

Annex No. 5

Cooperation Development Plan 2016–2020

The Cooperation Development Plan of the Latvian Academy of Culture (hereinafter the Academy and the LAC) 2016–2020 (hereinafter the Plan) has been formulated to ensure high quality, internationally recognised studies in sectors of culture and art (performing arts (theatre and dance) and film), in the sector of culture and creative industries, including the audio-visual and museum sector. The formulation of the Cooperation Development Plan has been based on values of the Academy, in particular emphasising the principle of openness that indicates that we are interested in learning and accepting the diverse and the different, that we are accessible, we promote cooperation and the development of synergies with other educational and research institutions; the sector of culture, art and creative industries in Latvia and abroad as well as local and national cultural policy makers. The Plan:

1. identifies cooperation partners in Latvia and abroad;
2. assesses cooperation forms and their development options;
3. analyses possibilities of attracting and jointly expending funding and resources on cooperation with sectors, of culture, art, culture and creative industries;
4. describes cooperation with graduates (including further education, the offer of professional upgrading educational programmes).

1. Substantiation of the formulation of the Cooperation Development Plan

The Cooperation Development Plan specifies the implementation of several tasks of the Strategy of Academy within the framework of all five priorities. The Plan is hierarchically related to priorities identified by the Strategy of the Academy 2015–2020:

- implementation of tasks of Priority No 1 *To ensure a high quality of the study process*, in particular in the context of activities that are related to the development of new joint study programmes, ensuring the quality of study programmes and cooperation with graduates and the labour market, attracting resources for implementation of study programmes, internationalisation of the student body, involvement of specialists from sectors of culture, art and creative industries in implementation and assessment of study programmes, provision of practice as well as mobility of students and faculty members;
- implementation of tasks of Priority No 2 *To promote the process of creative work*, in particular in the context of activities that are related to implementation of international, national and local cultural/art/creative projects; attraction of funding of international, national and local project competitions for implementation of creative/art projects; cooperation with institutions of the sector of culture and art and their representatives;

- Priority No 3 *To promote development of research activity, to ensure the indivisibility of studies and research* (see the Research Programme of the Strategy of the Academy);
- implementation of tasks of Priority No 4 *To develop a study and research platform for the development of creative industries*, in particular in the context of tasks related to developing partnerships for the development of a centre of creative industries; participation in cooperation activities of the sector; the development of a joint cycle of lectures of art higher educational institutions on entrepreneurship of culture and creative industries; provision of students practice in enterprises of creative industries; involvement in international project of culture and creative industries; participation in the development of the support centre for culture, education and creative industries “The Tobacco Factory”;
- implementation of tasks of Priority No 5 *To ensure recognisability of the public image of the LAC*, in particular in the context of tasks that are related to the identification of the target audience of the Academy among students of secondary educational institutions and employees working in the sector of culture and art in Latvia; involvement of students, graduates, employees, the Convention of Councillors in establishing and maintaining the reputation of the Academy; upgrading and dissemination of information about the history of the Academy and the most significant historical events.

Tasks of the Cooperation Plan are consistently subordinated to the Policy Planning Document of the Ministry for Culture “Basic Guidelines for Culture Policy 2014–2020 “Creative Latvia”⁵⁰. Priority No. 3 of the Basic Guidelines *Competitive culture and creative industries* has been identified as until now no purposeful and regular road-mapping of creative industries and information of the society have been undertaken and it reflected also in the cooperation and partnership tasks of the Academy in respect of the sector of culture and creative industries.

The formulation of the aim and tasks of the Cooperation Plan has also been substantiated in the policy planning documents of the Ministry for Education and Science, in particular taking into consideration the establishment of the hierarchical link with the mid-term policy planning document of the MES Basic Guidelines for Development of and Innovation in Science and Technology 2014–2020⁵¹. The Cooperation Plan includes tasks that hierarchically correspond to such activities planned in the Basic Guidelines as internationalisation of research and international cooperation, linking research to needs of the national economy (the sector of culture, art and creative industries),

⁵⁰ Kultūrpolitikas pamatnostādnes 2014.-2020. gadam “Radošā Latvija”. Available at: <http://polsis.mk.gov.lv/documents/4877> ⁵¹ Zinātnes un tehnoloģijas attīstības un inovācijas pamatnostādnes 2014.-2020. gadam. Available at: <http://polsis.mk.gov.lv/documents/4608>

execution of research studies commissioned by ministries (the Ministry for Culture) and local governments, advertising of research activities in the society and communication of research data to specific target audiences.

The Cooperation Plan also establishes a certain link with directions and growth priorities defined by the Latvian Smart Specialisation Strategy (SSS). The link to the first growth priority identified within the framework of the SSS is manifest in the fact that activities of the Cooperation Plan of the Academy are directed towards groups of actors involved in the sector of culture and creative industries to ensure that education and research in the given field promote a more extensive use of the potential of the Latvian creative industry in producing products and services with an added higher value in sectors of national economy.

Cooperation and partnership is one of the most significant horizontal tasks of the Strategy of the Academy that envisages various activities in all priority directions for action.

