



Erasmus+ Programme (ERASMUS)

Erasmus Charter for Higher Education (ECHE) 2021-2027

Erasmus Policy Statement (EPS)

| PROJECT | |
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| Project acronym: | HOTEL SCHOOL ECHE |
| Project title: | HOTEL SCHOOL Hotel Management College ECHE for modernisation and internationalisation |
| Coordinator contact: | Olga Zvereva, SIA 'HOTEL SCHOOL Viesnīcu biznesa koledža' |

| PARTICIPANTS | | | | |
|--|------|---|--------------|---------|
| <i>Please use the same numbering as in Part A of the Application Form.</i> | | | | |
| Number | Role | Name | Short name | Country |
| 1 | COO | SIA 'HOTEL SCHOOL Viesnīcu biznesa koledža' | HOTEL SCHOOL | LATVIA |

1. ERASMUS POLICY STATEMENT (EPS)

| ERASMUS POLICY STATEMENT |
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| <p>Participation in Erasmus+</p> <p><i>Describe how you plan to participate in Erasmus+ actions in the future. Explain how they will be implemented in practice at your institution.</i></p> <p><i>Note: The following types of Erasmus+ activities are open to HEIs:</i></p> <ul style="list-style-type: none"> • Key Action 1 (KA1) - Learning mobility of individuals: <ul style="list-style-type: none"> • Mobility project for higher education students and staff <ul style="list-style-type: none"> ○ Student mobility for studies ○ Student mobility for traineeships ○ Staff mobility for teaching ○ Staff mobility for training ○ Blended intensive programmes • Key Action 2 (KA2) - Cooperation among organisations and institutions: <ul style="list-style-type: none"> • Partnerships for Cooperation • Partnerships for Excellence – European Universities • Partnerships for Excellence - Erasmus Mundus Joint Master Degrees • Partnerships for Innovation • Alliances for Innovation • Key Action 3 (KA3) - Support to policy development and cooperation. • Jean Monnet Actions <p>Strategy, objectives and impact</p> <p><i>What would you like to achieve by participating in the Erasmus+ Programme? Which are the policy objectives you intend to pursue? Describe how the participation fits into your institutional, internationalisation and modernisation strategies.</i></p> <p><i>What is the envisaged impact of the participation on your institution? Explain how you expect the participation to contribute towards achieving the objectives of your institutional strategy. Explain how it will contribute to making your institution more modern and more international. Explain how you expect the participation to contribute to the goal of building a European Education Area.</i></p> <p><i>Note: The objectives should be clear, measurable, realistic and achievable.</i></p> <p>Indicators</p> |

For each objective, define appropriate indicators for measuring achievement (e.g. mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects, sustainability/long-term impact of projects, etc.). Link the targets to a timeline.

⚠ *If you change your activities or objectives, please don't forget to update the EPS on your website and inform your Erasmus+ National Agency.*

Participation in Erasmus+

HOTEL SCHOOL confirms that its participation in Erasmus+ is the part of HOTEL SCHOOL strategy of modernisation and internationalisation and undertakes to further modernise its institution and contribute to the goals of a European Education Area.

HOTEL SCHOOL will focus participation in Erasmus+ and work towards achieving the objectives in the following activities in the Key Action 1 'Learning Mobility', mobility of higher education students and staff, and the Key Action 2 'Cooperation among organisations and institutions' including partnerships for cooperation and exchanges of practices, partnerships for innovation, partnerships for excellence. High quality mobility of staff and students to, and in cooperation with, HEIs, and other strategic partners such as enterprises, regional authorities are the central elements of the institutional policy.

Additionally at cooperation opportunity HOTEL SCHOOL may contribute as partner to the Key Action 3 'Support to policy development and cooperation' including networks and policy support measures, when taking in account own previous experience in the development of professional standards in collaboration with the Association of Hotels and Restaurants of Latvia.

HOTEL SCHOOL on the basis of previous experience, capacity, developed networks, will continue developing cooperation with partners in other countries in the framework of a clear strategy of modernisation and internationalisation. Shared experiences with HEIs, improved competences of staff and students, developed mutual innovation projects will positively impact modernisation and internationalisation at all levels of HOTEL SCHOOL.

When carrying out mobilities of staff and students, HOTEL SCHOOL will promote and support student and staff mobility, especially for individuals with fewer opportunities, and further develop non-discrimination policies.

HOTEL SCHOOL will pursue a clear policy towards the development of integrated, transnational teaching activities including joint courses, modules, curricula, and will continue developing partnerships for building double / multiple / joint degrees when possible, considering the needs and mutual interests of all parties.

HOTEL SCHOOL recognises the importance of, and provide visibility to, the results achieved by their staff members during individual mobilities or in cooperation projects with strategic partners, and will take into account the results of internal monitoring of European and international mobility and cooperation activities, thus improving its international performance.

Strategy, objectives and impact

HOTEL SCHOOL is located in Riga, Latvia, one of the historically and currently developed transportation and commercial joints with great cultural heritage, long traditions and fast developing modern approaches in hospitality and tourism. Recognising the importance of the Sustainable Development Goals (SDGs) and Global Dimension, HOTEL SCHOOL identifies self as the driving force for bringing internationalisation, innovative, modern, effective, sustainable, digital approaches to provided higher education, thus developing and strengthening capacity for integrating these approaches by trained workforce in the Latvian and European labour markets for hospitality and tourism, higher education sector.

HOTEL SCHOOL modernisation and internationalisation strategy acknowledges the key contribution of mobile staff and students, and of participation in European and international cooperation projects, to the quality of its higher education programmes and student experience.

Over the past years, HOTEL SCHOOL has already successfully developed staff and student mobility in other educational sectors, cooperation projects and networking on it. Currently after being accredited as HE institution, one of the priority objectives linked to other objectives and indicators of the HOTEL SCHOOL is to get awarded by Erasmus Charter for HE to be able to provide mobilities exactly for the higher education students and staff, and be able to participate in consortiums for cooperation among HEIs. On the basis of previous experiences in VET and Adult Erasmus projects and accreditations, HOTELS SCHOOL is a valuable contributor to the cooperation developments, considering previous experiences of collaboration with HEIs in horizontal priorities. Significant investment of financial, human, intellectual and time resources was dedicated to the development of the organisation existing capacity that is competitive in the market even considering current small and medium scale of student capacity. Erasmus Charter will be another supporting certification for increasing capacity, interest, competitiveness, advanced

performance in areas of modernisation, internationalisation, HE initiatives and collaboration, which is currently built in the majority of opportunities, objectives, and indicators.

HOTEL SCHOOL Modernisation and Internationalisation Strategy for the period 2021-2027 is aimed at advancing its performance in educational activities, research, knowledge, skills and competence transfer, modern and international outlook and higher ranking of HOTEL SCHOOL across Latvia, Europe and internationally. HOTEL SCHOOL will continue to participate in the developments of applications for cooperation partnership calls, calls for mobilities on the basis of previous experiences, and contribute to the developments of the projects' results aimed at innovation, modernisation, inclusion, sustainability, digitalisation and entrepreneurship development. Participation of academic staff and students in mobilities is linked to long-term goals of HOTEL SCHOOL institutional strategy, quality management policy, staff and professional development policy, as improves overall quality of educational products, institutional capacities, image, raises, ranking, feedback, student satisfaction with the products and results and their future employability indicators with positive impact on stakeholders.

HOTEL SCHOOL Modernisation and Internationalisation Strategy includes nine strategic directions for long-term goals with defined expected performance indicators.

I: The College Modernisation and Internationalisation Plan with partner selection criteria and annual updates.

II: The College Erasmus+ ECHE Charter for Higher Education 2021-2027.

III: Promotion of students' integration into the European and international labour markets – to motivate students to complete traineeships in high-level European and international hotels, thus promoting their integration into the European and international labour market.

IV: Promotion of the European and International Mobility of Academic Staff - to promote the European and international mobility of academic staff for advancing competences, exchange of good practices, developing modernisation and innovation and capacity for the College, individual competitive performance, regional competitive performance.

V: Encouragement of academic staff in the European and international cooperation projects - to encourage academic staff in the European and international cooperation projects for advancing competences, exchange of good practices, developing innovation and modernisation capacity.

VI: Development of strategic partnerships with European and Internationally recognised universities and research centers of similar profile, European and international employers - to develop strategic partnerships with European and internationally recognised universities and research centers of similar profile, European and international employers for collaboration on solving common challenges in the tourism and hospitality sector, developing innovative, effective pedagogical concepts, methods, tools.

VII: Internationalisation and diversification of the College curriculum and environment by exchange students' programme, receiving incoming mobility - to internationalise the College curriculum and environment by exchange students' programme, receiving incoming mobility students.

VIII: The development of double or joint study programme with the European or international HEI(s). By taking into account the recommendations, external environment of the College, for double or joint study programmes, upon receiving the ECHE, Charter for Higher Education, to develop the double or joint study programme with European or international higher educational institution(s). The College would like to focus on the development of the programme in Culinary Arts in order to offer an absolutely unique programme in Latvia with the opportunity for students to learn the cuisines of different European countries.

