, the College organized its first student seminar, "<b>Hospitality Industry: Opportunities, Challenges and Perspectives ' 17</b>". Participants from Switzerland, Italy and Latvia, as well as the College students, delivered their presentations at the seminar.</p>
9.	The collection of scientific research papers	<p>During the reporting period, the College <b>issued 2 collections of scientific research papers</b> for 2017 and 2018:</p> <ol style="list-style-type: none"> <li>1. "Hospitality Industry: Opportunities, Challenges and Perspectives" 1 (00) 2017, ISBN: 978-9934-19-471-9;</li> <li>2. "Hospitality Industry: Opportunities, Challenges and Perspectives" 2 (00) 2018, ISBN: 978-9934-23-006-6.</li> </ol> <p>The preparation for the collection of articles of the 1st International Conference on "The Future of Sustainable Hospitality '18" and the "International Conference on Sustainability in Hospitality Industry '19" is still ongoing. The scheduled term of publication is February 2020.</p>

The College contribution to the research competencies and capacity development of the researchers involved in the study are reflected in the chapter "Academic Staff" of this report, while the College contribution to the development of the technical and information base for the research activities is reflected in the chapter "Resources" of this report.

Overall, it is concluded that the College has achieved its objective in a relatively short time, which was to develop research activities within the established research direction of the College, to conduct applied and market oriented research, to ensure the publicity of the scientific research results and the integrity of study and research work, by contributing to the development and dissemination of new knowledge and by advancing the research in these areas regionally. The College will continue its work – the College council meeting has confirmed the academic action plan for the implementation of the tasks of the College Scientific Research Activities for 2016 - 2022 and the achievement of the required performance indicators. The plan is being purposely implemented.

## THE COOPERATION AND INTERNATIONALIZATION

According to the College Development Strategy 2016 - 2022, **the international cooperation and internationalisation is one of the strategic development directions of the College**. In order to implement the internationalisation of the College, the College is cooperating with European and world universities and research centres of a similar profile, as well as with the employers of the hospitality sector abroad. The College students are motivated to carry out internships at high-level hotels abroad, thus contributing to their integration into the European labour market, but the academic staff members enjoy participation in international cooperation projects, that allows them to share the experience and build strategic partnerships for solving common problems in the hospitality sector, and learn and elaborate innovative pedagogical concepts and techniques within the area of education. The College has set the target of ensuring that at least 25% of the students and 20% of academic staff participate in mobility every year.

When launching the cooperation with European and globally recognised universities and research centres the College follows carefully chosen criteria. The College is currently working with the following universities:

***University of Derby, Centre for Contemporary Hospitality and Tourism, Buxton*** (Great Britain) - within the College cooperation project with University of Derby, United Kingdom, the faculty of Tourism and Hospitality, the academic and research staff have participated in several exchange events. In May 2019 the leading researcher of University of Derby named Katherine Scott delivered a speech in the 2<sup>nd</sup> international conference organised by the College “Sustainability in the Hospitality Industry’19” on the theme "The Changing Nature of Hotel Guest and What Impacts their Booking Decisions". In turn, in October 2019 the College lecturer O. Zvereva went to University of Derby, Faculty of Tourism and Hospitality to deliver lectures to the students of Bachelor and Master programs on the development of hospitality and tourism industry trends in Latvia.

***Business and Hotel Management School, Luzern*** (Switzerland) – a cooperation with the Business and Hotel Management College in Switzerland has been initiated. A study mobility project involving 8 College students took place in November 2019. The students (K. Teilāns, P. K. Kočāne, M. A. Pētersons, U. Fiļimoņenkova, N. Dupuža, D. Sļipčenko, V. Jakovļeva un M. L. Eikena) attended the lectures about business environment, academic writing, strategic management and digital media. In addition, also the exchange mobility projects for the general staff members have been carried out. The former College Director V. Ponciusa and the Academic Director I. Zule took part in this mobility project to learn about the good practices of the higher education institution management in B.H.M.S. and to engage in professional development activities that focus on student-centred approaches in the study process, academic honesty, student career development, etc.

***Swiss Hotel Management School, Montreux*** (Switzerland) – a cooperation with the Swiss Hotel Management University has been initiated. In April 2018 the Head of the College Board J. Pasnaka and the Deputy Director of the Academic Department M. Troškova took part in an experience

exchange event with the aim to explore the technological innovation introduced to the study process at SHMS (it should be noted that the SHMS has been awarded the *Apple Distinguished School 2017-2019* status) and the College's approach to support career opportunities of its students and graduates.

It should be noted that with all the above-mentioned universities, the **College has concluded agreements that provide its graduates to continue the studies in Bachelor Programs** in the field of Hospitality Company Management. The College has also concluded a co-operation agreement with universities of a similar profile outside Europe for example, with *Hebei Vocational College of Tourism* in China, *Guru Nanak Khalsa Group of Educational Institutions* in India on the possibilities for these educational institution graduates to continue their studies at College from the academic year 2020 -2021.