2. Description of the cooperation and partnership current situation at the Latvian Academy of Culture

2.1. Directions of cooperation

Until now the Academy has implemented cooperation and partnership activities in five directions:

1. Cooperation and partnership have been developed with Latvian and foreign higher educational institutions to ensure a quality study process and mobility of students and the faculty; cooperation is implemented by involving professionals of the sector, embassies of various countries, policy makers in implementing study programmes to improve the study content; likewise cooperation is developed to strengthen the link with the labour market and sectors of national economy that correspond to the study programmes, to attract external funding for providing a quality study process.
2. Cooperation and partnership have been developed with cultural and art organisations, in particular in the field of performing art (theatre and dance) as well as audio-visual art and enterprises of culture and creative industries for integration of processes of creative work in the study process; partnership has been developed with organisations of sponsors and patrons of art as well as other funders of creative work (public sources of funding).

Cooperation and partnership has been developed with organisations and enterprises of culture, art and creative industries as well as local and national policy makers in the sector of culture and creative industries (commissioned research studies, communication and approbation of results, transfer of knowledge) to ensure development of research activity, indivisibility of

studies and research; likewise international partnership has been developed with higher educational institutions, research institutions and foreign organisations of culture and art (museums, theatres, culture and art) including NGOs for implementation of joint research projects, communication of research studies and development of experience of international conferences.

3. Development of a cooperation platform to support the development of the sector of creative industries that envisages partnership with Latvian (LAA, JVLAM, RTU etc.) and foreign higher educational institutions, enterprises of culture and creative industries, policy makers (MC, ME, MEPRD, SRE etc.).
4. Cooperation is implemented with secondary education institutions in view of the attraction of potential applicants; with graduates monitoring their career development. representatives of the Convention of Councillors in working on identification of strategic priorities of the Academy, communicating results of the operation of the Academy and developing publicity of the higher educational institution.

An extensive circle of cooperation partners has developed who can be grouped by area of partnership and by type of partners.

2.2. Cooperation partners

Table No 1: Range of cooperation partners of the Latvian Academy of Culture: typology

Area of cooperation partnership	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
Group of cooperation partners →	National and international educational and research institutions	National and international educational and research institutions	National and international educational and research institutions	National and international educational and research institutions	National and international educational and research institutions
Group of cooperation partners →	Public administration institutions and local governments	Public administration institutions and local governments	Public administration institutions and local governments	Public administration institutions and local governments	Public administration institutions and local governments
Group of cooperation partners →	Enterprises and institutions of culture, art and creative industries (local and international actors)	Enterprises and institutions of culture, art and creative industries (local and international actors)	Enterprises and institutions of culture, art and creative industries (local and international actors)	Enterprises and institutions of culture, art and creative industries (local and international actors)	Enterprises and institutions of culture, art and creative industries (local and international actors)
Group of cooperation partners →	NGO, associations	NGO, associations	NGO, associations	NGO, associations	NGO, associations



Group of cooperation partners	International organisations, embassies, representations	International organisations, embassies, representations	International organisations, embassies, representations	International organisations, embassies, representations	International organisations, embassies, representations
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The most active cooperation partners of the LAC are presented according to the above criteria in Table No 2.

Table No 2: Cooperation partners of the Latvian Academy of Culture

Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
Local and national partners					
Educational and research institutions	Art Academy of Latvia, Jāzeps Vītols Latvian Academy of Music, Riga Technical University, Riga Business School of the Riga Technical University, RPIVA	Art Academy of Latvia, Jāzeps Vītols Latvian Academy of Music, RISEBA	Art Academy of Latvia, Jāzeps Vītols Latvian Academy of Music, Faculty of Humanities of the UL, Faculty of Law of the UL, Institute of Literature, Folklore and Art of the UL and the Archives of Latvian Folklore, Latvian National Library	Art Academy of Latvia, Riga School of Design and Art, Riga Technical University, Riga Business School of the Riga Technical University, RPIVA	National Centre for Education Association of Teachers of the Latvian Language and Literature Riga School of Design and Art