IX: Fostering growth and employability by entrepreneurship and embedding sustainability, innovation, modernisation and digitalisation - to foster growth of the College and employability of the students and staff by entrepreneurship and embedding sustainability, innovation, modernisation by the academic staff, staff, students in the study processes, educational resources, educational products, study environment, managerial environment, cooperation environment.

The development of cooperation partnerships will be continued in the framework of HOTEL SCHOOLS partnerships considering the goals of European Education Area 2025. Cooperation with HEIs will foster development of innovations and modernisation of educational processes of HOTEL SCHOOL, and will support the participants in their individual performance, professional and career development. The individual participants will get opportunities to acquire new knowledge, develop skills, advance recognised competences being also involved in different types of education and cooperation in line with Bologna reform. The positive cooperation outcomes and positive impact will be beneficial to stakeholders within the ideology of sustainability including other HEIs, organisations, enterprises, employers. HOTEL SCHOOL demonstrated own performance in Erasmus activities as reliable, competent and qualitative partner including developing the intellectual outputs, project results, scientific publishing, disseminating, supporting other also less experienced institutions with by collaboration. However, these results should

be achieved and improved at continuous annual basis, and activities under ECHE Charter will bridge the needs, potentials and opportunities, synergy of ideas from different countries for achieving the results annually.

HOTEL SCHOOL will move towards the development the double or joint degrees in HE sector as for long-term goals. The increase of incoming and outgoing staff mobilities is one the priorities and indicators set by the standards and by the institutional strategy, modernisation and internationalisation strategy. Considering the sustainability ideology, the improved skills and competences lead to better employability, thus raising competitiveness, inclusion, coherence of social capital within their life-long perspectives at individual, national, regional, EU level that stands for the ideology of the European Identity, makes the EU more competitive at the global market and collaboration. HOTEL SCHOOL will promote the mobilities and opportunities for cooperation.

Advancement of digitalisation and modernisation at all levels of HOTEL SCHOOL including approaches, technologies, tools, technical and human resource capacities, educational and administration processes leading to unification, decentralisation of processes, will be fostered with unified digitalisation Erasmus incentives including the European Student Card Initiative, Erasmus+ Mobile App. These Erasmus digitalisation incentives will route HOTEL SCHOOL in line with overall approach of EWP, Erasmus Without Papers, that stand in line with Digital Education Plan and creating the EEA by 2025. During the last years, HOTEL SCHOOL already has enabled and mastered digital form of education to ensure blended learning, distance learning, and during the unfavourable pandemic period.

HOTEL SCHOOL will focus mobilities and cooperation projects to meet **the objectives**: improving professional skills and intercultural communication skills of HOTEL SCHOOL students, and staff; (continuously) improve communication in foreign language of HE students and academic staff; (continuously) strengthen HOTEL SCHOOL collaboration and networking with HEIs, international labour markets, stakeholders involved for HE educational, research and dissemination; enhance digital and digitalisation competence, orientation in use of latest technologies of HE students and staff. Another objective is focused to (continuously) improve competences in Sustainable Development, ESDGC, Global Dimension, entrepreneurship of HE students and staff. The developed proposals for cooperation may include also additional and more narrow topics.

In order to perform objectives, HOTEL SCHOOL will motivate students to complete traineeships in high-level European and international hotels, thus promoting their integration into the European labor market, promote the international mobility of academic staff for advancing competences, exchange of good practices, developing innovation and modernisation capacity. HOTEL SCHOOL will involve academic staff in international cooperation projects for advancing competences, exchange of good practices, developing innovation and modernisation capacity, develop strategic partnerships with European and internationally recognised universities and research centers of similar profile, European and international employers for collaboration on solving common challenges in the tourism and hospitality sector, developing innovative, effective pedagogical concepts, methods, tools. As for modernisation, HOTEL SCHOOL will use the developed digital capacity to promote sustainable and inclusive innovation and entrepreneurship and will use open educational resources, open science and open data practices to improve HOTEL SCHOOL the performance and increase its impact on its ecosystem. HOTEL SCHOOL already actively supports the use of digital technologies to enhance quality and equity in teaching, learning and assessment, also invests in, manages and continuously improves a fit-for-purpose digital infrastructure. HOTEL SCHOOL already has designed a digital culture and will implement and monitor a digital strategy supporting innovation and entrepreneurship. In future years, HOTEL SCHOOL plans to offer and facilitate access to business incubation considering all factors. Currently it was the pandemic period, which negatively impacted development of new incentives, but industry revitalisation after the pandemic may bring new opportunities to offer by HOTEL SCHOOL. Also HOTEL SCHOOL will develop the concept of mentoring and other forms of personal development by experienced individuals from academia or industry, and the cooperation, mobilities, networking will support this initiative.

All actions undertaken will benefit to the overall impacts from participation in mobilities, cooperation projects, digitalisation, networking to sustain, grow and develop for the years to come in line with Sustainable Growth Strategy 2021 by EC.

HOTEL SCHOOL Modernisation and Internationalisation Strategy 2021-2027 can be found in the website in the section 'Our Values and Mission' <http://hotelschool.lv/wp-content/uploads/2021/06/HOTEL-SCHOOL-Modernisation-and-Internationalisation-Strategy-2021-2027.pdf>

Indicators

HOTEL SCHOOL is expected to be a new ECHE Charter holder by 2022, so the targets are set realistic and minimalistic, which do not limit the extent of increase. However, the plan is figured during the pandemic period, when hospitality organisations suffer a lot. On the other hand, HOTEL SCHOOL managed to organise effective mobilities in other educational sectors and successfully fulfil the plans and estimations. In case of rapid growth, the updates of the indicators will be enabled. The internationalisation and

modernisation plan of the College should be annually reviewed and updated considering the impact of the changing environment factors.

HOTEL SCHOOL envisions the overall increase of exchange student at least by 40% by 2027, thus building capacities for the EEA. The percentage of HE mobility students funded by the EU grants who complete traineeships in European and international hotels expected to reach 40% as minimum by 2027. The percentage of mobility students funded by the EU grants who complete traineeships in 4 * -5 * (or otherwise highly rated) European and international hotels should be at the level of 90% of the traineeship mobilities (40% - total mobilities) as minimum by 2027.

The percentage of academic staff going abroad for teaching or learning mobilities funded by the EU grants should reach 40% as minimum by 2027. The number of incoming guest academic staff (incoming mobilities of academic staff funded by the EU) for teaching or learning, training mobilities should incrementally reach 5 academic staff by 2027. The number of incoming hospitality, networking, digitalisation, sustainability, education related professionals, entrepreneurs for study processes, modernisation, internationalisation (incoming mobilities of staff funded by the EU) for teaching or learning, training mobilities should reach at least 3 academic staff per year by 2027. The percentage of academic staff involved in international projects should reach 20% as minimum by 2027 (considering that these projects firstly should be approved as applications and grants should be received). The percentage of academic staff participating in the preparation and management of international cooperation projects should reach 15% as minimum by 2027.

The number of valid cooperation agreements with European and international partner institutions should reach 5 as minimum by 2027 per year annually, in total 10 by 2027. The number of international projects / activities jointly implemented within the cooperation partnerships should reach 3 as minimum by 2027 (considering that these projects firstly should be approved as application and grants should be received). The number of project descriptions / applications jointly developed within the cooperation partnerships should reach 15 as minimum by 2027.

The number of exchange students, incoming mobility students should incrementally reach 10 per year by 2027. It should be noted that without ECHE this indicator will be hardly achievable from procedural perspective, and with ECHE this indicator may significantly grow. Number of incoming guest academic staff (incoming mobilities of academic staff) for teaching or learning, training mobilities should increase by 5 as minimum per year by 2027. ECHE will significantly support this activity. The number of incoming hospitality, networking, digitalisation, sustainability, education related professionals, entrepreneurs for study processes, modernisation, internationalisation (incoming mobilities of staff) for teaching or learning, training mobilities should reach 3 as minimum per year by 2027. ECHE will significantly support this activity.

The percentage of academic staff, staff who perform entrepreneurship at the College and personal level should increase by 10% by 2027. The percentage of students and graduates involved in entrepreneurship at different levels, the College and personal level should increase by 10% by 2027. The number of sustainable / sustainability solutions implemented and embedded in the College environment, study, managerial, business processes should increase by 10 per year in 2027. The number of innovations implemented in the College embedded in the College environment, study, managerial, business processes should increase minimum by 3 per year by 2027. The number of modernisation and digitalisation solutions implemented at all levels of the College activity should increase by 7 per year by 2027.

