



# HOTEL SCHOOL



HOTEL MANAGEMENT COLLEGE



## “HOTEL SCHOOL” HOTEL MANAGEMENT COLLEGE MODERNISATION AND INTERNATIONALISATION STRATEGY

2021-2027

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**APPROVED:**

**LLC “HOTEL SCHOOL” Hotel Management College  
Chair of the Board  
J. Pasnaka**

**May 27, 2021**

# **“HOTEL SCHOOL” HOTEL MANAGEMENT COLLEGE MODERNISATION AND INTERNATIONALISATION STRATEGY 2021-2027**

**THE GLOBAL GOALS**  
For Sustainable Development



*Dear Colleagues, Students, and Partners,*

*On May 27, 2021, the Development Strategy 2021-2027 of the "HOTEL SCHOOL" Hotel Management College was published. During the last two years many plans have been successfully implemented – for example, the accreditation of the College as Higher Educational Institution, Erasmus VET accreditation, Erasmus Adult accreditation, implementation of the BTEC HND Level 5 Business programme, approval of the College participation of the College in several international projects with honoured Higher Educational Institutions, hospitality and tourism related organisations.*

*A major expansion of the College material-technical base has been carried out by creating the accommodation for students, as well as new practical training labs – a professional kitchen and a training restaurant in the premises of the College. During the last academic year, we have passed through totally digital education process caused by the pandemic, but this period and the study mode demonstrated the new needs, developed the new targets and indicators. There are also other achievements. I would like to thank the entire College personnel because it is the mutual result.*

*The Modernisation and Internationalisation Strategy is linked to the trends, developments, recommendations and requirements for the current and future Higher Educational Institutions, which are integrated in this strategy. The indicators are defined during the period of ongoing pandemic so these are minimalistic and realistic for the current organisational structure. In case of rapid growth and expansion, the targets and indicators will be updated. These aims, objectives and indicators will allow us to assess the progress achieved at the end of the period better and will help to define new objectives and aims.*

*Thank you for your valuable proposals during the College Council and Academic Board meetings, and for the development of the document by the Chairman of the Council and the Council. I look forward to receiving your opinion also in the future, and I promise that it will be considered when planning the activities and the modernisation and internationalisation of the College!*

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



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## **'HOTEL SCHOOL' HOTEL MANAGEMENT COLLEGE**

**"HOTEL SCHOOL" Hotel Management College** (hereinafter referred to as the "College"), established in 2013, is **accredited Higher Educational Institution** (HEI), provider of the 1st Level Professional Higher Education and the 4th Level professional qualification (LQF Level 4 /EQF Level 5) in Hospitality Management. The accredited study direction "Hotel and Restaurant Services, Tourism and Recreation Organization", study programme 'Hospitality Service Organization', code 41811, 90 Latvian credit points, 135 ECTS credits, 2,3 years of full-time studies, language of studies – English.

Additionally the College is **VET and ADULT education provider** and holds Erasmus+ VET accreditation and Erasmus+ Adult accreditation. For the College, being VET and ADULT education provider benefits 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, the College is a **BTEC approved Centre** No. 90478, since 2012 with programmes BTEC Level 5 HND in Business, in Hospitality Management/CA, which enabled the attraction of foreign students. The overall number of students is 100 (40 HE students, 60 in VET and Adult education).

**The current organisational structure** consists of the Board, College Council, Director, Publishing Department, Library, Research and Project Department, Academic Department, Student Services, Student Parliament, Accounting Department, currently with staff by 18 persons. Chair of the Board, Head of College and Academic Department is Mg.edu Julija Pasnaka, founder of the organisation.

**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 area of the premises currently being used is 480 m<sup>2</sup>, which includes and can be doubled by preliminary agreement: three spacious auditoriums for lectures and seminars, each equipped with furniture and multimedia system, computer class with the Internet, Microsoft Office PC software package, Micro Opera installed. **The College current 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 for the implementation of the course "Contemporary Gastronomy". In addition, there is equipped library with a study room and computers with a connection to the internet and support, rest and utility rooms.

**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, elaborated on the development of professional standards.

By 2021, the College has participated in Erasmus+ KA1, KA2 projects as applicant and participant, NordPlus projects, Interreg project, the U.S. based X-Culture project.

## THE AIM AND THE TOPICALITY OF THE STRATEGY

**The Modernisation and Internationalisation Strategy 2021 – 2027** (hereinafter referred to as the "Strategy") of "HOTEL SCHOOL" Hotel Management College (hereinafter referred to as the "College") has been elaborated to ensure a **long-term sustainable functioning and competitiveness** of the College by proceeding its modernisation and internationalisation, and to achieve the integration of the College into the European Higher Education Area, EEA.

The outlined **reasons for internationalising** the COLLEGE are to:

- improve the COLLEGE student preparedness for the work and further studies in a globalised world;
- internationalise the COLLEGE curriculum and environment;
- advance the international profile of the COLLEGE;
- strengthen the COLLEGE and overall research, knowledge production;
- diversify the COLLEGE its staff, study processes and the educational products;
- develop capacity for the innovations and modernisation of the COLLEGE, study processes and educational products, research.

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

The COLLEGE 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.

The Strategy serves as the basis for the elaboration of the College Development Strategy, Staff and Professional Development Strategy, all programmes or plans of the College or its structural units, as well as for the preparation of internal normative acts.

In 2021 the Strategy was published based on the results that were achieved during the period 2019-2021, as well as the initiatives for the period 2021 to 2027, proposed by the Consortium including the College Board, Council, Academic Board, academic and general staff and students.

## CONCEPTUAL FRAMEWORK FOR THE STRATEGY

**The College Modernisation and Internationalisation Strategy 2021 – 2027** is based on the following conceptual documentation framework:

### **EXTERNAL DOCUMENTS:**

European Commission. 2021. Charter for Higher Education 2021-2027. Guidelines.

European Commission. 2021. Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond (2021-2030).

European Commission. Covid 19 Recovery plan. NextGenerationEU.

European Commission. 2020. Communication from the Commission. Annual Sustainable Growth Strategy 2021.

European Commission. 2020. Digital Education Action Plan 2021-2027.

European Commission. 2020. Achieving the European Education Area by 2025 – Communication.

European Commission. 2017. Communication on a renewed EU agenda for higher education.

European Commission. 2011. Higher Education Modernisation Agenda.