<p>Public administration institutions and local governments</p>	<p>Ministry for Culture, National Centre for Culture of Latvia, Latvian National Commission for UNESCO, Latvian National Art Gallery, State Inspection for Heritage Protection Council of the Kuldīga Municipality</p>	<p>Ministry for Culture, Latvian National Commission for UNESCO, National Centre for Culture of Latvia</p>	<p>Ministry for Culture, Latvian National Art Gallery, Latvian National Commission for UNESCO, Latvian National Library, State Inspection for Heritage Protection</p>	<p>Ministry for Culture, National Centre for Culture of Latvia, Latvian National Art Gallery, Latvian National Library, State Inspection for Heritage Protection, Cēsis Centre for Culture and Tourism</p>	<p>Ministry for Culture, National Centre for Culture of Latvia</p>
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Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
			<p>Latvian Language Agency</p> <p>Lielvārde Municipality, Local Government of Jēkabpils City, Local Government of Jūrmala City, Sigulda Municipality, Valka Municipality, Kuldīga Municipality, Cēsis Municipality, Riga City Municipality, Council of the Kuldīga Municipality</p>	<p>IDAL</p> <p>VAS "State Real Estate"</p>	
Enterprises and organisations of culture, art and creative industries	<p>Latvian National Library, Latvian National Theatre, Art Theatre, Valmiera Theatre, National Chamber Orchestra "Sinfonietta Rīga", Latvian National Symphony Orchestra, Latvian Art Directors' Club</p>	<p>National Film Centre Latvian Filmmakers' Union, Film Producers Association of Latvia, Latvian Guild of Cinematographers, Latvia Branch of the International Federation of Film Critics (FIPRESCI)</p>	<p>Publishing house "Neputns", Nordic Latvian National Library, Art Theatre, Latvian National Symphony Orchestra, Valmiera Theatre, National Chamber Orchestra "Sinfonietta Rīga", Kuldīga Municipality Museum, Žanis Lipke Memorial</p>	<p>Latvian National Library, Art Theatre, Latvian National Symphony Orchestra, Valmiera Theatre, National Chamber Orchestra "Sinfonietta Rīga", Latvian Art Directors' Club, Latvia Concerts, Vidzeme Concert Hall</p>	<p>Kuldīga City Local Government, Jelgava Spidola Gymnasium, Embassy of Latvia "Gors"</p>

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Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	Latvia Concerts, Vidzeme Concert Hall, Kuldīga Municipality Museum, Žanis Lipke Memorial, Society for Promotion of Museology in the Baltics,	National Archives (Archive of Film, Photo, Audio documents), Latvian National Library, Art Theatre, Valmiera Theatre, National Chamber Orchestra “Sinfonietta Rīga”, Latvian National Symphony Orchestra, Vidzeme Concert Hall	Centre of Ethnic Culture "Sūti", Intersectoral art group "SERDE"		
NGO, associations	Society “Culturelab” New Theatre Institute of Latvia	Society “Culturelab”, Classical Music Society, New Theatre Institute of Latvia	Society “Culturelab”	Society “Culturelab”, New Theatre Institute of Latvia	
International organisations, embassies, representations	French Institute in Latvia, Embassy of Poland in Latvia, Embassy of Spain in Latvia, Embassy of Ireland in Latvia, Embassy of Canada in Latvia, Lithuania and Estonia, Embassy of the Netherlands in Latvia	French Institute in Latvia, Embassy of Poland in Latvia, Embassy of Spain in Latvia, Embassy of Ireland in Latvia Embassy of Canada in Latvia, Lithuania and Estonia, Embassy of the Netherlands in Latvia	French Institute in Latvia, Embassy of Poland in Latvia, Embassy of Spain in Latvia, Embassy of Ireland in Latvia Embassy of Canada in Latvia, Lithuania and Estonia, Embassy of the Netherlands in Latvia		French Institute in Latvia, Embassy of Poland in Latvia, Embassy of Spain in Latvia, Embassy of Ireland in Latvia, Embassy of Canada in Latvia, Lithuania and Estonia, Embassy of the Netherlands in Latvia

Other	Goethe-Institut Riga	Festival "RIGA IFF"	EXCOLO LATVIJA	Festival "RIGA IFF"	

Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	Danish Cultural Institute in Estonia, Latvia and Lithuania, French Institute in Latvia, Baltisch-Deutsches Hochschulkontor (BDHK), Associazione lettone degli insegnanti di italiano, Japanese Foundation, Radi! Latvija Week, Ltd. "Evry Latvia"	RADI! LATVIJA Week, Goethe-Institut Riga, French Institute in Latvia, Danish Cultural Institute in Estonia, Latvia and Lithuania	RADI! LATVIJA Week Goethe-Institut Riga, French Institute in Latvia, Danish Cultural Institute in Estonia, Latvia and Lithuania	RADI! LATVIJA Week	
International partners					
Educational and research institutions	Institut des Sciences sociales du Politique, Centre national de la recherche scientifique, ISP- CNRS France, École nationale des chartes, France	Zuyd University of Applied Sciences, Zuyd Hogeschool; University of the Arts Helsinki, Theatre Academy; Aleksander Zelwerowicz National Academy of Dramatic Art in Warsaw	Institut des Sciences sociales du Politique, Centre national de la recherche scientifique, ISP- CNRS, France; École nationale des chartes, France	Centre for Applied Research in Economics & Management – CAREM, the Netherlands	