For many years **the College has partnered with leading universities and research institutions in the US**. For example, the College takes part in the *X-Culture* International Project organized by the *University of North Carolina Greensboro* every year. In the framework of this project, the College students are engaged in virtual international co-working teams, the total number of participants reaching up to 5000 students from 148 universities in 70 countries and 6 continents. As part of the project the students have developed high-level business plans as per the orders of global corporations, thereby achieving the study results expected at the end of the course "Entrepreneurship" and "Accounting and Finance".

The College also works with *American Hotel & Lodging Educational Institute* of the United States by purchasing the books and methodological tools issued by the Institute and by implementing courses such as *Guest Service Gold*®, that are certified by the institute.

During the time period from 2017 - 2019 the College implemented the *Erasmus+* strategic partnership project "Education for Sustainable Development and Global Citizenship" for the exchange of innovations and good practices under the KA2 sub-programme, within which an international team of researchers developed methodologies and materials for the integration of the sustainable development goals 2030 of the United Nations into learning content at the level of adult education (higher education) and tested them in sessions organized for educators and students. As part of this project, the College cooperated with European research institutions such as the *Global Learning & Skills Partnership* in the UK and the *Stichting voor Educatie-, Cultuur- en Migratie* in Netherlands and others.

In January 2020 the College developed and, as a project coordinator, submitted the application on the theme "Digital Course in Nordic/Baltic Culinary Arts for Adult Educators and Adult Learners" under the program *Nordplus Adult 2020* in which the College plans to collaborate with the organizations of Icelandic research institution *Is-Step by Step Consulting* and other organizations.

Currently the College in cooperation with the Danish university *Dania Academy* is developing a project application for *Erasmus+* action of the KA2 subprogram on the employment facilitation of the students and graduates through a hybrid learning environment, which introduces the principles of environment-based training in vocational higher education. The project application is to be submitted in the spring of 2020.

As already mentioned in the chapter “The Aims and the Objectives of the College” of this report, the student mobility is implemented within the framework of the internships. The College has created a network of foreign partners in previous years, **providing internships to College students across the European hotels in Italy, Spain, Greece and Germany**. The employers cover the grant, accommodation and catering costs and in some cases also flight tickets and the insurance. Every year the foreign hotel representatives contact the College, as well as personally visit the College in order to present the internship placement opportunities. The nature of the College's long-term relationship with foreign employers is well illustrated by an example of when, a **Marriott Hotel in the Parklane, Luxury Collection Resort & Spa** was opened in Cyprus in March 2019, Mr. T. Lakkas, the Manager of the Food and Beverages Department, came to the College to offer the students the opportunity to carry out the internship in his department. Previously Mr.T. Lakkas was managing the 5-star hotel **Amathus Beach Hotel Rhodes** in Greece, providing the internship placements to the College students. Due to the success of the former cooperation -the quality of theoretical and practical skills and a high level of responsibility and motivation of the College students - Mr.T. Lakkas seeks to maintain further cooperation also in his new workplace. The College has a similar long-term collaborative experience with the **Alegria hotels**, a hotel network in Spain. The company manager W. Sneujink addresses the College students on regular basis by inviting them to undergo internships in his resort network.

**The College students willingly use the opportunity to carry out the internships abroad**, because they are given an opportunity not only to fulfill the requirements of the study program, but also earn money. In contrast, internships in hotels in Latvia are not paid for due to local legislation.

**The College monitors the students' foreign internship processes.** The College staff is involved in the internship organization by scheduling trips to visit the foreign employers, and to agree upon the internship program and documentation, and to verify the accommodation conditions provided to the students. For example, in 2017, before launching the cooperation with the Hotel network **Atlantica Hotels & Resorts** in Greece, the Head of the College Board J. Pasnaka, Deputy Director of Academic Department M. Troškova and the representative from the Student Services N. Vikļuka personally visited business partner hotels and student accommodation.

The supervision is carried out also during the foreign internships. The College staff involved in the internship organization visits the students in their internship venues abroad in order to help to address the encountered problems and to provide the necessary organizational and psychological support.