The European Parliament, the Council and the Commission. (2012). Charter of Fundamental Rights of the European Union.

LR Saeima. National Development Plan of Latvia for 2021-2027.

Riga City Council Development Department. Riga Development Programme 2014-2020.

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium.

United Nations. (2015). 17 Sustainable Development Goals. The 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals.

The legal basis of the College is the Law on Higher Education, the Education Law, the Law on Vocational Education, Law on Scientific Activity, other LR normative acts, College Regulations.

### **INTERNAL DOCUMENTS:**

The College Regulations;

The College Development Strategy 2016-2022;

The College Quality Management Policy;

The College Staff and Professional Development Policy;

First-level professional higher education programme “Hospitality Service Organization”.

# THE MISSION, VISION, AIMS AND MAIN PRINCIPLES OF THE COLLEGE ACTIVITY FOR MODERNISATION AND INTERNATIONALISATION

## MISSION

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

## VISION

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

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

The **main directions** of the College activity are:

- to develop and implement first level professional higher education programmes, professional further education and educational development programmes in the field of hospitality and tourism services;
- to promote students' personal development throughout the educational process and to provide the opportunity to obtain the first level professional higher education and the fourth level professional qualification;
- to provide students an opportunity to take part in a continuous education in order to obtain a second level professional higher education and a fifth-level professional qualification.

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

- to develop first level professional higher education programmes, 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 vocational education standards;
- to develop the assignment content and methods, and to organize professional qualification exams and qualification papers;

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

**The main principles of the College activity:**

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

# THE ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT OF THE COLLEGE FOR MODERNISATION AND INTERNATIONALISATION

## THE STRENGTHS AND WEAKNESSES OF THE INTERNAL ENVIRONMENT ELEMENTS

### STRENGTHS

- The College is accredited as Higher Educational Institution;
- The College has got a beneficial location – the heart of the historic centre of the capital city of the EU country;
- Good base of resources necessary for receiving incoming mobility students and the joint study programme implementation;
- Developed networking with potential international partners and experience in management and R&D for international projects during the last 3 years;
- Good cooperation with leading employers of the hospitality sector in Latvia and abroad;
- Many students involved in mobility programmes;
- Studies offered in English, allowing educational service export;
- The College offers dormitories for students;
- Qualified academic staff with appropriate level of English for international students and cooperation;

### WEAKNESSES

- The College has no ECHE Charter for Higher Education 2021-2027;
- The College has got only one 1st level professional higher education study programme;
- Small number of students;
- Limited opportunities to attract state funding;
- It is not possible to use state and international subscribed scientific databases;
- Procedural limitations to organise higher number of outgoing mobilities and incoming mobilities for HE students and staff without ECHE;
- As from many years experience, local traineeship providers are not interested to offer traineeship payments due to their unfavourable position within the overall external environment and possibilities, that demotivates students to take long traineeships locally necessary for the degree;

## THE OPPORTUNITIES AND THREATS OF THE EXTERNAL ENVIRONMENT ELEMENTS

### OPPORTUNITIES

- A rapid growth of the hospitality sector, which creates a strong demand for young professionals;

### THREATS

- Political threats – possible negative changes in external normative acts regulating College activity;

- A global trend for young people to study abroad, which makes it possible to attract foreign students;
- EU and Regional Structural Funds support the activities of educational institutions, giving an additional source of funding;
- A lack of strong competitor in the region – in Baltic states there are no higher educational institutions specializing in hospitality industry.
- Increase of student number or turnover on the basis of incoming mobilities;
- Providing the European and international traineeships to the HE students by mobilities;
- Development of modern educational resources, courses, programmes in international cooperation with support of the grants;
- Providing opportunity to invite high level guest lecturers, coaches, hospitality industry professionals for the study processes;
- Opportunity for the staff to get updates on international hospitality trends and teaching approaches, methods, upgrade language skills and develop teaching resources by collecting information abroad, making photos, networking during outgoing mobilities;
- Joining intellect for developing modernisation and innovation solutions with international partners;
- Cooperation opportunities may help attract staff capacity by funding and career promotion opportunities for international scale performance with advanced organisations for driving modernisation, innovation at international standard at all HEI's levels ;
- Mobilities for traineeships will help to provide European and international traineeship opportunities for the HE students with high interest and demand for their skills and developing these skills.
- Long lasting negative demographic situation in Latvia – the decrease of population;
- Unequal competitive environment compared to public educational institutions;
- Threats of a powerful competitor;
- Threats of a global economic crisis;
- Threats from the long lasting pandemic Covid-19 that negatively has influenced local hospitality providers due to extended lockdown, when many hospitality providers had to terminate or reduce their operations;

## **'HOTEL SCHOOL' HOTEL MANAGEMENT COLLEGE INTERNATIONALISATION AND GLOBALISATION BY 2021**

The College 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, the College 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.

According to the College Development Strategy 2016 - 2022, the international cooperation and internationalisation is one of the strategic development directions of the College. In order to implement the internationalisation of the College, the College is cooperating with European and world universities and research centres of a similar profile, as well as with the employers of the hospitality sector abroad. The College students are motivated to carry out internships at high-level hotels abroad, thus contributing to their integration into the European labour market, but the academic staff members enjoy participation in international cooperation projects, that allows them to share the experience and build strategic partnerships for solving common challenges in the hospitality sector, and learn and elaborate innovative pedagogical concepts and techniques within the area of education. The College has set the target of ensuring that at least 25% of the students and 20% of academic staff participate in mobility every year in the Development Strategy 2016-2022. The College has successfully participated in the Erasmus+ KA1, KA2 projects in VET and Adult sectors, and now the College plans to participate in HE sector mobilities. Annually the College organises **International Applied Research Conference in Hospitality with the focus on sustainability, innovations and excellence.**

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

***Dania Academy (the Center for Hospitality and Experience Economy (CHE), Randers, Denmark.*** In March 2021 O. Zvereva within the framework of the course 'Macroeconomics' hosted a guest lecturer Henrik Sølvbjerg Pahun, senior lecturer and researcher, the head of the Center for Hospitality and Experience Economy (CHE) at Dania Academy with the topic 'BIG DATA AND BUSINESS INTELLIGENCE. HOSPITALITY'. The NordPlus preparatory visits project was approved for the development of the project 'Business models post-Corona' by Dania Academy and the College in the end of 2020. Later in April 2021, the developed innovative project NordPlus '***Business models post-Corona in the hospitality sector***' was approved, where the applicant is Dania Academy and the College is the leader of the output on Teaching and Learning Materials on Business Models post-Corona. The project is in the process of performance 2021 -2023 in collaboration with the third partner "Meet in