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Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	<p>Institut National des Langues et Civilisations Orientales, INALCO, France;</p> <p>UNESCO Chair on critical heritage studies and intangible cultural heritage, Vrije Universiteit Brussel, Belgium;</p> <p>heritage, Vrije Universiteit Brussel, Belgium;</p> <p>Helsinki Collegium for Advanced Studies, HCAS, Finland; Balearic Islands School of Art & Design, Palma,</p> <p>Centre for</p>	<p>Academy of Theatre - Oslo National Academy</p> <p>Bayerische Theaterakademie August Everding in Munich;</p> <p>Royal Institute for Theatre, Cinema and Sound, RITCS, in Brussels;</p> <p>Mozarteum University Salzburg,</p>	<p>Institut National des Langues et Civilisations Orientales, INALCO, France;</p> <p>UNESCO Chair on critical heritage studies and safeguarding the intangible cultural heritage, Vrije</p> <p>Helsinki Collegium for Advanced Studies, HCAS, Helsinki University;</p> <p>Centre for Applied Research on Economics & Management –</p>		



Applied Research on Economics & Management CAREM, the Netherlands; Frans Brouwer Cultural Management Education Research Consultancy, the Netherlands; Heriot-Watt	Drama/Direction - Thomas Bernhard Institute); ArtEZ Art University in Arnhem, the Netherlands; School of Dance of Berlin Art University HzT Berlin (Germany), PARTS in Brussels	CAREM, the Netherlands; Frans Brouwer Cultural Management – Education Research Consultancy, the Netherlands; Heriot-Watt University Edinburgh, Scotland, Great Britain; Hochschule für Musik		
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Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	<p>University Edinburgh, Scotland, the United Kingdom; Hochschule für Musik und Theater, Hamburg, Germany;</p> <p>Information design agency High Performance Vienna, Austria ArtEZ Art University in Arnhem, the Netherlands, Dance School of Berlin Art University HzT Berlin, Germany</p> <p>PARTS in Brussels (Belgium), Falmouth University Art School, Britain;</p> <p>DOCH – School of Dance and Circus in Stockholm,</p>	<p>(Belgium), Falmouth University Art School</p> <p>(Great Britain); DOCH – School of Dance and Circus in Stockholm, (Sweden);</p> <p>Academy of Dramatic Art of Zagreb University</p> <p>(Croatia).</p>	<p>und Theater Hamburg, Germany; Information design agency High Performance Vienna, Austria</p>		

	Sweden; Zagreb Academy of Dramatic Art of Zagreb University, Croatia.				
Public administration institutions and local governments	Ministère de la culture et de la Communication, France;		Ministère de la culture et de la Communication, France;		

Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	Centre français du patrimoine culturel immatériel, France; National Board of Antiquities of Finland		Centre français du patrimoine culturel immatériel, France; National Board of Antiquities of Finland		
Enterprises of culture, art and creative industries	The Culture Capital Exchange, Britain; The Estonian Academy of Music and Theatre	The Estonian Academy of Music and Theatre	The Estonian Academy of Music and Theatre	The Culture Capital Exchange, Britain	
NGO, associations	Nordic Club House		Société Internationale d'Ethnologie et de Folklore, SIEF; Société internationale pour la recherche sur le droit du patrimoine culturel et le droit de l'art	Nordic Club House	
Other	Valonia-Brussels delegation in Warsaw; Franche-Comté city municipality (Besançon, France); Le Havre city municipality (Normandy, France)		United Nations Educational, Scientific and Cultural Organisation, UNESCO ; Baltic Assembly		

Groups of cooperation partners	Partnership to provide a quality study process	Partnership for integration of creative work processes in the study process	Partnership for development of research and their integration into the study process	Establishment of a cooperation platform in support of the development of the sector of creative industries	Partnership for attraction of potential applicants and career monitoring of graduates
	DELE Examination Centre of the Cervantes Institute				

Cooperation agreements have been concluded with the majority of the above cooperation partners.

Table No.3: Cooperation agreements of the Latvian Academy of Culture with partners

No.	Cooperation partner	Subject
2014		
1	Ltd. "Avene BFF"	Cooperation between the Riga Film Museum of the LAC and the Ltd. "Avene BFF" in promoting Latvian cinema history in the column "Legends of Latvian Cinema" in the journal "Avene" in 2014, by using photographs from the collection of the Riga Film Museum of the LAC. Cooperation to promote recognisability of the national cinema
2	Foundation "Riga 2014"	Organisation of the practice of a student of the Academy. Monta Tīgere
3	Foreign organisation "The British Council"	Cooperation in organising a contest of video interpretations of quotes from W.Shakespeare for secondary school pupils within the series of events dedicated to 450 th anniversary of William Shakespeare "Shakespeare 450"
4	New Riga Theatre	Organisation of the LAC student practice. Anna Bogustova
5	Ubifrance office in Riga	Organisation of the LAC student practice. Ilze Rušmane
6	Latvian National Archives	Cooperation between the Riga Film Museum of the LAC and the Latvian State Film Archive, photo, audio documents in implementing the film programme of the project "Cinema Trophies" developed by the Museum and in advertising the audio-visual documents of the Archive
7	Latvian National Gallery of Art	Organisation of the LAC student practice
8	Society "Latvian Theatre Labour Association"	Project "Staging of Inguna Bauere's play "Senču zelts, sudrabiņš" ("Ancestors' Gold and Silver") at the Theatre House of the LAC "Zirgu pasts"
9	State Ltd."Latvian National Theatre"	Mutual cooperation in staging and presenting graduation performances of LAC students on theatre stages