As already mentioned in the chapter "Academic Staff" of this report, **in cooperation with foreign employers, the College implements the professional development activities also for its academic staff**. The College academic staff regularly go to foreign hotels within the mobility projects to check the work organization, the guest service standards, the use of modern technologies and the implementation of sustainable tourism and business principles in hospitality services. For this purpose, only the high-level 4-star and 5-star hotels are selected in order to ensure a wide range of services and internationally renowned hospitality companies. The possibility of temporary work placement in foreign hotels is offered to those academic staff members who do

not have the practical knowledge of the hospitality industry (because they are theorists, not practitioners), as well as those academic staff members who have not worked practically in the hospitality sector for a long time. The participation in the mobility projects provides them with the necessary insight into the nature of the hospitality business, the current working methods and the level of technological development, and gives an opportunity to integrate this knowledge into the content of their courses, thereby aligning it with the demands of today's labour market. For example, in 2017 the lecturer O. Zvereva participated in learning mobility in hotels in Spain; in 2019 the lecturer J. Korjuhina participated in learning mobility in hotels in Italy. In the summer of 2020, the mobility project to Spain within the *Erasmus+* project “Let's cook our heritage” is scheduled for the lecturer R. Artamonov.

**The College attracts foreign students**, proving the competitiveness of its offer in the international education market. It is planned that by successfully completing the institutional accreditation of the College, the College will be entitled to apply for the *Erasmus+* agenda in the field of higher education, thus increasing the number of mobility students.

## STUDENT PARLIAMENT

According to the College Regulations **the College students establish Student Parliament**. The Student Parliament acts in accordance with the Student Parliament and College Council Regulations. The Student Parliament:

1. Defends and represents students' interests in the College and other institutions;
2. Represents the College students' interests in Latvia and abroad;
3. Defines the procedure by which the students are elected in the collegiate bodies of the College.

The Student Parliament has the right to request and receive information and explanations on matters concerning the students' interests from the directors of the College representative, management and decision-making bodies. The delegated Student Parliament representatives are entitled to participate in the activities of the decision-making bodies of the College. The decisions of the Student Parliament that are approved by the Council are binding on all College students.

The College Regulations outline the student participation in the work of the College Council, stipulating that **2 out of 10 College members are students** and they are delegated by Student Parliament. **The delegated representatives of the Student Parliament hold the veto rights** in matters concerning student interests.

The Student Parliament has been operating in the College since 2015, when it was established with the first enrolment and the launch of the study process. The regulations elaborated by the Student Parliament with a title "Student Parliament Regulations", was approved at the College Council in early 2016. A year later, in the autumn of 2017, the College Council approved an updated version which remains in force. In addition to the aims of the Student Parliament set by the College Regulations, the Student Parliament Regulations include the following:

4. To develop a work plan for each semester that includes a well-planned program of the social and cultural activities of the College with the aim of ensuring a wholesome student life;
5. To encourage students to express their views on the College work by gathering and submitting proposals to the management of the College.

Taking into account the fact that the procedure on electing new parliament members outlined in the Student Parliament Regulations was rather vague, the Student Parliament drafted additional regulations in September 2019 by clarifying the procedure on electing new members.

The term of office of the elected members of the Student Parliament is one year. **The responsibilities of the Students Parliament are:**

- To attend the meetings of the Student Parliament;
- To consider the proposals of all College students;
- To attend and represent the College student interests in the meetings;
- To participate in the planning and implementation of Student Parliament activities;
- To develop and approve the estimates of the events organized by the Student Parliament;

- To inform the College students about the Student Parliament activities by encouraging them to actively participate in social and cultural life at College;
- To promote cooperation and to maintain contact with the College management, staff and other institutions.

**Rights of Student Parliament members:**

- to use the auditorium for the meetings free of charge, if previously agreed with the College;
- to place advertisements on the official website of the College, on the bulletin board, and to send out information to the student e-mail addresses;
- to create interest groups available to all College students;
- to request and receive information and explanations from the authorized representatives of the College in all matters concerning the student interests;
- to apply for student tuition fee discounts (based on the competition procedure) for active participation in the Student Parliament.

**The work of the Student Parliament is led by a Board of 3 persons – President, Vice President and Secretary.** The Board elections take place every year, immediately after the election of the Student Parliament members. The election takes place by secret ballot. The responsibilities of **the President of the Student Parliament:**

- To represent the College students' interests inside and outside the College;
- To represent the Student Parliament inside and outside the College, ensuring the dissemination of the official opinion of the Student Parliament across the College as well as at local and international levels;
- To convene and chair the Student Parliament and the meetings of the Student Parliament;
- To endorse the work plan of the Student Parliament for each semester, to guide and organize the work of the Students Parliaments for the implementation of the plan;
- To approve the expenses of the Student Parliament in agreement with the College;
- To organize the cooperation with other organizations;
- At the beginning of the Student Parliament meeting, to briefly inform about the events that have taken place between the meetings;
- To meet the management of the College once a month and to inform about the work and decisions done by the Student Parliament;
- To convene emergency meetings of the Student Parliament;
- At the end of the semester, to submit a written report to the management of the College on the performance of the Student Parliament at the end of the semester;
- At the end of the semester, to nominate students to the study fee discount competition for active participation in the Student Parliament.