Reykjavik", the official Convention Bureau for Reykjavik City and surroundings. As applicant, the College has submitted Erasmus KA2 strategic partnership proposal **'Sustainable Hospitality Digitalisation Toolkit'** together with Dania Academy, the digital company from Sweden with international network 'DigitalGuest', the innovative developers of digital software solutions for hotel operations. Another partner of the project is Inercia Digital S.L. from Spain, the Digital training center, were awarded the AENOR EA0043 Young Innovative Company title and were appointed a new member of the "Digital Skills and Jobs Coalition" of the European Commission in 2017. Italian Hospitality School from Rome, Italy, City Unity College also participated as project partners in the application. In 2020, the College co-applied with Dania Academy and five universities from the EU in HE sector with the Erasmus+ KA2 project **'Employability Through Entrepreneurship in Hybrid Learning Environments'**.

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

**Business and Hotel Management School, Luzern** (Switzerland) – a cooperation with the Business and Hotel Management College in Switzerland has been initiated. A study mobility project involving 8 College students took place in November 2019. The eight students attended the lectures about business environment, academic writing, strategic management and digital media. In addition, also the exchange mobility projects for the two general staff members have been carried out to learn about the good practices of the higher education institution management in B.H.M.S. and to engage in professional development activities that focus on student-centred approaches in the study process, academic honesty, student career development.

**Swiss Hotel Management School, Montreux** (Switzerland) – a cooperation with the Swiss Hotel Management University has been initiated. In April 2018 the Head of the College Board J. Pasnaka and the former Deputy Director of the Academic Department took part in an experience exchange event with the aim to explore the technological innovation introduced to the study process at SHMS (it should be noted that the SHMS has been awarded the *Apple Distinguished School 2017-2019* status) and the College's approach to support career opportunities of its students and graduates.

It should be noted that with all the above-mentioned universities, the **College has concluded agreements that provide its graduates to continue the studies in Bachelor**

**Programmes** in the field of Hospitality Management. The College has also concluded a co-operation agreement with universities of a similar profile outside Europe for example, with **Hebei Vocational College of Tourism** in China, **Guru Nanak Khalsa Group of Educational Institutions** in India on the possibilities for these educational institution graduates to continue their studies at College from the academic year 2020 -2021. The College has signed Memorandum of Understanding with Sozhou Vocational University from Sozhou, China in May 2021.

For many years **the College has partnered with leading universities and research institutions in the US and worldwide**. For example, the College takes part in the *X-Culture* International Project organised by the **University of North Carolina Greensboro** every year. In the framework of this project, the College students are engaged in virtual international co-working teams, the total number of participants reaching up to 5000 students from 148 universities in 70 countries and 6 continents. As part of the project and the College courses in the Hospitality Business Toolkit and Finance, the students have developed high-level business plans as per the orders of global companies. The College lecturer and X-Culture instructor O. Zvereva was awarded the best top-10 international X-Culture instructors in 2020.

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

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

In October 2020, the College developed and, as coordinator, submitted the application on the theme “Digital Course in Nordic/Baltic Culinary Arts for Adult Educators and Adult Learners” under the programme *Nordplus Adult 2020*, in collaboration with the organizations of Icelandic research institution **Is-Step by Step Consulting** and other organizations. The College has preliminary agreement from the parties to re-apply with elaborations in 2021.

**TECHNISCHE UNIVERSITEIT EINDHOVEN** (TU/e, Eindhoven, the Netherlands). Together with TU/e, the College participated in the Horizon 2020 application development on the initiative proposal (2021) ‘Enabling Youth to Take Actions to Combat Climate Change through Activist Science Education’, 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 ‘Enabling citizens through education’. It was amazing international experience on civic engagement and climate change.

# THE PRIORITY STRATEGIC DIRECTIONS AND AIMS OF THE COLLEGE MODERNISATION AND INTERNATIONALISATION 2021-2027

## GOAL

Become a recognised modern and internationally competitive higher education institution, which prepares highly qualified and motivated specialists for work in a globalised environment – the leaders of the future **sustainable** hospitality industry.

## AIM

Implement a purposeful modernisation and internationalisation policy within the study direction, ensuring productive cooperation with European and world-renowned universities and research centers of a similar profile, as well as employers in the hospitality industry abroad.

The **priority directions of the College modernisation and internationalisation** are as follows:

- 1. Strategic direction I: THE COLLEGE MODERNISATION AND INTERNATIONALISATION PLAN FOR WITH PARTNER SELECTION CRITERIA AND ANNUAL UPDATES** – to develop a modernisation and internationalisation plan, setting clear criteria for the selection of cooperation partners and with annual updates for the period 2021-2027 with identified indicators, deadlines, responsible units and positions, resources.
- 2. Strategic direction II: THE COLLEGE ERASMUS+ ECHE CHARTER FOR HIGHER EDUCATION 2021-2027** – to prepare documentation and submit an application to the European Commission for College Erasmus+ ECHE accreditation, the awarded the Erasmus Charter for Higher Education 2021-2027, which is a recommendation by the institutional accreditation commission, in order to ensure that the College HE students and staff participate in Erasmus+ student and staff mobilities, the College participate in the programme of the exchange students, and Erasmus+ cooperation projects in HE sector, other Erasmus+ programmes that support activities in the field of higher education and research. Prerequisite for the obtaining the Charter for Higher Education is the accredited status of the Higher Educational Institution. The College plan to apply within the first open call with the valid status of accredited HEI since receiving the HEI accreditation in 2020;
- 3. Strategic direction III: PROMOTION OF STUDENTS' INTEGRATION INTO THE EUROPEAN AND INTERNATIONAL LABOUR MARKETS** - Motivate students to complete traineeships in high-level European and international hotels, thus promoting their integration into the European and international labour market. The direction has the two expected performance indicators: percentage of students who

complete traineeships in European and international hotels with annual incremental increase by 40% minimum of the total number of students by 2027; and percentage of students who complete traineeships in 4 \* -5 \* star (or otherwise highly rated) European and international hotels with annual incremental increase of percentage proportional to overall students' mobilities by 90% of overall number of students' mobilities (40% of total students' number) minimum by 2027. It should be noted that without ECHE Charter for Higher Education these numbers might be hardly achievable by individual project applications for mobilities.