No.	Cooperation partner	Subject
10	Foreign organisation "The British Council"	Implementation of the programme dedicated to the 450 th anniversary of the English playwright William Shakespeare "Shakespeare 450"
11	Ltd. "Apgāds Zinātne"	Editing and publication of the cooperation project "Morisa Māterlinka ideju transfērs. Bilingvāls zinātnisku rakstu krājums" ("Maurice Maeterlinck's Idea Transfer. Bilingual volume of research articles")
12	Society "Centre of Art Education. Three Colours"	Organisation of the practice of a student of the Academy. Agija Ivanova
13	National Centre for Culture of Latvia	Cooperation in organising and implementing the activity "Creative camps of ethnic minorities" in the Višķi rural municipality of the Daugavpils municipality
14	Latvian Artists' Union	Organisation of the practice of a student of the Academy. Elīna Gūtmane
15	Latvian National Art Gallery	Organisation of the practice of a student of the Academy. Laura Studente
16	Joint stock company "Riga Film Studio"	Cooperation in demonstration of films and newsreels produced by the Riga Film Studio during the shows of the Latvian film series "Diagnoze – kino" and the festival "Survival Kit 6"
17	Society "Party"	Contemporary dance show "Poētiskās dejas traģēdijas VIENS UN DIVI – Aspazijas un Raiņa mīlestības vēstules – profesors Bībers – laikmetīgās dejas horeogrāfi" at the E.Smiļģis Theatre Museum within the framework of the Theatre Art Festival "Patriarch's Autumn 2014"
18	Ltd. "Muzeju serviss"	Muvisor.com of the LAC Riga Film Museum can be used for disseminating information about Museum exhibitions, collections and services among visitors of the homepage
19	Latvian National Archives	Cooperation in the field of research, in providing a research basis for the practice and study process of students of the Academy, to stimulate interest in preserving and using the intangible cultural heritage, to ensure improvement of competences of students of the Academy and employees of the Archives
20	Secretariat of the Latvian Presidency of the Council of the European Union	Organisation of the LAC student practice. Ieva Indzere, Līga Grīnberga, Irma Marija Tukāne, Laura Kazaine, Evika Muizniece, Edīte Matuseviča
21	Cultural Centre of the Sigulda municipality	Organisation of the LAC student practice. Oskars Briedis
22	Group of folklore friends "Skandinieki"	Cooperation in the field of culture, organisation of activities
23	Embassy of the Republic of Lithuania	Cooperation in the field of culture, organisation of an activity – the concert of the Lithuanian folk ensemble "Visi"
24	Society of the Riga Cathedral Boys' and Girls' Choirs	Organisation of the practice of a student of the Academy. Anete Šķēle
25	Foundation "Jaunrades fonds"	Cooperation in a cultural programme in organising the purchase of the manuscripts of 4 plays by Pēteris Pētersons for the collection of the E.Smiļģis Theatre Museum

No.	Cooperation partner	Subject
26	Cēsis municipality, Capital company – Ltd. “Vidzeme Concert Hall”	Organisation of the LAC student practice. Liene Bergmane
27	State Ltd. “Latvian Television”	Organisation of the LAC student practice. Elīna Helmane
2015		
1	Ltd. “DDB Worldwide Latvia”	Development of the LAC homepage
2	Centre of Contemporary Music	Organisation of the LAC student practice. Sandra Riekstiņa
3	Ikšķile municipality	Performance “ <i>Kauja četrās sienās</i> ” in the Tīnūži Community Club
4	Wise Music Society	Cooperation in the field of cultural management and creative projects, in providing practice for students of the Academy to stimulate the development the sector of music and ensure further improvement of competences of students of the Academy and the WMS
5	Latvian National Archives State Archive of films, photo, audio documents	Provision of audio-visual document copies for the shooting of the documentary short film “ <i>Sudraba piņģerota stāsts</i> ” by LAC students
6	Latvian National Library	Organisation of the LAC student practice. Katrīna Taurēna
7	Valmiera Theatre	Organisation of the LAC student practice. Agnese Sarguna
8	Latvian National Archives Latvian State Archive of film, photo, audio documents	Provision of audio-visual document copies for the shooting of the documentary short film “ <i>Motors caur dzīvi rauj</i> ” by LAC students
9	Central Bureau of Statistics	Transfer of information
10	<i>Latvijas Koncerti</i>	Organisation of the LAC student practice. Santa Soboļeva, Dace Sproste
11	DELE examination centre of the Cervantes Institute	Organisation of the DELE examination in the Spanish language
12	Latvian State Puppet Theatre	Cooperation in enrolling students of the sub-programme, contemporary puppet theatre art
13	Latvian National Commission for UNESCO	Mutual cooperation in highlighting cultural heritage in academic education and in promoting its research through implementing UNESCO cultural heritage programmes in Latvia
14	Latvian National Library	Cooperation in research and education as well as mutual exchange of information to ensure improvement of competences of representatives of the Academy and employees of the Library
15	Society “Ascendum”	Organisation of the practice of a student of the Academy. Luīze Mizga