The indicators of the objectives involve detailing at the level of the identification of the number of the mobilities and each individual case. A progress in Sustainable Development topics towards SDGs, GD, of each individual learner, educator and organisations involved will be considered with individual focus of each mobility and activity. This measurement can be based on proposed SDGs indicators, metrics recommended for Measuring Sustainable Development by UN ECONOMIC COMMISSION FOR EUROPE, OECD, Conference of European Statisticians Recommendations on Measuring SD. Surveys, certificates, actions will be used. On the basis of method TPB, proposed for assessment of thoughts before and immediately after education, participants will be surveyed before and after mobilities, trainings, learning activities. HOTEL SCHOOL may circulate surveys for differentiated groups (beginners, start-up entrepreneurs, advanced entrepreneurs), will analyse impact of mobilities, trainings, application for entrepreneurial activities, development for entrepreneurial activities by use of different metrics for each subject. Basic digital skills and impact of Erasmus mobilities, learning activities can be assessed and measured before Erasmus activities and immediately after, in a period after for deeper analysis on scales upon profile, level, variety, proficiency. Measuring on a scale of language skills (speaking, writing, listening, grammar skills, professional terminology can be used). The number of dissemination events and other dissemination statistics will be tracked.

Additionally, the progress for the objectives can be also measured by mobility passes necessary for academic staff assessment, professional development, number of students trained, employed internationally, level of raised skills, competences, number of international agreements concluded with stakeholders, number of international projects developed coming from mobilities, disseminations,

trainings, number of publications, level of global dimension, internationalization integration on the organisation by brand recognition, reputation, criteria mentioned in self-evaluations by staff, by organisations, percent of raised mobility, and other.

Upon receiving the ECHE, the College will move towards the development of the joint study programmes, but the indicators are not set as mandatory for the College as these should be aimed at the interests of the College and other involved parties and should not harm the College environment by pushing scheduled joint programmes, however, the College would like to reach at least 1 memorandum or agreement signed by all parties on the development of the double/joint study programme and to present at least one developed double/joint study programme with the European or international HEI(s) by 2027.

2. ORGANISATION AND MANAGEMENT

2.1 General organisation and management

General organisation and management *(n/a for Topic 1)*

Describe the administrative and academic structures and resources at your institution for organising and implementing the Erasmus+ Programme activities.

Provide a detailed description of how tasks and responsibilities are divided among staff, with regard to both administrative and academic decision-making processes.

Provide the web link with contact details of your institution's international office (or equivalent) dealing with implementing and organising Erasmus+ Programme activities.

HOTEL SCHOOL Viesņīcu biznesa koledža SIA (HOTEL SCHOOL Hotel Management College LLC), established in 2013, is accredited HEI, provider of 1st Level Professional Higher Education (college) and the 4th Level Professional Qualification (LQF and EQF Level 5) in Hospitality Management, VET and ADULT education provider.

HOTEL SCHOOL holds Erasmus+ VET accreditation and Erasmus+ Adult accreditation. Being also VET and ADULT education provider, benefits for HOTEL SCHOOL to implementation of horizontal Erasmus programme activities and diversification of own products to meet the needs of learners with different possibilities considering previous education, work situation and other conditions. In addition, HOTEL SCHOOL is an accredited center of Pearson BTEC Level 5 HND in Business, in Hospitality Management/CA since 2012.

According to HOTEL SCHOOL Regulations, the tasks of the College are to develop 1st Level Professional HE programmes, also professional further education and educational development programmes in the field of hospitality and tourism services and to organize their implementation in accordance with professional standards and national education standards. The HE programmes and courses are designed and implemented to meet the requirements of the EPS, the ECHE.

HOTEL SCHOOL task is to organise activities in accordance with the College framework in relation to courses, trainings, seminars, conferences also for HE studies. Student Parliament participate in decision-making according to regulations and student-centred learning, SCL. Alumni association is planned to represent experiences of the graduates.

The organisational structure consists of the Board, College Council, Director, Publishing Department, Library, Research and Project Department, Academic Department, Student Services, Student Parliament, Accounting Department. The number of staff is 18, the overall number of students is 100 (40 in Higher Education, and 60 in VET and Adult education). HOTEL SCHOOL has developed good cooperation with employers who ensure internship opportunities for students and learners as well as employ HOTEL SCHOOL graduates. The current College organizational chart is formed according to the specificities of the educational establishment.

Chairman of the Board, Head of College and Academic Department is Mg.edu Julija Pasnaka, founder of the organisation. Chairman of the Council is MIB, Mg.paed, lecturer Olga Zvereva. According to the HOTEL SCHOOL, College, Regulations, the representative, the governing and the decision-making bodies of the College are the College Council and the Head of the College.

The Council is the collegiate management authority of the College staff in matters of education and research. According to the College Regulations, the main decision-making body in matters of education and research is the College Council, 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 organisation according to the specification of the study programme.

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 work of the Student Parliament is led by the Board of 3 persons – President, Vice President and Secretary. 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 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 HOTEL SCHOOL – the educational services. The current organisational structure is compact and effective for the current needs and the impact of the external environment factors. The Academic Department includes internship and Erasmus project coordinator and supporting staff, methodologists who are responsible for ensuring the administrative documentation for the internships, mobilities and other related actions including issuing Europass Mobility, arrange recognition of the study results and records for ECTS recognition and transfer.

During the period of ECHE 2021-2027 the organisational chart may reflect required extension of the sub-department of the Academic Department. At ECHE approval and increased numbers of Erasmus Programme agreements, the Academic Department is planned to be extended with sub-department specializing in Erasmus mobilities for ECHE. The sub-department will collaborate for coordination with admission representatives, internship coordinators, and the methodologists to arrange the procedural and documental coherence of all Erasmus agreements' processes and study processes to ensure the sequential merge of the results and producing final documentation, result recognition, statistics and analytics.

Planning, organisation and implementation control of Erasmus+ projects is performed by the Head of College and Academic Department of HOTEL SCHOOL - Julija Pasnaka, who has the necessary knowledge and previous experience in Erasmus projects, personnel and financial management, as well as marketing, which is important in disseminating project results. Mrs. Pasnaka has so far managed 5 Erasmus+ projects implemented by HOTEL SCHOOL as an Erasmus coordinator. Consequently, J. Pasnaka has an understanding of ensuring and controlling Erasmus quality standards. J. Pasnaka has also studied and defended the master thesis on the internal quality management of educational institutions.

In case of multiple projects and the need for specialisation, the alternative Erasmus project coordinator is Mrs. Olga Zvereva, Chairman of Council, Development Director, MIB, Mg.paed. Olga has extensive managerial experience of enterprises and international projects including Erasmus+ and relevant education for project management, financial analysis, book-keeping experience for filing the project documentation, operational implementation of the project objectives and pass of added value to the project results. Collaboration on strategic partnerships is currently ensured by Research and Project Department as the production of Erasmus Programme results involves R&D intellectual inputs from researchers and academic staff. The contact person for Erasmus innovative, development and international collaboration projects is Chairman of the Council, Development Director MIB, Mg.paed O. Zvereva on the basis of her international, educational, business and industrial innovation, modernisation and administrative experiences.

The Head of HOTEL SCHOOL is an official who approves legal regulation on Erasmus projects, for instance, regulations on the procedure of selection of participants for mobilities and learning activities, order on announcing the competition for mobility, order on composition of commission for participants' selection. HOTEL SCHOOL Council get acquired with the report by the project coordinator on the start, progress and final results of the project. The project coordinator implements the project according to Erasmus Quality Standards, the Board and Head of College can ask for reporting on performance of Erasmus Quality Standards.

HOTEL SCHOOL is experienced partner in the development of the methodologies, competency frameworks and professional standards. HOTEL SCHOOL has HE experience, competence in design and providing HE education, using digital systems in learning environment. HOTEL SCHOOL applies digital technologies in the study process and is able to ensure blended mobilities for Erasmus participants. HOTEL SCHOOL runs totally digitalised education system, which is applicable both for in-class learning and out-of-class learning. HOTEL SCHOOL participated as the output leader in Erasmus Strategic Partnership Project and has participated in several Erasmus+ projects devoted to the exchange and development of educational practices including KA2, KA1 projects.

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 with opportunities and preliminary agreement for rent period and space extension to double square in case of expansion. The area of the premises currently being used is 480 m², which includes: three spacious auditoriums for lectures and

seminars, each equipped with tables, chairs and multimedia system (portable computer, projector, sound equipment) and whiteboard; one 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". HOTEL SCHOOL infrastructure includes also 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". In addition, there is equipped library with a study room and computers with a permanent connection to the internet for students' independent work and six offices for the academic and general staff, equipped with office furniture, computers, printers and scanners; and 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. HOTEL SCHOOL is working on the improving infrastructure for students with disabilities, when some options are already available. In 2021, HOTEL SCHOOL passed an evaluation organised by the Ministry of Welfare of the Republic of Latvia on the accessibility of the college environment and information for persons with disabilities, receiving a good evaluation (7 out of 10). College financial resources include 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. In response to the need to provide student accommodation places in Riga, the College has established a subsidiary SIA "HS apartments", which activity is related to the provision of accommodation services. The Academic Department develops the programmes and the courses of 1st Level Professional HE educational programme.

