



APPROVED:

Ltd "HOTEL SCHOOL" Hotel Management College
CEO of the Board
J. Pasnaka

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"HOTEL SCHOOL" HOTEL MANAGEMENT COLLEGE DEVELOPMENT STRATEGY 2016-2022

Dear colleagues, students, and partners,

On October 26, 2016, the Development Strategy 2016 - 2022 of the "HOTEL SCHOOL" Hotel Management College was published. Three years have passed, during which many plans have been successfully implemented – for example, the accreditation of the study direction and the study program; purposeful and coordinated research activities have been initiated within the scope of the study direction, involving both academics and students; a major expansion of the College material-technical base has been carried out by creating the accommodation for students, as well as new practical training labs – a professional kitchen and a training restaurant in the premises of the College. There are also other achievements I would like to thank the entire College personnel because it is the result of our teamwork!

After evaluating the content of the Development Strategy 2016 - 2020, created in 2016, I would like to update and redefine it by clarifying the expected performance indicators in several activity directions. It is thought that these indicators will allow us to assess the progress achieved at the end of the period better and will help to define new objectives and aims.

Thank you for your valuable proposals, which are partly included in this and other documents developed by the College Board. I look forward to receiving your opinion also in the future, and I promise that it will be considered when planning the activities and the development of the College!

Jūlija Pasnaka
Ltd "HOTEL SCHOOL" Hotel Management College
CEO of the Board



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THE AIM AND THE TOPICALITY OF THE STRATEGY

The Development Strategy 2016 – 2022 (hereinafter referred to as the "Strategy") of "HOTEL SCHOOL" Hotel Management College (hereinafter referred to as the "College") has been elaborated to ensure a long-term functioning and a competitiveness of the College, as well as to achieve the integration of the College into the European Higher Education area.

The strategy sets out priority directions of the development of the College, it analyses its external and internal environment, it defines the tasks that need to be performed as well as the expected results, it also includes a plan for a successful implementation and performance control of the strategy in a changing environment in order to achieve the pre-set objectives or to determine new objectives, taking into account the opportunities created by the environment.

The Strategy serves as the basis for the elaboration of all strategies, programs or plans of the College or its structural units, as well as for the preparation of internal normative acts.

In 2019 the Strategy was updated based on the results that were achieved during the period 2016 -2019, as well as the initiatives for the period 2020 to 2022, proposed by the College academic and general staff and students, were included.

THE MISSION, VISION, AIMS AND MAIN PRINCIPLES OF THE COLLEGE ACTIVITY

MISSION

The **mission** of the College is to provide quality higher professional education in the field of hospitality and to help to launch a career at leading hospitality companies both locally and globally.

VISION

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 **overall objective** of the College is to provide high-quality professional education in the most demanded professions of the hospitality industry that are competitive in the international labour market and are in line with the requirements of the first level professional higher education standard of the state and the professional standards.

The **main directions** of the College activity 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.

The **tasks** of the College activity are:

- 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 the College framework.

The main principles of the College activity:

- the legal basis of the College activity is the Higher Education Law, the Education Act, the Vocational Education Law, the Law on Scientific Activity, other legislation of the Republic of Latvia and the College Regulations;
- the College has got an established specialization - professional education in the field of hospitality;
- the study process in the College is organized in accordance with the principles of a student-centred approach, academic honesty and internal quality management;
- the academic staff of the College include hospitality industry practitioners with significant work experience in hotel leadership positions;
- within the framework of the studies, the College provides internships to every student at high-level hotels in Latvia and abroad, thus allowing to gain international work experience in world-renowned hospitality brand companies;
- the College exercises non-discriminatory attitude to all its students, staff and business partners and aims to avoid situations of conflict of interest;
- the College aims to promote sustainable tourism principles in the hospitality sector.

THE ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT OF THE COLLEGE

THE STRENGTHS AND WEAKNESSES OF THE INTERNAL ENVIRONMENT ELEMENTS

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none">▪ The College has got a beneficial location – the heart of the historic centre of the capital city of the EU country;▪ good base of resources necessary for the study program implementation;▪ close cooperation with leading employers of the hospitality sector in Latvia and abroad;▪ many students involved in mobility programs;▪ studies offered in English, allowing educational service export;▪ the College offers dormitories for students. | <ul style="list-style-type: none">▪ The College is not accredited;▪ has got only one 1st level professional higher education study program;▪ small number of students;▪ limited opportunities to attract state funding;▪ it is not possible to use state subscribed scientific databases. |