No.	Cooperation partner	Subject
16	Jāzeps Vītols Latvian Academy of Music	Cooperation in assuming mutual commitments in ensuring the implementation of study programmes. Cooperation in the field of studies and research in the event of termination of the implementation of the academic BA programme “Contemporary Dance” at the LAC
17	JSC “Riga Film Studio”	Cooperation in showing animated cartoons made by the Riga Film Studio at the Riga Film Museum
18	Society “Support Centre of Creative Initiative and Cultural Projects of the Latvian Youth”	Cooperation in the field of contemporary dance, in providing the base for practice and study process of Academy students to stimulate interest in contemporary dance and topicalities in the area of dance and to ensure the improvement of competences of students of the Academy and participants of “Dzirnas”
19	State Ltd. “Latvijas Koncerti”	Organisation of the practice of a student of the Academy. Ieva Dzintare
20	Society AĪDA	Cooperation with the LAC in staging and showing the ESTM performance “Viktorija and Sirēna”
21	Latvian Association of Teachers of the Italian Language	Cooperation in research, in providing the research base for practice and study process of Academy students to stimulate interest in the Italian language and culture to ensure the improvement of competences of students of the Academy and employees of the LIVPA
22	Ministry for Foreign Affairs of Latvia	Provision of individual teaching of the Dutch language to Ilze Rūse
23	Latvian National Archives	Copies of audio-visual documents for the MA paper of the LAC student Katrīna Tomašicka – the documentary short film “ <i>Puika no Maskačkas</i> ”
24	Ltd. “ <i>Karšu izdevniecība Jāņa sēta</i> ”	Cooperation of the LAC Riga Film Museum in implementing the project “ <i>Rīgas Kino karte</i> ”
25	National Film Centre	Transfer of the catalogue of the selection of Latvian films
26	Cēsis Culture and Tourism Centre	Organisation of the LAC student practice. Paula Podniece
27	Ltd. “ISIC.LV”	Cooperation in distributing international student cards (ISIC) and international teachers’ cards (ITIC) among students, teachers and the administrative personnel
28	Ltd. “ <i>Animācijas filmu studija DAUKA</i> ”	Demonstration of animated cartoons
29	Ltd. full service event agency “ <i>Pareizā Ķīmija</i> ”	Organisation of the music festival “ <i>LABA DABA</i> ” in the recreation centre of the UL “ <i>Ratnieki</i> ”
30	Latvian National Archives	Copies of audio-visual documents for demonstration in the educational programme for pupils “ <i>Rainis un Aspazija kino</i> ” at the Riga Film Museum of the Latvian Academy of Culture and for the improvement of the Museum collection
31	Ltd. “ <i>Dienas Žurnāli</i> ”	Cooperation in implementing the project – Friend’s card of “ <i>Ilustrētā junioriem</i> ”
32	Ltd. “ <i>Rīgas Nami</i> ”	Cooperation in implementing the project “ <i>Kino uz sienas</i> ” within the framework of the Contemporary Culture Forum “ <i>Baltā Nakts</i> ”
33	Joint stock company of the Rīga local government “ <i>Rīgas</i> ”	Cooperation in implementing the project “ <i>Kino uz sienas</i> ” within the framework of the Contemporary Culture Forum “ <i>Baltā Nakts</i> ”

	<i>Centrāltirgus”</i>	
34	Art Academy of Latvia	Cooperation in educating foreign exchange students

No.	Cooperation partner	Subject
35	Valka Municipality Council	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of the local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
36	Jūrmala City Council	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of the local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
37	Sigulda Municipality Council	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of the local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
38	Salaspils Municipality Council	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of the local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
39	Jēkabpils City Local Government	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of the local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
40	Baltic-American Freedom Foundation	Cooperation in promoting exchange of ideas between the Baltic States and the USA and stimulate international cooperation in matters of mutual interest
41	Latvian National Library Latvian National Commission for UNESCO	Development and implementation of the course programme “Digitalisation of the Documentary Heritage” by using the digitalisation resources and technologies of the LNB
2016		
1	Ltd. “BIG MEDIA”	Cooperation in the field of cultural management and creative projects, in providing practice for Academy students to stimulate the development of the sector of formal and lifelong learning as well as to ensure improvement of competences of Academy students and employees of the BIG EVENT
2	Latvian National Commission for UNESCO	Mutual cooperation in actualising the cultural heritage in academic education and in promoting research on the cultural heritage by implementing UNESCO cultural heritage programmes in Latvia
3	Foundation <i>Kultūra.lv</i>	Provision of the artistic programme for the event to commemorate the barricades of 1991 “ <i>Bulvārī brīvība</i> ”