4. **Strategic direction 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. Expected performance indicator is percentage of academic staff going abroad (outgoing mobilities) for teaching or learning, training mobilities annually incrementally reaching minimum of 40% of the College academic staff by 2027. Second expected performance indicator is the number of incoming guest academic staff (incoming mobilities of academic staff) for teaching or learning, training mobilities annually incrementally reaching minimum of 5 academic staff by 2027. The third expected performance indicator is 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 with minimalistic, but not limited targets with incremental annual increase from 1 for the period of 2021 -2022 as total, then increasing by 3 persons a year by 2027. It should be noted that without ECHE Charter for Higher Education these numbers might be hardly achievable by individual project applications for mobilities. Incoming mobilities are necessary for internationalisation of the College curriculum and environment, diversification of the College staff, study processes, exchange of good practices.
5. **Strategic direction 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. The expected performance indicator is the percentage of academic staff involved in the European and international projects with annual incremental increase by 20% by year 2027. The second expected performance indicator is the percentage of academic staff participating in the preparation and management of the European and international cooperation projects with annual incremental increase by 10% by year 2027.
6. **Strategic direction 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. One of the three expected performance indicators is the number of valid cooperation agreements with European and international partner institutions with annual incremental increase by 5 per year; includes various type of cooperation. Second expected performance indicator is the number of European, international projects / activities jointly implemented within the cooperation partnerships with annual incremental increase by 3 per year by 2027. The third expected performance indicator is the number of project descriptions / applications jointly developed within the cooperation partnerships with annual incremental increase by 3 per year by 2027.

- 7. Strategic Direction VII: INTERNATIONALISATION AND DIVERSIFICATION OF THE COLLEGE CURRICULUM AND ENVIRONMENT** - to internationalise the College curriculum and environment by exchange students' programme, receiving incoming mobility students. The expected performance indicator is the number of exchange students, incoming mobility students with incremental increase by 5 per year by 2027. It should be noted that without ECHE Charter for Higher Education these numbers might be hardly achievable by individual project applications for mobilities. Without ECHE the number may be equal to 0 on the basis of technical procedure, with ECHE awarded the number can be much higher. The two more expected performance indicators for this directions are equal to the indicators 2 and 3 mentioned in the strategic direction IV for the number of incoming guest academic staff (incoming mobilities of academic staff) for teaching or learning, training mobilities with incremental increase by 5 by 2027; and 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 with annual incremental increase by 3 by year 2027.
- 8. Strategic direction II: THE DEVELOPMENT OF DOUBLE OR JOINT STUDY PROGRAMME WITH THE EUROPEAN OR INTERNATIONAL HIGHER EDUCATIONAL INSTITUTION(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. Expected performance indicator is the memorandum or agreement signed by all parties on the development of the double or joint study programme by 2027 – 1 agreement; another expected performance indicator is the developed double or joint study programme with the European or international HEI(s) by 2027 – 1 double or joint study programme;

**9. Strategic direction IX: FOSTERING GROWTH AND EMPLOYABILITY BY ENTREPRENEURSHIP AND EMBEDDING SUSTAINABILITY, INNOVATION, MODERNISATION** - to foster growth of the College and employability of the students and staff by entrepreneurship and embedding sustainability, innovation, modernisation by the academic staff, general staff, students in the study processes, educational resources, educational products, study environment, managerial environment, cooperation environment. The expected performance indicator is the percentage of academic staff, general staff who perform entrepreneurship at the College and personal level should annually incrementally increase at least by 10% by 2027. The personal experience of the staff in entrepreneurship will provide basis for reflection in the study processes and materials, educational products and additional motivation and inspiration for students. Another expected performance indicator is the percentage of students and graduates involved in entrepreneurship at different levels, the College and personal level with incremental annual increase by 10% by 2027. The third expected performance indicator is the number sustainable / sustainability solutions implemented and embedded in the College environment, study, managerial, business processes with annual incremental increase by 10 by 2027. The fourth expected performance indicator is the number of innovations implemented at the College, embedded in the College environment, study, managerial, business processes by the staff, academic staff, the students including the educational resources with annual incremental increase by 3 per year by 2027. The fifth expected performance criteria is the number of modernisation and digitalisation solutions implemented at all levels of the College activity with annual incremental increase by 7 per year by 2027.

## THE IMPLEMENTATION PLAN OF THE LONG-TERM GOAL STRATEGY

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

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
I: The College Modernisation and Internationalisation Plan with partner selection criteria and annual updates	(I-1) Regularity of plan development and updating			
	Year 2021: 100%	2021, annually	Academic Department, College Council, Head of College	Actual Staff working hours, maximum 100 h, the College funding
	Year 2022: 100%			
	Year 2023: 100%			
	Year 2024: 100%			
	Year 2025: 100%			
	Year 2026: 100%			
Year 2027: 100%				

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

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
II: The College Erasmus+ ECHE Charter for Higher Education 2021-2027	(II-1) The College Erasmus+ ECHE accreditation has been carried out, Charter for Higher Education 2021-2027 is awarded, status is active. Year 2021- 2022: 100%	2022	Academic Department, College Council, Head of College	Actual Staff working hours, maximum 100 h, the College funding

Strategic Direction III: Promotion of students' integration into the European and international labour markets.

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
III: Promotion of students' integration into the European and international labour markets.	(III-1) Percentage of mobility students <b>funded by the EU grants</b> who complete traineeships in European and international hotels  Year 2021: 0% Year 2022: 20% Year 2023: 20% Year 2024: 25% Year 2025: 25% Year 2026: 35% Year 2027: 40%	2021-2027  annually	Career consultant, Director of the study programme	Annual actual working hours up to 150 h per year, College funding and the EU grants
	(III-2) Percentage of mobility students <b>funded by the EU</b> who complete traineeships in 4 * -5 * star (or otherwise highly rated) European and international hotels;  90% as minimum of total mobilities annually listed above;			

Strategic Direction IV: Promotion of the European and International Mobility of Academic Staff