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, for example, participated in the elaboration of professional standard "Hotel Service Organizer" in 2013, started to work on a new standard of "Chef Technologist" in 2019.

The contact information for HOTEL SCHOOL international office on Erasmus+ Programmes activities is available at the webpage www.hotelschool.lv, email info@hotelschool.lv. Emails are centrally forwarded and redirected to the relevant departments: academic or research and project department depending on the subject.

2.2 Quality assurance and monitoring and evaluation strategy

Quality assurance and monitoring and evaluation strategy (n/a for Topic 1)

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of your activities.

HOTEL SCHOOL will ensure that all principles of the Charter are applied by staff at all levels. For this reason, the Charter will be allocated for open access, communicated during the meetings, quality internal audits on following the Charter principles and procedures will be conducted. The risk plan will be developed with deadlines, process schemes and responsible persons considering preventives at each stage. The Head of College, Chairman of the Council and the Director of the Programme will ensure an monitor the integration of the Charter principles, procedures, tools in the study process and documentation to have coherent and unified approach in documentation and align study process needs with the new mobilities, procedures related to exchange students. The number of the procedures are already integrated in the administration practices, once the Charter is awarded, HOTEL SCHOOL will develop the detailed plan of all related activities to enable embedding the Charter procedures in daily study processes and documentation. HOTEL SCHOOL Head of College and Academic Department will ensure that educators for Erasmus activities have sufficient level of language skills, professional skills, and acknowledgement and following to the Erasmus exchange student procedures. The project coordinator will follow the number of agreements, deadlines, plan actions for performance of the duties a sending and receiving party, and cooperation with the organisations. Each stage of individual agreement will be planned considering the three stages: before mobility, during mobility and after mobility. The developed managerial scheme of HOTEL SCHOOL allows double check of control functions by senior management in case of necessity or urgency, what is beneficial for long-term operations and projects.

Regular feedback received from participants will build the basis for improvements, adjusting structures and functions, elements of mobility and during the cooperation in partnerships. By now, all projects performed by HOTEL SCHOOL delivered good reputation, satisfaction from participants, however, considering the budgeting limitations.

The project coordinator will prepare the interim and final reports for the Agency on the basis collected feedback, performed activities, achieved project results, outcome analysis. HOTEL SCHOOL structure has potential for elastic and flexible expansion, which will be performed by strengthening HR and infrastructural capacity at incremental or streamline growth. HOTEL SCHOOL ensures and will continue improve quality of the mobility activities and of the cooperation projects throughout the application and implementation phases.

HOTEL SCHOOL will use the 'ECHE guidelines' and the 'ECHE self-assessment' to ensure the full implementation of the principles of the Charter. 'ECHE self-assessment' will be taken in two options periodically: one type by for senior management – Head of College, Chairman of the Council for a higher-level view of the preparedness of the organisation; and the second type by staff involved in organisation and managing student mobility. Quality assurance is proceeded according to HOTEL SCHOOL Quality Management Policy, based on ESG. HOTEL SCHOOL annually passes the audits by Pearson BTEC and has implemented the system of internal and external verification. The scheduled reports on the ECHE, Erasmus activities will be provided to the Agency.

2.3 Communication and visibility

Communication and visibility

Describe the communication strategy for promoting the Erasmus+ programme and your activities.

Clarify how you will reach the target groups and explain the choice of the dissemination channels.

Provide the web link where you will host the EPS and the ECHE Charter.

The HOTEL SCHOOL EPS, the ECHE Charter, related procedures, guidelines of implementation of the principles will be displayed for open access in the HOTEL SCHOOL website www.hotelschool.lv, e-learning Moodle platform www.e-hotelschool.lv with separate sections and notice on Erasmus programme actions for Erasmus activities available in English and Latvian languages as basis, and in additional languages in case of website upgrade. HOTEL SCHOOL will ensure that all principles of the Charter are well-communicated and are applied by staff at all levels, and the students are aware of their rights and obligations as defined in the Erasmus Student Charter, which also will be disseminated open access via the website and e-learning platform.

The primary target groups for HOTEL SCHOOL promotion and dissemination activities of Erasmus Programme include HE students and HE staff from Erasmus Partner and Programme countries.

The secondary target groups for HOTEL SCHOOL promotion and dissemination activities of Erasmus Programme include hospitality and related industry companies, media, networking and digital companies, governing institutions, and other stakeholders at institutional and individual level for possible collaboration within the Erasmus Programmes, also for advancing HE products and services, strengthening collaboration on HEI modernisation, internationalisation, raising the Programme results' impact.

The tertiary target groups for HOTEL SCHOOL promotion and dissemination activities of Erasmus Programme include potential HE students, currently non-students or learners of other educational programmes for raising interest and motivation for HE education, mobilities, internationalisation, and possible future enrolment for HE studies. Another tertiary group is potential HE staff, to motivate and increase staff capacity and quality by professional development opportunities.

The HOTEL SCHOOL communication strategy for promoting the Erasmus+ programme activities and their results to reach the primary target audience of HE students and HE staff includes face-to-face and digital communication available for mass and individual dissemination activities. The dissemination activities for promotion include open access publicised materials, posts in the website and e-learning platform, arranged face-to-face seminars, conferences, meetings, consulting and webinars for distance communication and ensuring the possibility of blended mobility. HOTEL SCHOOL will ensure communicating logotypes and representation of Erasmus+ and the Programmes, participating institutions of HEI consortiums, and in addition, of the sending, hosting, contributing, training collaborates including business companies.

In addition, to the dissemination via the open access website, HOTEL SCHOOL will actively involve HEI organisations and representatives, stakeholders by direct communication via emails, networking data bases for education and industries, meeting during conferences, exhibitions, workshops, for collaboration under the Erasmus Programmes, via the developed social media page on Facebook and other social

channels. For enrolled students and employed staff, HOTEL SCHOOL will use also additional effective communication source of e-learning Moodle platform for post sharing and publicising related information and documents. Additional dissemination capacity during the Council meetings, academic staff meetings, Student Parliament meetings, open door meetings, global cafes' events, and dedicated Erasmus Days events. HOTEL SCHOOL will involve the Internet, social media and media for publications, dissemination activities, and the Project Results Platform.

Dissemination will be proceeded according to the rules and project dissemination strategies, GDPR and internal regulations on dissemination. Sharing, promoting and dissemination activities will help raise interest to the activities and the results, increasing impacts on a wider audience not limited to the three levels of target groups described above. Dissemination activities will serve to demonstrate the effective and efficient use of EU funding for the activities, achieving the Programme and Project aims, objectives in line with policies. Dissemination activities will strengthen impact and raise awareness of each project, at individual, organisational, local, national, regional levels, the European, transnational and / or international level depending on the project format and objectives.

The reference and the principles of ECHE will be specified in the HOTEL SCHOOL Regulations, Regulation on Procedure of for Recognition of Study Results, Regulations on evaluation of staff performance and professional development, and guidelines and procedures, international cooperation agreements, grant applications. Currently the basic principles of ECHE are already integrated in the regulations regarding the mobilities, staff development, recognition of study results.

3. IMPLEMENTATION OF THE ECHE CHARTER PRINCIPLES

3.1 ECHE fundamental principles

ECHE fundamental principles

Non-discrimination, transparency and inclusion

Explain the measures taken in your institution to respect the principles of non-discrimination, transparency and inclusion of students and staff.

Describe how your institution ensures full and equitable access to participants from all backgrounds, paying particular attention to the inclusion of those with fewer opportunities.

Note: More information on the ECHE Charter principles can be found in the [ECHE Guidelines](#).

HOTEL SCHOOL respects in full the principles of non-discrimination, transparency and inclusion set out in the Programme and applies in its activities non-discriminatory approach to all students, employees and partners, and tries to avoid conflicts of interest. HOTEL SCHOOL will ensure selection of mobile staff and students and awards grants in a fair, transparent, coherent, documented way, and in line with provisions of the National Agency. The selection of all project participants will take place in the form of an open competition. HOTEL SCHOOL will ensure that any individual or a group will be treated equally and equitably, in accordance with Article 21 of the Charter of Fundamental Rights of the European Union. Equal and equitable access and opportunities is ensured to current and prospective participants from all backgrounds, paying particular attention to the inclusion of those with fewer opportunities, and encouraging their participation in the programme, thus implementing the priorities of the Programme. Flexible and additional support is provided support to meet the diverse needs of different kinds of participants (single parents; participants with special needs; from disadvantaged background). Mobilities to under-represented groups (e.g. students from lower socio-economic backgrounds, participants with family responsibilities, part-time jobs, etc.) will be promoted, and project coordinators, methodologists are dedicated to support them including dedicated human resources and/or financial support for participants from under-represented groups. Upon each individual case, support in finding accommodation for students with disabilities will be provided.