No.	Cooperation partner	Subject
4	Society "Latvian Association of Castles, Palaces and Manors"	Cooperation in the field of cultural management and projects as well as research, in providing practice for Academy students to stimulate the development of the sector of the cultural heritage as well as to ensure improvement of competences of Academy students and employees of the Association
5	Ltd. "Riga International School of Economics and Business Administration"	Cooperation in the field of studies and research; in the event of the termination of the academic BA study programme "Audio-visual art" at the LAC, the Riga International School of Economics and Business Administration undertakes to provide opportunities of continuing studies in the professional BA study programme "Art of audio-visual media"
6	Society "Kultūras logs"	Cooperation in the field of culture and education, organisation of the event – the show of the Spanish pantomime actor Carlos Martinez in Riga, in the "Zirgu pasts"
7	National Centre for Culture of Latvia	Organisation of the seminar of the Creative Partnership Programme (RaPaPro)
8	Ltd. L'ITALII	Cooperation in the field of research, in providing the research base for practice and the study process for Academy students to stimulate interest in the Italian language and culture as well as to ensure improvement of competences of Academy students and employees of the Ltd. L'ITALII
9	Local government agency "Cēsis Culture and Tourism Centre"	Cooperation in organising the study process, implementing research and creative projects to promote a better understanding of students, the academic personnel and the general public about activities of local government in the field of culture, cultural heritage, creative industries and cultural education and to ensure a link between academic education and labour market needs
10	Representation of the organisation "The British Council"	Cooperation in implementing activities of the programme dedicated to the life and creative work of the English playwright William Shakespeare "Shakespeare Lives in 2016"
11	Nordic Summer University	Cooperation in the field of culture and education, organisation of the activity "Circle 7 Winter Symposium Riga 2016" in the "Zirgu pasts" and ESTM
12	Cervantes Institute	Organisation of the DELE examination
13	Film Producers Association of Latvia	Cooperation in the field of audio-visual art, in providing the research base for practice and the study process for Academy students to stimulate interest in audio-visual art and its topicalities as well as to ensure improvement of competences of Academy students and employees of the Association
14	Studio F.O.R.M.A.	Cooperation in the field of audio-visual art, in providing the research base for practice and the study process for Academy students to stimulate interest in audio-visual art and its topicalities as well as to ensure improvement of competences of Academy students and employees of the F.O.R.M.A.
15	Society "Society of Attractive Urban Environment"	Cooperation in the field of culture and education, organisation of the activity "Laikmetīgā cirkus festivāls Non Nova" in the "Zirgu pasts" and participation of LAC students

No.	Cooperation partner	Subject
16	Latvian Investment and Development Agency	Cooperation of the higher educational institution and the Agency in respect of the Operation Programme “Growth and Employment” Specific support aim 3.3.3 “To promote the establishment and development of SME, in particular in processing industry and RIS3 priority sectors” Activity 3.1.1.6 “Regional business incubators and an incubator of creative industries”
17	Latvian National Archives	Cooperation in using archive documents for the book “ <i>Jāņa Streiča maģiskais reālisms</i> ” by Daira Āboliņa planned in 2016 within the framework of the Film Year of Jānis Streičs and in preparing a travelling exhibition dedicated to the film director

2.3. Forms of cooperation and development options

Currently the Academy develops and implements diverse forms of cooperation in line with the direction for implementing cooperation and the type of partners.

1. Cooperation and partnership with Latvian and foreign educational institutions that has been established for ensuring a **quality study process** provides mobility of students and faculty members; in the study years 2014/2015 and 2015/2016 the Academy was visited by 15 faculty members from different foreign higher educational institutions and organisations to deliver courses of lectures or to conduct master workshops in fields related to creative industries (cultural management, creative industries, cultural heritage, choreography, acting, audio-visual art etc.). 11 lecturers read lectures directly related to other fields of the humanities (literature, languages, semiotics, art etc.).

Description of incoming mobility

2014/2015

- Dr. Augustin Garcia and Dr. Antonio Jurado Malaga from Extremadura University read lectures on economics (for the sub-programme “Cross-cultural contacts Latvia – Spain” of the academic BA study programme “Arts” (43212)). SPAIN
- Prof. Traian-Dinorel Stanciulescu from Alexandru Ioan Cuza University read lectures on language semiotics and culture. ROMANIA
- Prof. Massimo Leone from Turin University read lectures on semiotics of culture and Italian contemporary art (for the sub-programme “Cross-cultural contacts Latvia – Spain” of the academic BA study programme “Arts” (43212)). ITALY ¹⁶⁸
- Anna Goral from the Krakow Jagiellonian University read lectures on management and the cultural heritage. POLAND
- Prof. Marek Waszkiel from the Alexander Zelverovich National Drama Academy in Warsaw read lectures on the contemporary puppet theatre (for the sub-programme “Dramatic theatre acting” of the academic BA study programme “Arts” (43212)). POLAND
- Omer Sahin Ozdemir no the Erzincan University read lectures on the art of Turkey (for the sub-programme “Intercultural contacts Latvia – Turkey” of the academic BA study programme “Arts” (43212)). TURKEY
- Prof. Barbara Dvilevič from the Lithuanian University of Educational Sciences read lectures on the Polish language and culture (for the sub-programme “Cross-cultural contacts Latvia – Poland” of the academic BA study programme “Arts” (43212)). POLAND
- Raimondas Paškevičius from the Lithuanian Academy of Music and Theatre conducted master