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
IV: Promotion of the European and International Mobility of Academic Staff	(IV-1) Percentage of academic staff going abroad (outgoing mobilities funded by the EU) for teaching or learning, training mobilities	2021-2027 Annually	Academic Department, Head of College	Annual actual working hours up to 100 h per year excluding the hours of mobilities, College funding and the EU grants
	Year 2021: 0%			
	Year 2022: 20%			
	Year 2023: 20%			
	Year 2024: 25%			
	Year 2025: 25%			
	Year 2026: 25%			
	Year 2027: 40%			
	(IV-2) Number of incoming guest academic staff (incoming mobilities of academic staff funded by the EU) for teaching or learning, training mobilities			
	Year 2021 -2022: 3			
Year 2023: 3				
Year 2024: 3				
Year 2025: 3	2021-2027 annually	Academic Department, Head of College	Annual actual working hours up to 100 h per year excluding the hours of mobilities, College funding and grants	
Year 2026: 5				
Year 2027: 5				
(IV-3) Number of incoming hospitality, networking, digitalisation, sustainability, education related professionals, entrepreneurs for study processes,				

<p>modernisation, internationalisation (incoming mobilities of staff funded by the EU) for teaching or learning, training mobilities</p> <p>2021 and 2022: 1</p> <p>Year 2023: 1</p> <p>Year 2024: 2</p> <p>Year 2025: 2</p> <p>Year 2026: 3</p> <p>Year 2027: 3</p>
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Strategic direction V: ENCOURAGEMENT OF ACADEMIC STAFF IN THE EUROPEAN AND INTERNATIONAL COOPERATION PROJECTS

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
V: Encouragement of academic staff in the European and international cooperation projects	(V-1) Percentage of academic staff involved in the European and international projects	2021-2027 annually	Research and Project Department, Head of Research and Project Department, Development Director	Annual actual working hours, average 100 h per year depending on number and scope, excluding the hours of mobilities, College funding and grants
	Year 2021: 3%			
	Year 2022: 3%			
	Year 2023: 5%			
	Year 2024: 10%			
	Year 2025: 10%			
	Year 2026: 15%			
	Year 2027: 20%			
	(V-2) Percentage of <b>academic staff</b> participating in the preparation and management of the European and international cooperation projects			
	Year 2021: 1%			
Year 2022: 2%				

Year 2023: 3%

Year 2024: 5%

Year 2025: 7%

Year 2026: 10%

Year 2027: 10%

Strategic direction VI: DEVELOPMENT OF STRATEGIC PARTNERSHIPS WITH EUROPEAN AND INTERNATIONALLY RECOGNISED UNIVERSITIES AND RESEARCH CENTERS OF SIMILAR PROFILE, EUROPEAN AND INTERNATIONAL EMPLOYERS

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
VI: Development of strategic partnerships with European and Internationally recognised universities and research centers of similar profile, European and international employers	(VI-1) Number of valid cooperation agreements with European and international partner institutions	2021-2027 annually	Research and Project Department, Head of Research and Project Department, Development Director, Head of PR and Marketing	Annual actual working hours, average 150 h per year depending on number and scope, excluding the hours of mobilities, College funding and grants
	Year 2021: 1			
	Year 2022: 2			
	Year 2023: 3			
	Year 2024: 3			
	Year 2025: 4			
	Year 2026: 4			
	Year 2027: 5			
	(VI-2) Number of European, international projects / activities jointly implemented within the cooperation partnerships			
	Year 2021: 1			
	Year 2022: 1			
	Year 2023: 2			
	Year 2024: 2			
	Year 2025: 2			
	Year 2026: 3			
Year 2027: 3				
(VI-3) Number of project descriptions / applications jointly developed within the cooperation partnerships				
Year 2021: 1				

Year 2022: 1

Year 2023: 2

Year 2024: 2

Year 2025: 2

Year 2026: 3

Year 2027: 3

Strategic direction VII: INTERNATIONALISATION AND DIVERSIFICATION OF THE COLLEGE CURRICULUM AND ENVIRONMENT

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
VII: Internationalisation and diversification of the College curriculum and environment by exchange students' programme, receiving incoming mobility	(VII-1) Number of exchange students, incoming mobility students Year 2022: 3 Year 2023: 3 Year 2024: 5 Year 2025: 5 Year 2026: 10 Year 2027: 10	2021-2027 annually	Academic Department, Head of College, Director of study programme	Annual actual working hours up to 100 h per year, College funding and grants
	(VII-2, equal to IV-2) Number of incoming guest academic staff (incoming mobilities of academic staff) for teaching or learning, training mobilities Year 2021 -2022: 3 Year 2023: 3 Year 2024: 3 Year 2025: 3 Year 2026: 5 Year 2027: 5			
	(VIII-3 equal to IV-3) Number of incoming hospitality, networking, digitalisation, sustainability, education related professionals, entrepreneurs for study processes, modernisation, internationalisation (incoming mobilities of staff) for teaching or			

<p>learning, training mobilities</p> <p>Year 2021 and 2022: 1</p> <p>Year 2023: 1</p> <p>Year 2024: 2</p> <p>Year 2025: 2</p> <p>Year 2026: 3</p> <p>Year 2027: 3</p>
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**Strategic direction VIII: THE DEVELOPMENT OF DOUBLE OR JOINT STUDY PROGRAMME WITH THE EUROPEAN OR INTERNATIONAL HIGHER EDUCATIONAL INSTITUTION(S).**

<b>STRATEGIC DIRECTION</b>	<b>EXPECTED PERFORMANCE INDICATOR</b>	<b>DEADLINE</b>	<b>RESPONSIBLE UNIT, POSITION</b>	<b>RESOURCES</b>
VIII: The development of double or joint study programme with the European or international HEI(s)	<p>(VIII-1) The memorandum or agreement signed by all parties on the development of the double or joint study programme, preferably in Culinary Arts;</p> <p>By 2027 – 1;</p> <p>(VIII-2) The developed double or joint study programme with the European or international HEI(s), preferably in Culinary Arts</p> <p>By Year 2027 -1;</p>	2027	Academic Department, Head of College, Director of Study programme, Development Director, the Council	Annual actual working hours up to 100 h per year, College funding and grants

Strategic direction IX: FOSTERING GROWTH AND EMPLOYABILITY BY ENTREPRENEURSHIP AND EMBEDDING SUSTAINABILITY, INNOVATION, MODERNISATION AND DIGITALISATION