HOTEL SCHOOL Erasmus ECHE project coordinator will develop the rules of the competition, publish them in the webpage, in e-learning Moodle platform, post them on information boards in the premises. Head of College will set up a commission to evaluate the applications received in accordance with the criteria set out in the regulations. All applications for participation will be reviewed and will have equal rights for participation.

In the case of calls based on limited number of activities, the competition of applications will be announced. Particularly for students, these will be: activity and study results, attendance, feedback from employers (if any) and motivation to participate in the project. In the case of HOTEL SCHOOL educators and staff, the main criteria will be duration of work in HOTEL SCHOOL, for all participants previous participation in Erasmus + mobility (priority to those who have not yet participated), understanding of the project's

objectives, benefits for involved ones. HOTEL SCHOOL will give an option to all individuals applying for a mobility to disclose that they have fewer opportunities for participation, including eligibility for additional financial support. The meeting protocol will be written. Each participant has an open access to an appeal procedure if they feel unfairly treated / discriminated against.

ECTS credits (n/a for Topic 1)

Explain your institution's methodology for allocating ECTS credits to different courses. If are not yet using the ECTS credit system, please explain why this is the case.

Note: More information on ECTS can be found in the [ECTS Users' Guide](#).

HOTEL SCHOOL will use full automatic recognition of all credits, based on the European Credit Transfer and Accumulation System (ECTS), gained for learning outcomes satisfactorily achieved during a period of study/ training abroad, including during blended mobility. Full automatic recognition shall be the part of the easily acceptable guiding principles of HOTEL SCHOOL Regulation on Procedure for Recognition of Learning Activities carried out on international mobilities. Guiding information for Erasmus+ Calls should include the information and reference to full automatic recognition of learning activities on international mobilities.

According to the Latvian legislation, higher education programmes are placed in the Latvian Qualifications Framework (henceforth – LQF) and comply with eight levels of the European Qualifications Framework (henceforth – EQF). Latvian credit point is defined as a one-week full-time study workload. An average workload of a full-time study year in most HE programmes is 40 credit points. Latvian credit point system is compatible with ECTS. The number of ECTS credits is found by multiplying the number of Latvian credit points by a factor of 1.5. First level professional HE (college) study programmes that lead to the 4th level professional qualification (LQF level 5). Programmes comprise 80–120 CP (120–180 ECTS), and these programmes are mainly targeted at labour market, yet the graduates can continue their studies in second level professional HE programmes. According to the Latvian legislation, higher education programmes are placed in the Latvian Qualifications Framework (henceforth – LQF) and comply with eight levels of the European Qualifications Framework (henceforth – EQF).

HOTEL SCHOOL currently provides accredited First Level Professional Higher Education (college) and the fourth level professional qualification (LQF Level 4 / EQF Level 5) "Hospitality Management", programme 'Hospitality Service Organization', code 41811, 90 Latvian credit points, 135 ECTS credits, 2,3 years of full-time studies, language of studies – English. Diploma Supplement is provided in English language with Latvian credit points and ECTS. This Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES).

According to the ECTS Users' Guide, HOTEL SCHOOL will ensure full implementation of ECTS as a common tool to guarantee the duality of mobility activities and transparency of recognition procedures. HOTEL SCHOOL ensures that 60 ECTS are attached to the workload of a full-time year of formal learning (academic year) and 30 ECTS per semester with its associated learning outcomes. According to ECHE, the students should not be expected to earn more than 60 ECTS credits, but should be allowed to exceed this number if they wish to.

HOTEL SCHOOL will use the following items for preparing and recording mobility using ECTS:

- a) An up-to-date catalogue on the website of HOTEL SCHOOL; the catalogue is available on the website with the description of the courses in English and Latvian languages measured in Latvian credit points and in ECTS. HOTEL SCHOOL regularly publishes updates in the course catalogue after approval by the College Council.
- b) A learning agreement (for studies and traineeships), signed by sending and receiving HEIs / enterprise / organisation and the student, before the start of mobility;
- c) A Transcript of Records indicating the number of credits earned and grades achieved (for traineeships, the corresponding document is a Transcript of Work (Traineeship Certificate).
- d) Proof that work abroad has been recognised as outlined in the learning agreement;

In case of international mobility outside of 48 countries of the European Higher Education Area, if ECTS is not used by HEI, a compatible system is used to ensure transparent recognition of study periods abroad, which relies on credits based on student workload and learning outcomes.

ECTS are recorded in a transparent way. At completion of the international mobility, all credits gained during the period of study and/or traineeship abroad as settled in the Learning Agreement before the mobility and confirmed by Transcript of the Records from the receiving HEI. Learning activities shall be registered in Diploma Supplement. Within the framework of the European Student Card Initiative, HOTEL SCHOOL is committed to electronically submit the transcripts of records. The entire recognition process shall be concluded within the period not longer than 5 weeks. All application procedures for International

Mobility are transparent and fair, it is also possible to monitor the recognition procedures. Student can appeal in case full automatic recognition is not achieved when satisfactorily study and/ or traineeship results are achieved. The recognition process will be set up and digitalised within the framework of the European Student Card Initiative and the EGRACONS project.

European Student Card and Erasmus+ App

Explain the measures to implement the European Student Card Initiative and promote the Erasmus+ mobile App to students.

Please refer to the timeline for the European Student Card Initiative on the [Europa website](#).

HOTEL SCHOOL will implement the priorities of the Programme by undertaking the necessary steps to implement digital mobility management in line with the technical standards of the European Student Card Initiative. HOTEL SCHOOL will ensure that all relevant staff are aware about the digitalisation roadmap and will take active measures to implement minimum requirements for digital mobility management in a timely manner. HOTEL SCHOOL guarantees that all information exchanged will proceed in a secure way between the HEIs according to GDPR provisions. HOTEL SCHOOL will start transition within the framework of the EWP (the Erasmus Without Papers Network) in compliance with digitalisation roadmap. At ECHE approval, HOTEL SCHOOL will integrate the OLA system for Online Learning Agreements and will make coherent with administration process and the current digital agreement system. The students will have an opportunity to sign the online agreement via the OLA platform.

HOTEL SCHOOL actively promotes digital learning and training opportunities to administrative and other staff and relevant stakeholders to build capacity for implementing digital mobility management. HOTEL SCHOOL will promote the use of Erasmus+ Mobile App to incoming and outgoing students, and to the extent possible, will ensure that useful information about HOTEL SCHOOL and the host community are accessible via the Erasmus+ Mobile App for incoming students. The App will help orientate the single entry point access to services and support during the mobility. HOTEL SCHOOL will promote Erasmus+ App as ease, unification and digitalisation of the mobility processes; will include information in the Calls for Erasmus+ participation. User guidelines for the Erasmus+ App, descriptions of the linkage to the overall mobility process will be provided in the HOTEL SCHOOL website. Besides, the App, each mobility student will have access to face-to-face, emailing or phone consulting and support during working hours and appointment scheduling especially during the transition period when the App will be a new and while the users will get used to the digital tool.

Environmentally friendly practices

Explain how your institution will implement and promote environmentally friendly practices in the context of Erasmus+ programme activities.

HOTEL SCHOOL will implement the priorities of the Programme by promoting environmentally friendly practices in all activities related to the Programme. As sending and receiving organisation, HOTEL SCHOOL will make efforts to promote environmentally sustainable and responsible behaviour among its participants, and will engage the partnering organisations, the participants to act environmentally friendly throughout the processes of mobilities and after the mobility. For the mobility travels, where possible due to distance not to harm the participants by too long or uncomfortable joint travels, green travel options will be promoted to reduce the negative impact of mobility on environment. The consortium will try to apply green travel in practice when plan the travel tickets, and will inform the participants in the Calls about green travel options and related budgeting.

HOTEL SCHOOL has participated in KA204 strategic partnership project in Education for Sustainable Development and Global Citizenship and has contributed to the competence frameworks in ESDGC for Adult Educators and Adult Learners, and developed the course modules in Energy and Conservation of Natural Resources as own part of distributed for consortium topics. HOTEL SCHOOL applies own developed ESDGC competences for embedding ESDGC in HE curriculum and services provided, however, using a methodology for HE students and HE staff. HOTEL SCHOOL has already embedded ESDGC concepts in some of the courses, for example SDG7, the topic of responsible resource allocation by example of energy in hospitality, and will continue to develop and apply environmentally friendly practices in study, mobility, travel and management processes. Currently HOTEL SCHOOL develops a separate website section devoted to sustainability and will publicise before the start of the academic year 2021/2022. HOTEL SCHOOL annually during the 4 year period holds International Applied Research Conference in Sustainable Hospitality with invited guest speakers and students to present their applied research in sustainability and sustainable practices. HOTEL SCHOOL students organise events under the flagship 'Use Local'. HOTEL SCHOOL administration and study process passed the transition to paper free management and studies to currently possible extent. HOTEL SCHOOL actively applies and participates in the projects, which involve volunteering of students, civic engagement. For example, one of the projects included practices of beach cleaning of students and staff within the framework of sustainable hospitality, environmentally friendly practices, ESDGC. HOTEL SCHOOL participated in the

Horizon application development on the initiative proposal (2021) 'Enabling Youth to Take Actions to Combat Climate Change through Activist Science Education' together with TECHNISCHE UNIVERSITEIT EINDHOVEN, in total 16 organisations under the programme 'Building a low-carbon, climate resilient future: Research and innovation in support of the European Green Deal', Subtopic 1: Enabling citizens through education.