**The responsibilities of the Vice President of the Student Parliament:**

- To assist the President of the Student Parliament in the performance of his/her duties;
- To take the position of the President of the Student Parliament in his/her absence;
- To fulfil the assignments given by the President of the Student Parliament.

- To control the expenses of the Student Parliament by ensuring a timely transfer of the financial documentation to the College Accounting Department;
- At the end of the semester, to submit a written report on the expenses of the Student Parliament.

#### **The responsibilities of the Secretary of the Student Parliament:**

- To notify members of the student Parliament and other interested parties of the venue and time of the current student Parliament meetings;
- To ensure the information exchange within the Student Parliament;
- To organize the records of the Student Parliament.

When assessing the effectiveness of the Student Parliament activities, it should be noted that it differs from year to year. To a large extent, it depends on the students who have been elected to the Council of the Student Parliament and in particular to the Board. At the beginning of the year after the elections, a variety of cultural life activities are being actively planned and organized, such as *Halloween Party* or *Christmas event*, while the activities organized by the Student Parliament members in the second semester are decreasing by transferring the emphasis from the entertainment to student representation. In spring, the most important Student Parliament activities are related to the representation of the College at the **exhibition “SKOLA”** in Ķīpsala and **Open Days in the College**. In addition, the Student Parliament contributes to the operations of the feedback mechanisms, helping to **organize and analyze the results of the annual student satisfaction survey in May**.

The College students are aware of the possibility of engaging in work of the Student Parliament. Also, the students are briefed on **the discounts that are awarded by the College for a total of 5%-10% of the study fee of one semester for active participation in the public life of the College**. The procedure for granting discounts is published on: <http://hotelschool.lv/noteikumi-un-kartibas/> in Latvian version and in English at : <http://hotelschool.lv/en/admission/policies/>. In accordance with the discount application procedure, the discount for active participation in the public life of the College is granted by the decision of the College Council on the basis of the information provided by the Student Parliament, which includes a detailed listing of work of the applicant in the current semester and a reasoned proposal for each claimed discount of 5% or 10% for the study fees of the following semester.

During the period from 2016 to 2018, the members of the Student Parliament were delegated to receive the tuition fee discounts on a regular basis and in most of the cases the discount was granted to the students. In 2019, the discount was not claimed, probably because of the reason that the students elected by Student Parliament received the state guaranteed student loan.

The management of the College provides also other types of support to the Student Parliament. Firstly, the College grants an **annual funding to the Student Parliament** in accordance with the normative acts.

Secondly, the members of the Board of the Student Parliament can **participate in the development activities free of charge** with the aim of increasing their expertise in areas that are important for the Student Parliament. For example, in November 2018 the costs of EUR 700 was

covered by the College for the President of the Student Parliament, V. Koševerova to participate in an international cruise, organized by the German university *Hochschule Keiserslautern* and devoted to intercultural business communication. As V. Koševerova indicated in her report, "... the participation in this seminar is important for improving the work of the Student Parliament in the intercultural communication process. In order to fully ensure the role of the Student Parliament, including representation of students' interests in College, an effective communication is needed, not only with local students but also with the students from abroad whose number in the College is growing". The leader of the seminar was Dr. Beverley R. Wilson-Wünsch, BSc., MSc., MEd., PhD., International University of Bad Honnef, (IUBH) and other recognized foreign academics.

Similarly, in May 2019, the College funded a 915 EUR grant from the *Erasmus+* project to the Student parliament secretary L.M. Eikena's trip to Portugal to participate in Global Citizenship Training.

Thirdly, **the organizational support for Student Parliament activities is provided by the College staff** – the Director, the employees of the Academic Department and the Academic staff members. They offer their assistance with the organization of the documentation of the Student Parliament, the organization of the meetings and the events.

The procedure on electing students to the College Council is outlined in the Student Parliament Regulations. The Board of the Student Parliament organizes elections and nominates 2 student representatives for work in the College Council. All elected members of the Student Parliament may candidate for student representative positions. The President of the Student Parliament collects and presents a list of candidates to all the Student Parliament members. The election is done by secret ballot. If two candidates receive the same number of votes, a re-election of these two candidates is implemented. The student elections are held every time the formerly elected student graduates from the College or ceases to perform his/her duties as a member of the College Council. The Student Parliament may withdraw the elected student representative if his/her activity in the College Council does not meet the Student Parliament activities. In such cases, the Student Parliament convenes the meeting, justifies the delegated representative's non-compliance with the position and takes the decision by a simple majority vote.

Finally, it is must be highlighted that **the representatives of the Student Parliament are involved in the College Credit Grant Commission** thus ensuring the students' interests are also defended in terms of the social life.

*\* attachments are not published for data protection purposes.*