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
IX: Fostering growth and employability by entrepreneurship and embedding sustainability, innovation, modernisation and digitalisation	(IX-1) The percentage of academic staff, staff who perform entrepreneurship at the College and personal level: Year 2021 – 1% Year 2022 – 1% Year 2023 – 3% Year 2024 – 5% Year 2025 – 7% Year 2026 – 8% Year 2027 – 10%	2021-2027 Annually	Academic Department, Head of College, Director of Study programme, Development Director, the Council	Annual actual working hours up to 100 h per year, College funding and grants
	(IX-2) the percentage of students and graduates involved in entrepreneurship at different levels, the College and personal level Year 2021 – 1% Year 2022 – 1% Year 2023 – 3% Year 2024 – 5% Year 2025 – 7% Year 2026 – 8% Year 2027 – 10%	2021-2027 Annually	Academic Department, Head of College, Director of Study programme, Development Director, the Council	Annual actual working hours up to 100 h per year, College funding and grants
	(IX-3) the number of sustainable / sustainability solutions implemented and embedded in the College environment, study, managerial, business processes			

Year 2021 - 1					
Year 2022 - 3					
Year 2023 - 5					
Year 2024 - 5					
Year 2025 - 7					
Year 2026 - 7					
Year 2027 - 10					
(IX-4) the number of innovations implemented in the College embedded in the College environment, study, managerial, business processes					
Year 2021 - 1					
Year 2022 - 1					
Year 2023 - 2					
Year 2024 - 2					
Year 2025 - 3	2021-2027	Academic Department, Head of College, Director of Study programme, Development Director, the Council	Annual actual working hours up to 100 h per year, College funding and grants		
Year 2026 - 3	annually				
Year 2027 - 3					
(IX-5) the number of modernisation and digitalisation solutions implemented at all levels of the College activity					
Year 2021 - 1					
Year 2022 - 3					
Year 2023 - 3					
Year 2024 - 5					
Year 2025 - 5					
Year 2026 - 7					
Year 2027 - 7					

## SHORT-TERM MODERNISATION ACTION PLAN

In order to ensure the qualitative activities on the Erasmus+ HE programmes according to the ECHE Charter for Higher Education 2021-2027, the actions should be taken to prepare the College for smooth transition to embedding the ECHE principles at all levels and ensure qualitative management of the Erasmus+ activities:

STRATEGIC DIRECTION	EXPECTED PERFORMANCE INDICATOR	DEADLINE	RESPONSIBLE UNIT, POSITION	RESOURCES
The integration of the ECHE Charter principles, procedures tools in the study process and management, documentation	Integrated ECHE principles in the College activity and documentation upon receiving the ECHE for ECTS transfer, adjust Regulations and Procedures			
	100%			
	Digital preparedness for European Student Card Initiative	2021-2022	Academic Department, Head of College, Director of Study Department	Annual actual working hours up to 100 h per year, College funding
	100%			
	The integration of Erasmus+ Mobile App upon ECHE approval			
	100%			
	The integration of OLA system for Online Learning Agreements upon ECHE approval			
	100%			

The action plan is a supplement to the long-term strategic directions' plan to ensure the qualitative activities on the Erasmus+ HE programmes according to the ECHE Charter for Higher Education 2021-2027.

## CRITERIA FOR THE SELECTION OF COOPERATION PARTNERS FOR MODERNISATION AND INTERNATIONALISATION

In order to ensure the qualitative activities on internationalisation and modernisation of the College, the College will select the partners for internationalisation, modernisation, cooperation on the basis of the following criteria. These criteria fall into the category of subjective criteria within the interests, needs, possibilities and opportunities by the College. Not matching any of the criteria below does not create the negative image or undervaluation of other partners, parties in the international market. The criteria are used only to frame the decision-making and managerial process for partnership, cooperation and international representation of the College:

<b>CRITERIA FOR HE STUDY PROGRAMME AND COOPERATION PARTNERSHIP IN HIGHER EDUCATION SECTOR AND HORIZONTAL PRIORITIES</b>	
Criteria	Criterion indicator measurement
<b>Hospitality service providers for outgoing HE student mobilities for traineeships</b>	
Relevance to the hospitality industry service	From the list of the European countries, excluding Latvia location, From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the students; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Hotels, recreation service providers, spa providers	Preferably 4*, 5* star ranking and other higher level approvals according to other ranking metrics, for example, Diamond ranking alternatively to star ranking; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the students; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Restaurant networks, F&B providers, amusement parks	Preferably international chains; Proving service and organisational structure for accepting, receiving, training the students; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad;

	<p>English speaking staff;          Developed infrastructure;          Mutual interest to cooperate with the College;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>MICE providers, Amusement parks, cruise providers</p>	<p>Preferably international chains;          Proving service and organisational structure for accepting, receiving, training the students;          From the list of Erasmus+ partner countries;          Any country for self-financed traineeships abroad;          English speaking staff;          Developed infrastructure;          Mutual interest to cooperate with the College;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p><b>Partners for incoming and outgoing HE student mobilities for studies on the basis of inter-institutional agreements; (this category is enabled at receiving ECHE by the College)</b></p>	
<p>HEI with the accredited study programme in hospitality management that corresponds to transfer of ECTS within the study programme of the College</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the students;          Providing qualitative study programme service in the hospitality management within the accredited study programme that corresponds to the level of the College programme 1<sup>st</sup> Level Higher Education (LQF 4 / EQF 5) for transfer of ECTS.          From the list of Erasmus+ partner countries;          Accredited HEI with Erasmus+ ECHE, Charter for HE, accredited;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>HEI with the accredited study programme for programme <b>choice courses</b> that corresponds to transfer of ECTS within the study programme of the College</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the students;          Providing qualitative study programme service in the choice courses that correspond to the level of the College programme 1<sup>st</sup> Level Higher Education (LQF 4 / EQF 5) for transfer of ECTS.          From the list of Erasmus+ partner countries;          Accredited HEI with Erasmus+ ECHE, Charter for HE, accredited;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p><b>Partners for HE academic staff mobilities for teaching and learning activities; for strategic partnership cooperation in HE sector and horizontal priorities;</b></p>	
<p>HEIs</p>	<p>World-renowned HEIS with accredited study programme;          Proving service and organisational structure for preparing, sending or receiving, support to the students;</p>