Civic engagement and active citizenship

Explain how you will promote civic engagement and active citizenship amongst your outgoing and incoming students participating in Erasmus+ activities.

HOTEL SCHOOL will implement the priorities of the Programme by promoting civic engagement and encouraging students and staff to get involved as active citizens before, during and after their participation in a mobility project, for example, will encourage and support mobile participants upon return to act as ambassadors of the Programme, promote the benefits of mobility and actively engage in building alumni communities.

HOTEL SCHOOL has participated in KA204 strategic partnership project in Education for Sustainable Development and Global Citizenship and has contributed to the competence frameworks in ESDGC for Adult Educators and Adult Learners, currently HOTEL SCHOOL applies own developed ESDGC competences for embedding ESDGC in HE curriculum and services provided, however, using a methodology for HE students and HE staff. HOTEL SCHOOL has arranged methodological seminar for HE deans on embedding ESDGC and Global Dimension in HE curriculum. HOTEL SCHOOL has already embedded ESDGC and Global Dimension concepts in some of the courses.

HOTEL SCHOOL will actively promote and organise activities that allow mobile participants to be civically engaged, develop their skills beyond the formal education settings, volunteer and take active part their local society. Hosting international mobility students ensures the internationalisation of local students at home, help overcome prejudice and leads to the acceptable of cultural diversity, and for mobility students, it helps integration in local environment. HOTEL SCHOOL actively applies and participates in the projects, which involve volunteering of students, civic engagement. For example, one of the projects included volunteering practices for students and staff on beach cleaning within the framework of sustainable hospitality, environmentally friendly practices in Portugal together with the volunteering non-profit organisation from Portugal, which specializes in beach cleaning, manual waste collection practices focused on natural parks, beaches.

HOTEL SCHOOL will engage HE students in the projects that enhance the active citizenship skills and competences of students and staff. In 2021, HOTEL SCHOOL collaborated with big hopes on the proposal in Horizon project with proposal (2021) 'Enabling Youth to Take Actions to Combat Climate Change through Activist Science Education' together with TECHNISCHE UNIVERSITEIT EINDHOVEN under subtopic 1 'Enabling citizens through education'. Also HOTEL SCHOOL submitted the strategic partnership project application KA202 'Sustainable Hospitality Digitalisation Toolkit' that involves participation of staff and learners. The project is not directly for HE, but is in line with Erasmus+ horizontal priority, widening its impact on other stakeholders, including HE students and staff of HOTEL SCHOOL.

3.2 Mobility activities

Student/staff mobility

Course catalogues (before mobility) *(n/a for Topic 1)*

How will you ensure that all courses taught at your institution (and the languages they are taught in) are described in a publicly available course catalogue in accordance with the [EU Recommendation on Automatic Mutual Recognition](#)?

HOTEL SCHOOL will use the recognition framework, an up-to-date catalogue available in the website www.hotelschool.lv items for preparing and recording mobility using ECTS. The online user-friendly catalogue is available with the description of the study courses in English and Latvian languages measured in Latvian credit points and in ECTS. HOTEL SCHOOL publishes updates in the course catalogue after approval by the College Council in advance of the mobility periods so as to be transparent to all parties and allow mobile students to make well-informed choices about the courses they will follow. At receiving the ECHE, the course catalogue will include Erasmus+ and other relevant logotypes for better visibility of the opportunities and EU funding support. Recognition framework states the terms, conditions and practices of recognition procedures in a transparent manner. The Latvian grading system and ECTS will be explained in the catalogue. In case of international mobility outside of 48 countries of the European Higher Education Area, if ECTS is not used by HEI, a compatible system is used to ensure transparent

recognition of study periods abroad, which relies on credits based on student workload and learning outcomes.

In case, additional small fees will be applied, these will be included in the course catalogue and made available before the start of mobility. The small fees may include insurance, student unions, use of miscellaneous material such as photocopies, and laboratory products on the same basis as these are charged to local students at the receiving HOTEL SCHOOL.

Inter-institutional agreements for study and teaching mobility (before mobility) (n/a for Topic 1)

Describe your institution's approach to concluding and monitoring inter-institutional agreements for study and teaching mobility.

Explain how and by whom the learning agreements for mobile students will be managed.

HOTEL SCHOOL will carry out mobility for the purpose of studying and teaching only within the framework of prior Inter-Institutional agreements between HEIs, which hold the Erasmus Charter for Higher Education. HOTEL SCHOOL will select partnering HEIs on the basis compatibility of mutual interest, academic profiles considering adequate levels, standards for each mobility). The agreement will serve as the basis for mutual understanding and a relationship of trust between the HEIs, establish the responsibilities and the roles of the parties, their commitment to quality criteria in the selection, preparation, reception, support and integration of mobile participants. HOTEL SCHOOL will appoint the coordinator for the agreements from own side, the agreements will be signed by the Head of the College or by the authorised representative from HOTEL SCHOOL. The list of responsible persons for contact details and agreement procedures will be available in the website for contact and consulting. Inter-Institutional agreements are agreed with Head of College, Chairman of the Board to reduce the risks and consider the different factors and interests of Academic Department, Board.

The agreement draft will be available online and when signed, should include mobility numbers per year, recommended language levels, information on grading systems, visa, insurance, housing, additional requirements if applicable, including selection criteria for participants nomination, measures for preparing participants and the timeline for mobility procedures and actions before, during and after mobility including issuance of Transcripts of Records. Infrastructure for providing mobility services also should be described. Quality requirements may differ depending on the type of mobility and objectives. HOTEL SCHOOL will monitor the number of existing agreements, according to the needs, and can modify and update the mobility offer upon necessity.

When cooperating with HEIs from Partner countries, e.g. non-associated third countries, HOTEL SCHOOL will sign an extended inter-institutional agreement, according to which the HEI from partner country undertakes to respect the principles contained in the Erasmus Charter for HE.

As regards the agreements for mobility between HOTEL SCHOOL and other stakeholder, such as enterprises, and HEIs acting as receiving organisation for student and staff trainees, Inter-Institutional agreement is not compulsory, and learning agreement for traineeships or mobility agreements for staff training can be signed.

Support for outgoing students/staff (n/a for Topic 1)

Describe your institution's policy for preparing outgoing students/staff (e.g. language courses, workshops/information on inter-cultural competencies, etc).

Describe mentoring and support arrangements for outgoing students/staff (e.g. peer mentoring; information on accommodation insurance, visa, etc.).

HOTEL SCHOOL will ensure that ongoing mobile participants are well-prepared for their activities abroad, including blended mobility format, also by undertaking activities to achieve the necessary level of language proficiency and develop their intercultural competences. HOTEL SCHOOL will promote measures that ensure the safety of outgoing mobile participants by arranging insurances, provide assistance related to obtaining insurance, visa, when required, and instructing on safety, and ensure that the students are aware of their rights and obligations as defined in the Erasmus Student Charter. In major cases HOTEL SCHOOL organises insurances for outgoing students as the part of sending activity to reduce risks and provide care for the students.

HOTEL SCHOOL will ensure that selection procedures for mobility activities are fair, transparent and documented, are applied at all levels, including each participating department. Calls for participants will be publicised in the website and in the e-learning platform in Moodle, posted in the HOTEL SCHOOL premises, and emailed to focused groups if possible, with descriptions of the requirements, deadlines, forms of application, activity type and volumes, periods, and other relevant data. The calls will be available equally to all participants. For incoming HE students, the user-friendly Course Catalogue will be available in the website with descriptions of the courses, ECTS, published at least in English and Latvian languages.

A learning agreement (for studies and traineeships), will be signed by HOTEL SCHOOL as sending HEI and receiving HEIs / enterprise / organisation and the student, before the start of mobility, which will be the basis for preparing and recording mobility using ECTS. HOTEL SCHOOL will carry out mobility **for the purpose of studying and teaching only** within the framework of prior Inter-Institutional agreements between HEIs, which hold the Erasmus Charter for Higher Education.