THE OPPORTUNITIES AND THREATS OF THE EXTERNAL ENVIRONMENT ELEMENTS

| OPPORTUNITIES | THREATS |
|---|---|
| <ul style="list-style-type: none">▪ A rapid growth of the hospitality sector, which creates a strong demand for young professionals;▪ a global trend for young people to study abroad, which makes it possible to attract foreign students;▪ EU and Regional Structural Funds support the activities of educational institutions, giving an additional source of funding;▪ a lack of strong competitor in the region – in Baltic states there are no higher educational institutions specializing in hospitality industry. | <ul style="list-style-type: none">▪ political threats – possible negative changes in external normative acts regulating College activity;▪ long lasting negative demographic situation in Latvia – the decrease of population;▪ unequal competitive environment compared to public educational institutions;▪ threats of a powerful competitor;▪ threats of a global economic crisis. |

THE PRIORITY DIRECTIONS AND AIMS OF THE COLLEGE DEVELOPMENT FOR TIME PERIOD 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 1st level vocational higher education and a 4th 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 1st 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 4th 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 MATERIAL-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-OOPERATION 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 1st 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, Africa and other regions.

THE IMPLEMENTATION PLAN OF THE STRATEGY

| STRATEGIC DIRECTION | EXPECTED PERFORMANCE INDICATOR | DEADLINE | RESPONSIBLE UNIT |
|--|--|------------|----------------------------------|
| I: The College Accreditation | The College institutional accreditation has been carried out | 2020 | Academic Department |
| II: The expansion of the offered study programs | A new 1 st level professional higher education study program "Culinary Arts" has received licence and accreditation | 2022 | Academic Department |
| III: The strengthening of the staff capacity | The specialists holding appropriate qualifications have been attracted to all College positions; The teaching staff, the administration and student service staff elected by the College engage in professional development activities on a regular basis. | every year | Academic Department |
| IV: The development of material technical resources | The electronic information management system has been created and is being used in the College, the other material and technical resources are modern and sufficient | 2021 | Board |
| V: The development of the information and methodological resources | To increase the library stocks by at least 10% every year; to earn income from publishing and reinvest it further in the development of informative and methodological resources | every year | Library, Publishing House, Board |
| VI: The development of the research potential of the College | In accordance with the Scientific Research Strategy 2016 - 2022 | every year | Research and Project Department |
| VII: International cooperation and internationalisation | Every year at least 25% of students and 20% of academic staff participate in mobility programs; academic staff is involved in at least 1 international cooperation project per year | every year | Research and Project Department |
| VIII: Increase of the number of students | The number of College students reaches 150 students per academic year | 2022 | Board and Student Services |

FINANCING THE IMPLEMENTATION OF THE STRATEGY

In order to ensure the long-term activities of the College and to finance the development goals set out in the Strategy, the following must be done:

- attracting students to the College implemented study programs with the aim of covering the operational costs of the study programs and providing the necessary investment to the improvement of the material and informative base;
- mobilizing EU structural and regional funds to cover the costs of the professional development activities of the College staff, to obtain additional income for the methodological and research work of the academic staff of the College, and for the international scientific conferences organized by the College, etc., and for other activities that have been scheduled according to the College Development Strategy 2016 - 2022;
- developing specialized literature in the field of hospitality industry within the framework of the College publishing house, its further distribution, i.e. sales, with the aim of generating additional income for the methodological and research work of the College academic staff;
- attracting funds from banks and other credit institutions for greater investments in the College's infrastructure and material and technical base.

THE IMPLEMENTATION CONTROL OF THE STRATEGY

Based on the Strategy, every year the Director of the College and the Directors of the responsible structural units develop detailed work plans for the following academic year, these plans are coordinated with the Board and approved at the meeting of the College Council:

- **Scientific research work plan** – developed by the Head of the Research and Project Department;
- **Methodological work plan** – developed by the Head of the Academic Department;
- **Staff professional development plan** – developed by the Director of the College;
- **Procurement plan for informative resources and methodological resources** – developed by the Head of the Library;
- **Investment plan in infrastructure and material and technical base** – developed by the College Board;
- **Marketing plan** – developed by the College Board.

The Directors and the employees of the structural units of the College are responsible for the implementation of the approved plans in accordance with the division of responsibilities in the College, specified in the previous chapter of the Strategy. The Director and the Board exercises overall supervision and control over the implementation of the plans.

At the end of each academic year, the Director of the College, the College Board and the Directors of the responsible structural units prepare and present reports on the actual achievements to the College Council, including analysis and proposals for the College performance improvement in the next period. Based on the results of the analysis, the College Board, the Director or the Council may propose changes or amendments to the Strategy.