	<p>Preferably with hospitality and/ or culinary arts programmes and centers, but also other profiles of business, entrepreneurship, digitalisation, technical profile, related to natural resources conservation, energy consumption;</p> <p>Sustainability and digitalisation practices will be considered as criteria plus;</p> <p>English speaking staff;</p> <p>Developed infrastructure;</p> <p>Mutual interest to cooperate with the College;</p>
Hospitality, travel & tourism providers of all hospitality sectors	<p>Proving service and organisational structure for preparing, sending or receiving, support to the students;</p> <p>Sustainability and digitalisation practices will be considered as criteria plus;</p> <p>English speaking staff;</p> <p>Developed infrastructure;</p> <p>Mutual interest to cooperate with the College;</p>
Sustainability practitioners, Excellence centers, Innovation centers, Education consulting and Research centers, Digitalisation training centers, developers, entrepreneurs, language centers, networking companies, social media, civic engagement and climate change initiating companies , associations	<p>Proving service and organisational structure for preparing, sending or receiving, support to the students;</p> <p>Sustainability and digitalisation practices will be considered as criteria plus;</p> <p>English speaking staff;</p> <p>Developed infrastructure;</p> <p>Mutual interest to cooperate with the College;</p>
<p>As from Erasmus+ Guide for Programme Activities 2021:</p> <p>For cooperation partnerships, public or private organisation, established in a Programme Country or in any Partner Country of the world (see section “Eligible Countries” in Part A of the Erasmus+ Guide) can participate in a Cooperation Partnership. Organisations established in Programme Countries can either participate as the coordinator of the project or as a partner organisation. Organisations in Partner Countries cannot participate as project coordinators.</p> <p>Irrespective of the field impacted by the project, Cooperation Partnerships are open to any type of organisation active in any field of education, training, youth, sport or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local, regional and national authorities, recognition and validation centres, chambers of commerce, trade organisations, guidance centres, cultural and sport organisations).</p>	

<b>CRITERIA FOR VET LEARNING PROGRAMME AND COOPERATION PARTNERSHIP IN VET EDUCATION (TERTIARY LEVEL, INITIAL AND CONTINUOUS) SECTOR AND HORIZONTAL PROGRAMMES</b>	
<b>Criteria</b>	<b>Criterion indicator measurement</b>
<b>Hospitality service providers for outgoing VET learner of tertiary level mobilities for traineeships</b>	
Relevance to the hospitality industry service	From the list of the European countries, excluding Latvia location, From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the VET learners; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Hotels, recreation service providers, spa providers	Preferably 4*, 5* star ranking and other higher level approvals according to other ranking metrics, for example, Diamond ranking alternatively to star ranking; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the VET learners; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Restaurant networks, F&B providers, amusement parks	Preferably international chains; Proving service and organisational structure for accepting, receiving, training the VET learners; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
MICE providers, amusement parks, cruise providers	Preferably international chains; Proving service and organisational structure for accepting, receiving, training the VET learners; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad;

	<p>English speaking staff;          Developed infrastructure;          Mutual interest to cooperate with the College;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<b>Partners for incoming and outgoing VET learner mobilities for learning on the basis of learner agreements;</b>	
<p>VET Centers, VET providers with the accredited VET (tertiary level, initial and continuous learners) learning programme in hospitality management that corresponds to transfer of ECTS within the VET learning programme of the College</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the VET learners;          Providing qualitative VET learning programme service in the hospitality management within the accredited VET learning programme, tertiary level that corresponds for transfer of ECTS.          From the list of Erasmus+ partner countries;          Preferably accredited Erasmus+ VET center, but not mandatory;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>Vocational centers, language centers, HEI with vocational centers for programme <b>choice courses</b> that corresponds to transfer of ECTS within the VET learning programme of the College</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the VET learners;          Providing qualitative VET learning programme service in the choice courses that correspond to the level of the College VET learning programme for transfer of ECTS.          From the list of Erasmus+ partner countries;          Accredited VET provider with Erasmus+ VET accreditation, preferably, but not mandatory;          Sustainability and digitalisation practices will be considered as criteria plus;</p>
<b>Partners for VET academic staff mobilities for teaching and learning activities; for strategic partnership cooperation in VET sector and horizontal priorities;</b>	
<p>VET centers, VET providers of tertiary level (initial and continuous), HEIs with vocational centers focused on hospitality and culinary arts, business, entrepreneurship, language centers, innovations, and other</p>	<p>Recognised VET providers with accredited VET learning programme focused on hospitality, culinary arts, business, entrepreneurship;          Proving service and organisational structure for preparing, sending or receiving, support to VET EDUCATORS, STAFF;          Preferably with hospitality and/ or culinary arts programmes and centers, but also other profiles of business, entrepreneurship, digitalisation, technical profile, related to natural resources conservation, energy consumption;          Sustainability and digitalisation practices will be considered as criteria plus;</p>

<p>Hospitality, travel &amp; tourism providers of all hospitality sectors</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to VET EDUCATORS, STAFF; Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>Sustainability practitioners, Excellence centers, Innovation centers, Education consulting and Research centers, Digitalisation training centers, developers, entrepreneurs, networking companies, language centers, social media, civic engagement and climate change initiating companies, associations</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to VET EDUCATORS, STAFF; Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>As from Erasmus+ Guide for Programme Activities 2021: For cooperation partnerships, public or private organisation, established in a Programme Country or in any Partner Country of the world (see section “Eligible Countries” in Part A of the Erasmus+ Guide) can participate in a Cooperation Partnership. Organisations established in Programme Countries can either participate as the coordinator of the project or as a partner organisation. Organisations in Partner Countries cannot participate as project coordinators. Irrespective of the field impacted by the project, Cooperation Partnerships are open to any type of organisation active in any field of education, training, youth, sport or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local, regional and national authorities, recognition and validation centres, chambers of commerce, trade organisations, guidance centres, cultural and sport organisations).</p>	

<b>CRITERIA FOR ADULT LEARNING PROGRAMME AND COOPERATION PARTNERSHIP IN ADULT EDUCATION SECTOR AND HORIZONTAL PROGRAMMES</b>	
<b>Criteria</b>	<b>Criterion indicator measurement</b>
<b>Hospitality service providers for outgoing ADULT learner mobilities for learning activities, traineeships</b>	
Relevance to the hospitality industry service	From the list of the European countries, excluding Latvia location, From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the ADULT learners; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Hotels, recreation service providers, spa providers	Preferably 4*, 5* star ranking and other higher level approvals according to other ranking metrics, for example, Diamond ranking alternatively to star ranking; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; Proving service and organisational structure for accepting, receiving, training the ADULT learners; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
Restaurant networks, F&B providers, amusement parks	Preferably international chains; Proving service and organisational structure for accepting, receiving, training the ADULT learners; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; English speaking staff; Developed infrastructure; Mutual interest to cooperate with the College; Sustainability and digitalisation practices will be considered as criteria plus;
MICE providers, amusement parks, cruise providers	Preferably international chains; Proving service and organisational structure for accepting, receiving, training the ADULT learners; From the list of Erasmus+ partner countries; Any country for self-financed traineeships abroad; English speaking staff;