Together with project coordinator, the mobility will be organised by Assistant Coordinator and Internship/Traineeship Coordinator. Assistant coordinator has several years of experience in mobility planning and quality monitoring, visiting partners in their countries to check the working conditions of traineeships, meet with traineeship supervisors, inspect accommodation offered by partners, and later deal with mobility participants at the site. Participants will be instructed, tutored by HOTEL SCHOOL educators and methodologists. Financial transactions will be facilitated by HOTEL SCHOOL accountant with significant experience in corporate finance. Receiving organisations will be involved in monitoring the effectiveness of mobility. They will appoint responsible staff to advise, monitor participants and provide organisational and psychological support as needed. Staff from receiving organisations will regularly visit mobility participants at their workplaces, help arrange participants at airports, arrange settlement in accommodation, get to know the area, etc. Clear and comprehensive information and guidance at different stages will be provided by project coordinator, methodologist, internship / traineeship coordinator, at site by partner organisations. The project coordinator will ensure access to the learning plan for mobility, learning activity, methodologists and partnering organisations will communicate the plan as repeated to ensure clarity of planned actions. Personalisation approach will be used by selecting accommodation and other arrangements, solving appearing questions. General preparation will be ensured at HOTEL SCHOOL as sending organisation by project coordinator and methodologists including information on accommodation insurance, visas. Linguistic aspects are the part of the preparation for Language Test before Mobility and arrangements for passing the test in OLS system according to HOTEL SCHOOL general foreign language instruction policy for results measured according to the Common European Framework of Reference for Languages. HOTEL SCHOOL will organise courses at different levels, where applicable for ensuring the necessary level of language proficiency for the mobility and the course, traineeship. As sending HEI, HOTEL SCHOOL will ensure that outgoing mobile participants have attained the necessary level of language proficiency before departure, but within the framework of support by EC, the language studies can be arranged also abroad.

Logistic support, mentoring will be organised by methodologists and traineeship coordinators at sending and receiving organisations. For recognition a Europass will be organised for validation by both sending and receiving parties via the project coordinators. Reintegration and valuation should be proceeded under supervision of project coordinator and mobility, internship/ traineeship coordinator at both sides, HOTEL SCHOOL methodologist. Transcript of Records will be the part of the agreement.

Support for incoming students/staff (during mobility) (n/a for Topic 1)

Describe mentoring and support arrangements for incoming students/staff (e.g. peer mentoring; social integration within the institution and with its local students and staff; information on accommodation insurance, visa, etc.).

HOTEL SCHOOL will carry out the incoming mobility for the purpose of studying and teaching only within the framework of prior Inter-Institutional agreements between HEIs, which hold the Erasmus Charter for Higher Education, signed by the three parties including sending HEI, receiving HEI HOTEL SCHOOL, and the student. A learning agreement (for studies and traineeships), will be signed by HOTEL SCHOOL as receiving HEI and sending HEIs / enterprise / organisation and the student, before the start of mobility, which will be the basis for preparing and recording mobility using ECTS.

HOTEL SCHOOL ensures that selection procedures for mobility activities are fair, transparent and documented, are applied at all levels, including each participating department.

HOTEL SCHOOL ensures equal academic treatment and the quality of services for incoming students. HOTEL SCHOOL will promote measures that ensure the safety of incoming mobile participants by offering additional insurances and instructing on safety, provide assistance related to obtaining insurance, visa, when required. Mentoring and support arrangement will be provided for mobile participants, including blended mobility participants. HOTEL SCHOOL will ensure that the students are aware of their rights and obligations as defined in the Erasmus Student Charter, placed for open access in the website and e-learning platform, additionally instructing during mentoring upon arrival.

HOTEL SCHOOL will charge no fees, in case of credit mobility, to incoming mobile students for tuition, registration, examinations or access to laboratory and library facilities. In case additional small fees will be applied, these will be included in the course catalogue and made available before the start of mobility. The small fees may include insurance, student unions, use of miscellaneous material such as photocopies, and laboratory products on the same basis as these are charged to local students at the receiving HOTEL SCHOOL. HOTEL SCHOOL will allow mobile participants (students and staff) to retain

any grant, loan, national disability allowances, national support broadening access to education and/or any other similar support they currently receive from their home country for the duration of mobility.

Incoming students receive additional support that facilitates their integration into a new environment into the wider student community by help of Student Parliament, Erasmus+ Student and Alumni association in the College's everyday life, and will encourage them to act as ambassadors of the programme and share their mobility experience at College's internal and external environment. HOTEL SCHOOL and Student Parliament provides opportunities for incoming mobile participants to share their culture and experiences with their peers inside and with the local community. HOTEL SCHOOL organises Welcome / Orientation activities at the beginning of each semester. The project coordinator responsible for communication with sending organisations will arrange supervisors for incoming students, actively support throughout the process of finding accommodation, and later deal with mobility participants at the receiving site. Participants will be instructed, tutored by HOTEL SCHOOL educators and methodologists upon arrival. Financial transactions will be facilitated by HOTEL SCHOOL accountant with significant experience in corporate finance. Sending organisations will be involved in monitoring the effectiveness of mobility. HOTEL SCHOOL will appoint responsible staff to advise, monitor participants and provide organizational and psychological support as needed. As receiving organisation, HOTEL SCHOOL will regularly visit mobility participants at their workplaces and studies, help arrange participants at airports upon arrival per necessity, arrange settlement in accommodation, get to know the area, etc. Clear and comprehensive information and guidance at different stages will be provided by project coordinator, methodologist, internship / traineeship coordinator, at site by HOTEL SCHOOL as receiving organisation. The project coordinator will ensure access to the learning plan for mobility, learning activity, methodologists and partnering organisations will communicate the plan as repeated to ensure clarity of planned actions. Personalisation approach will be used by selecting accommodation and other arrangements, solving appearing questions. General preparation upon arrival will be ensured at HOTEL SCHOOL as receiving organisation by project coordinator and methodologists including information on accommodation insurance, visas for incoming students.

HOTEL SCHOOL will provide appropriate language support to incoming mobile participants and will provide preparatory language courses in the local language at the beginning of incoming mobility periods. Linguistic aspects are the part of the preparation for Language Test before Mobility by sending organisation. For recognition a Europass will be signed by HOTEL SCHOOL upon satisfactorily activity completion for validation by both sending and receiving organisations. Integration and valuation should be proceeded under supervision of project coordinator and mobility, internship/ traineeship coordinator at both sides, HOTEL SCHOOL methodologist. Transcript of Records will be the part of the agreement.

Full automatic recognition of credits (after mobility)

Describe the measures to ensure the full automatic recognition of credits for learning outcomes during a mobility period abroad/blended mobility in accordance with the [EU Recommendation on Automatic Mutual Recognition](#).

HOTEL SCHOOL will publish and regularly update information on the grading system used and grade distribution tables for all study programmes, and ensures that the students receive clear and transparent information on recognition and grade conversion procedures.

HOTEL SCHOOL will provide for mobile students and their sending institutions with transcripts of records indicating the number of ECTS earned and grades achieved (for traineeships, the corresponding document is a Transcript of Work (Traineeship Certificate)) and proof that work abroad has been recognised as outlined in the learning agreement. Records are issued in a timely manner (normally 5 weeks) to both incoming and outgoing students, include a description of or a link to the national grading system, include, where applicable, a Grade Distribution Table for the programme of study, according to the ECTS Users' Guide. Transcripts of Records of outgoing students provide details of the courses taken abroad. Grades of outgoing students are converted, if applicable, according to a fair and transparent methodology communicated before the mobility. In addition to recognising formal learning, the sending and receiving institution recognises any non-formal or informal learning acquired during the mobility according to the ECTS Users' Guide, e.g. by awarding ECTS credits for volunteering.

HOTEL SCHOOL will ensure that all ECTS credits gained for learning outcomes satisfactorily achieved during a period of study/training abroad, including blended mobility, are fully and automatically recognised as agreed in the learning agreement and confirmed by the transcript of records/ traineeship certificate. They shall be transferred without delay into the student's records, shall be counted towards the student's degree without any additional work or assessment of the student and shall be traceable in the student's transcript of records and the Diploma Supplement including a record of the mobility period(s) carried out by the student under the Erasmus+ programme. HOTEL SCHOOL will ensure the inclusion of satisfactorily completed study and/or traineeship mobility activities in the final record of student achievements (the Diploma Supplement).

Recognition of staff mobility (after mobility)

Describe your institution's measures to support, promote and recognise staff mobility.

HOTEL SCHOOL will ensure staff is given recognition for their teaching and training activities undertaken during the mobility period, based on a mobility agreement and in line with the institutional strategy. Formal procedures for recognising staff mobility for both teaching and training activities abroad are made publically available on the HOTEL SCHOOL website.

When coming back to their Country, participants should will be guided on how to make use of the competences acquired during their mobility by the project coordinator and will receive support with reintegration, especially after a long period mobility abroad from HOTEL SCHOOL by methodologists and internship/ traineeship coordinator. The participants will be offered to fill in feedback form and mobility report, which is used for enhancing quality of study procedures, human resource management and administration.

Examples of good teaching and learning practices learnt by the Academic staff during mobility projects are discussed and disseminated in the College environment DURING College Council and Academic staff meetings, and organised focused seminars. For example, observed practices in learning, teaching can be applied in the methods by HOTEL SCHOOL educators. Observed innovation, digitalization practices can be integrated in development of educational facilities. Approaches used for entrepreneurial education, ESDGC observed and experiences at mobility or traineeship / internship site or at another HEI should be communicated, demonstrated, visualized as good practices and shared with institution management, with Council, with Student Parliament, shared online for reaching a wider audience and raising awareness of the impact to engage in future activities for improving competence, raising competitiveness of individuals and organisation.