	<p>Developed infrastructure;  Mutual interest to cooperate with the College;  Sustainability and digitalisation practices will be considered as criteria plus;</p>
<b>Partners for incoming and outgoing ADULT learner mobilities for learning on the basis of learner agreements;</b>	
<p>Non-formal, informal, life-long, ADULT education providers, VET Centers for continuous VET learners and professionals that provide courses for adult learners in the categories professionals</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the ADULT learners;  Providing qualitative further education, VET CONTINUOUS learning programme service in the hospitality management, culinary arts, business, entrepreneurship, ESDGC .  From the list of Erasmus+ partner countries;  Preferably accredited Erasmus+ ADULT EDUCATION provider, but not mandatory;  Sustainability and digitalisation practices will be considered as criteria plus;</p>
<p>Non-formal, informal, life-long, ADULT education providers and Vocational centers for continuous learners for professionals, HEI with life-long centers, vocational centers for continuous learners that provide courses for adult learners in the categories professionals</p>	<p>Proving service and organisational structure for preparing, sending or receiving, support to the ADULT learners;  Providing qualitative ADULT learning programme service.  From the list of Erasmus+ partner countries;  Accredited ADULT provider with Erasmus+ ADULT accreditation, preferably, but not mandatory;  Sustainability and digitalisation practices will be considered as criteria plus;</p>
<b>Partners for ADULT academic staff mobilities for teaching and learning activities; for strategic partnership cooperation in ADULT sector and horizontal priorities;</b>	
<p>Non-formal, informal, life-long education providers and Vocational centers for continuous learners for professionals, HEI with life-long centers, vocational centers for continuous learners focused on hospitality and culinary arts, business, entrepreneurship, innovations, sustainability, digitalisation and other</p>	<p>Recognised ADULT, LIFE-LONG EDUCATION providers, NON-FORMAL EDUCATION PROVIDERS, VET CONTINUOUS EDUCATION PROVIDERS FOR PROFESSIONALS and amateurs, focused on hospitality, culinary arts, business, entrepreneurship, sustainability, climate change, digitalisation;  Proving service and organisational structure for preparing, sending or receiving, support to ADULT EDUCATORS;  Preferably with hospitality and/ or culinary arts programmes and centers, but other profiles of business, entrepreneurship, digitalisation, technical profile, related to natural resources conservation, energy consumption;  Sustainability and digitalisation practices will be considered as criteria plus;</p>

Hospitality, travel & tourism providers of all hospitality sectors	Proving service and organisational structure for preparing, sending or receiving, support to the ADULT EDUCATORS; Sustainability and digitalisation practices will be considered as criteria plus;
Sustainability practitioners, Excellence centers, Innovation centers, Education consulting and Research centers, Digitalisation training centers, developers, entrepreneurs, networking companies, social media companies, associations	Proving service and organisational structure for preparing, sending or receiving, support to ADULT EDUCATORS; Sustainability and digitalisation practices will be considered as criteria plus;
<p>As from Erasmus+ Guide for Programme Activities 2021: For cooperation partnerships, public or private organisation, established in a Programme Country or in any Partner Country of the world (see section “Eligible Countries” in Part A of the Erasmus+ Guide) can participate in a Cooperation Partnership. Organisations established in Programme Countries can either participate as the coordinator of the project or as a partner organisation. Organisations in Partner Countries cannot participate as project coordinators.</p> <p>Irrespective of the field impacted by the project, Cooperation Partnerships are open to any type of organisation active in any field of education, training, youth, sport or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local, regional and national authorities, recognition and validation centres, chambers of commerce, trade organisations, guidance centres, cultural and sport organisations).</p>	

## **FINANCING THE IMPLEMENTATION OF THE STRATEGY**

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

- attracting students, exchange students to the College implemented study programmes with the aim of covering the operational costs and decreasing fixed costs per one study agreement of the study programme and providing the necessary investment to the improvement of the material and informative base;
- mobilizing EU structural and regional funds to cover the costs of the professional development activities of the College staff, to obtain additional income for the methodological and research work of the academic staff of the College, and for the international scientific conferences organized by the College, etc., and for other activities that have been scheduled according to the College Development Strategy 2016 – 2022 and the College Modernisation and Internationalisation Strategy 2021-2027;
- developing specialized literature in the field of hospitality industry within the framework of the College publishing house, its further distribution, i.e. sales, with the aim of generating additional income for the methodological and research work of the College academic staff;
- providing diversified educational product and service portfolio to meet the different market, students' needs and compete in the educational market considering the changing external environment;
- attracting funds from banks and other credit institutions for greater investments in the College's infrastructure and material and technical base.

## CONTROL OF THE STRATEGY IMPLEMENTATION

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

- **Scientific research work plan**– developed by the Head of the Research and Project Department;
- **Methodological work plan** – developed by the Head of the Academic Department;
- **Staff professional development plan** – developed by the Head of the College;
- **Procurement plan for informative resources and methodological resources** – developed by the Head of the Library;
- **Modernisation and Internationalisation plan** – developed by the Head of College, the College Council, Development Director, Head of Research and Project Department.
- **Erasmus+ Mobility Plan** – developed by the Head of College in cooperation with the Head of Academic Department, Director of Study Programme, Development Director, Career Consultants, Erasmus+ Officer / Mobility / Traineeship Coordinators, the Council.
- **Investment plan in infrastructure and material and technical base** – developed by the College Board;
- **Marketing plan** – developed by the College Board.

The Directors and the employees of the structural units of the College are responsible for the implementation of the approved plans in accordance with the division of responsibilities in the College. The Head of College and the Board exercises overall supervision and control over the implementation of the plans.

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



## 'HOTEL SCHOOL' Hotel Management College

(English version name)

SIA 'HOTEL SCHOOL' Viesnīcu biznesa koledža

(Legal name)

EU OID NUMBER E10176704

National ID 40103277684

Educational Institution ID 3347802926

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