The Europass Mobility of the staff be accounted for College Staff Mobility Indicators. The staff annually is offered to provide self-assessment of professional development according to the Procedure on Academic staff evaluation and get point on mobility and participation in international projects, delivering guest lectures or attending the teaching and learning activities. Staff mobility projects and other activities that are recognized as professional development activities as linked to HOTEL SCHOOL Staff and Professional Development Policy. HOTEL SCHOOL actively collaborates on the development of the applications on strategic partnerships for innovation and exchange of good practices, some applications come to grant agreements, and participation of staff in such projects and staff mobilities enhance staff capacity quality. Staff mobilities are recognised as a component in any HOTEL SCHOOL evaluation, assessment of staff members and consider as workload. The period of mobility is considered as workload reduction, at availability some pay rises can be offered. Staff mobility is taken into account for career progression. HOTEL SCHOOL encourages them to propose improvements to the institutional strategy for modernisation and internationalisation and overarching structure, as well as for structural reform when applicable. Examples of peer teaching and learning practices that students and staff pick up during mobility projects are discussed and disseminated in the College internal and external environments as the driver of positive changes.

3.3 Cooperation projects

Cooperation activities

Promotion of cooperation projects *(n/a for Topic 1)*

Describe how your institution will promote the opportunities offered by the Erasmus+ cooperation projects.

HOTEL SCHOOL will promote the opportunities offered by the cooperation projects and will organise dissemination conference to provide information on the results of the cooperation projects to the identified stakeholders of each individual project and the Programme. All materials and project results will be shared open access resources for dissemination and making wider use of the EU Erasmus grants. The results will be shared to the three mentioned target groups listed as target groups for communication and dissemination: primary - HE students and staff, secondary – stakeholders from educational institutions, business organisations, targeted social, business and professional groups, tertiary – potential HE students and staff.

Dissemination activities will be designed to strengthen impact and raise awareness of each project at individual, organisational, local, national, regional levels, the European, transnational and / or international level.

The dissemination activities for promotion include open access publicised materials, posts in the website and e-learning platform, arranged face-to-face seminars, conferences, meetings, consulting and webinars for distance communication and ensuring the possibility of blended mobility.

HOTEL SCHOOL will ensure use of logotypes and representation of Erasmus+ and the Programmes, participating institutions of HEI consortiums, and in addition, of the sending, receiving, contributing, training collaborates including business companies.

HOTEL SCHOOL will actively involve HEI organisations and representatives, stakeholders by direct communication via emails, networking data bases for education and industries, meeting during conferences, exhibitions, workshops, for collaboration under the Erasmus Programmes, via the developed social media page on Facebook and other social channels. Also, the websites and social pages developed specifically for the project needs will be used if applicable to the project dissemination. Posts on the project activities will be shared in the e-learning Moodle platform.

HOTEL SCHOOL as project coordinator or partner will spread the word about the project successes and outcomes by presenting both the process of strategic partnership, key events and the final results of this partnership. Making others aware of the project will impact on the stakeholders and will contribute to raising the profile of the organisation carrying out the project. To effectively disseminate results, as the project partner, HOTEL SCHOOL will plan the process in detail at the beginning of the project.

The dissemination events will be proceeded at local, transnational and international levels involving guest speakers on the topics of the collaboration projects. The information about the event will be publicly shared to attract the focused related participants. The dissemination can be proceeded face-to-face and online as virtual events.

HOTEL SCHOOL will use the following tools for dissemination: e-mail, communicators, presentations, cloud sharing, social media, search engine, geolocalisation, other apps such as risk management, including translations, weather forecast and alerts, calendar for scheduling, newsletter for publishing and dissemination, online diary for storytelling, video blogging, assessment, questionnaire, certification.

By dissemination activities, HOTEL SCHOOL will strengthen contribution of cooperation activities towards the fulfilment of the institutional strategy and will foster that cooperation activities lead to sustainable outcomes and that impact benefits all the partners.

The project results can be shared later through Erasmus Teacher Academies, new European Digital Education Hub expected to be created according to Digital Education Plan (2021-2027) if these sources will be available; EPALE; Associations; and other supporting organisations. All partners will be involved in dissemination activities including invited stakeholders.

HOTEL SCHOOL as project partner will use also free access social media pages to disseminate information on the project updates and results, and will co-fund boosting the promotion in case of necessity. The final results of the projects will be allocated in the open access website designed by project partners as Open Educational Resources. Open access of the websites can be financially co-financed and supported to run the open access website at least for 5 years after the project to sustain the project results and make available for wider audience. All collaboration project partners will have accesses to the website and social pages of their project and will contribute to the content and technical support.

For sharing results within HOTEL SCHOOL regularly inform about participation in the Programme before, during and after activities, writing publications by participants and research analysts in HOTEL SCHOOL Scientific Journal and International Scientific Journals would be a good practice of feedback. Erasmus logos, project identification number is always allocated in presentation materials, disseminated materials, allocated stand with logo in the premises.

Support engagement *(n/a for Topic 1)*

Describe how your institution will support and recognise its staff and students' engagement in Erasmus+ European and international cooperation projects throughout the application and implementation phase.

HOTEL SCHOOL will ensure a high-quality support to staff and students interested in participating in the activities offered by the cooperation projects throughout the application and implementation phases. Information on the calls for participation in the projects will be shared publicly with the guidance of necessary information for the application submission. HOTEL SCHOOL will ensure that selection procedures for mobility activities are fair, transparent and documented, are applied at all levels, including each participating department. HOTEL SCHOOL will ensure that student and staff mobility as from cooperation projects, is based on a learning agreement for students and a mobility agreement for staff validated in advance between the sending and receiving institutions or enterprises.

Together with one of the collaboration project coordinators, participants will be instructed, tutored by HOTEL SCHOOL educators and methodologists. HOTEL SCHOOL will provide assistance related to obtaining insurance, visas, when required, for mobilities, transnational meetings, and usually organises

the insurance as the part of the contract, covered by HOTEL SCHOOL Financial transactions will be facilitated by HOTEL SCHOOL accountant who has significant experience in corporate finance. Also partner organizations will be involved in monitoring the effectiveness of mobility. They will appoint responsible staff to advise, monitor participants and provide organizational and psychological support as needed. Staff from partner organizations will regularly contact, visit, communicate the participants at their workplaces, help arrange participants at airports, arrange settlement in accommodation, get to know the area, etc. Information and guidance at different stages will be provided by project coordinator, methodologist, learning and teaching activity coordinator, at site by partner organisations. The project coordinator will ensure access to the learning or teaching plan for mobility, learning or teaching activity, methodologists and partnering organisations will communicate the plan as repeated to ensure clarity of planned actions. Personalization approach will be used by selecting accommodation and other arrangements, solving appearing questions. General preparation will be ensured at HOTEL SCHOOL as sending organisation by project coordinator and methodologists. Linguistic aspects are the part of the preparation for Language Test before Mobility and arrangements for passing the test in OLS system. Logistic support, mentoring will be organised by methodologists and traineeship coordinators at sending and hosting organisations. Feedback before, during and after mobilities and contribution to the collaboration projects will be collected from participants, and analysed at each stage for the purpose of monitoring, assuring quality and improvements. Arising problems will be solved considering confidentiality principle in relation to the participants.

For recognition, a EUROPASS Mobility will be organised to validation by both sending and hosting parties via the project coordinators. Reintegration and valuation should be proceeded under supervision of project coordinators and learning, teaching activities' coordinator at both sides, HOTEL SCHOOL methodologist.

As receiving organisation, dissemination event organiser, HOTEL SCHOOL will provide certificates of participation to all participants including educators and speakers with respect to recognition of the results. The certificates of participation will include the number of hours from the session activities in relation to each learning activity, workshop, conference and dissemination event. Dissemination event attendees will receive certificate of attendance with the number of hours of the attended events. Certificates will be recognised as hours of transnational professional development accordingly for HE educators and accordingly for HE students. Sending organisation should locally approach reintegration and evaluation of the results and input by participants during travel and learning activities. On successful completion of Learning or Teaching Activity, participants will receive EUROPASS Mobility. Also on successful completion of the Learning Activity, HE students will receive EUROPASS Mobility. Certificates and Europass Mobility will be appreciated for the staff evaluation and professional development assessment according to the procedure.

In case when the training and learning activities within the framework of cooperation projects will include specified courses and workshops, traineeships, for example, accredited and piloted, under the course catalogues, measured in ECTS upon satisfactory completion, the students will receive Transcripts of Records in ECTS not longer than during 5 weeks upon course completion.

Examples of good teaching and learning practices that students and staff pick up during mobility projects are discussed and disseminated in the College internal and external environments.

ANNEXES

LIST OF ANNEXES

Erasmus+ ECHE Charter