workshops on creative writing. LITHUANIA

- Katarina Unt and Peeter Raudsepp from the Estonian Academy of Music and Theatre conducted master classes on acting. ESTONIA
- Frans Brouwer delivered lectures on cultural management and entrepreneurship (for the sub-programme “Cultural sociology and management” of the academic BA study programme “Arts” (43212), the academic MA study programme “Arts” (45212)). The NETHERLAND
- Martin Foesselitner organised master classes in design management (for the sub-programme “Cultural management and creative industries” of the academic MA study programme “Arts” (45212)). AUSTRIA
- Marcus Solomon read lectures on semiotics. ROMANIA
- Katerina Tavantzi read lectures on preservation of the cultural heritage (for the sub-programme “Museum and cultural heritage” of the academic MA study programme “Arts” (45212)). GREECE
- Grzegorz Zarzeczny delivered lectures on the Polish language and literature (for the sub-programme “Intercultural contacts Latvia – Poland” of the academic BA study programme “Arts” (43212)). POLAND

2015/2016

- Yusuf Sinan Zavalız and Ersin Muezzinoglu from the Karabük University read lectures on sociology (for the sub-programme “Cross-cultural contacts Latvia – Turkey” of the academic BA study programme “Arts” (43212)). TURKEY
- Maciej Krzeminski from the Higher Vocational State School in Wloclawek read lectures on Polish literature (for the sub-programme “Cross-cultural contacts Latvia – Poland” of the academic BA study programme “Arts” (43212)). POLAND
- Alicja Kedziora from the Krakow Jagiellonian University read lectures on the Polish theatre (for the sub-programme “Intercultural contacts Latvia – Poland” of the academic BA study programme “Arts” (43212)). POLAND
- Lukasz Gawel from the Krakow Jagiellonian University read lectures on the cultural heritage and management (for the sub-programme “Cross-cultural contacts Latvia – Poland” of the academic BA study programme “Arts” (43212)). POLAND
- Frans Brouwer delivered lectures on cultural management and entrepreneurship (for the sub-programme “Cultural management and creative industries” of the academic BA study programme “Arts” (43212), the academic MA study programme “Arts” (45212)). The NETHERLANDS
- Jorge Crecis delivered master classes for students of the academic BA study programme “Contemporary dance” (43212). BRITAIN
- Arnout Deurinck read lectures on digital production for students of the sub-programme “Audio-

visual art” of the academic BA study programme “Arts” (43212). BELGIUM Marjana Krajac delivered master classes for students of the academic BA study programme “Contemporary dance” (43212). CROATIA

- Ieva Rozentāle delivered lectures on cultural management and creative industries (for the sub-programme “Cultural management and creative industries” of the academic MA study programme “Arts” (45212)). The NETHERLANDS
- Ebbe Westergren read lectures on organization of museum work (for the sub-programme “Museum and cultural heritage” of the academic MA study programme “Arts” (45212)). SWEDEN
- Prof. Marek Waszkiel read lectures on the contemporary puppet theatre (for the sub-programme “Dramatic theatre acting” of the academic BA programme “Arts” (43212)). POLAND

Cooperation is developed to improve the content of studies by involving partners – employers, professionals of the sector, embassies, and policy developers – in implementing the study programmes: guest lectures, involvement in the creative process, surveys, consultations, recommendations, reviews, creative workshops, master classes and other forms of cooperation. A good example illustrating the above is provision of practice for students of the sub-programme “Audio-visual art and theatre and production” of the academic BA study programme “Arts” (43212) in July-August of 2016 – the preparation of the performance "NeoArctic" by the Latvian Radio Choir and the *Hotel Pro Forma* (Denmark) in Riga. 2016 students from the sub-programmes “Audio-visual art and theatre theory” and “Audio-visual art and theatre and production” of the academic BA study programme “Arts” (43212) in cooperation with the New Theatre Institute of Latvia participated in the Latvia – Estonia joint project "Theatre Expanded", which organised several master workshops led by leading European theatre producers as well as provided an opportunity of internship at the Tallinn Open Stage “Vaba Lava”. The project was supported by the Central Baltic Programme of the European Regional Development Fund (ERDF).

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Cooperation with partners enables to develop various forms of practice (project practice, specialisation practice, creative practice, research practice, practice in organisation) to provide the study process.

Likewise cooperation partners provide financial support in providing the study process. The most frequently used source of attracted funding is the State Culture Capital Foundation that is used for staging performances and producing films – course work and graduation work in sub-programmes of creative industries (theatre, dance, audio-visual art).

Currently all cooperation options have been put to use; however, cooperation potential is far from being exhausted; the interdisciplinary character of studies at the Academy allows involving an even more diverse range of employers in monitoring the content of study programmes and in identifying places of practice at enterprises of creative industries.

2. The following **cooperation forms** are used **to integrate creative work in the study process**: master workshops organised by stage directors, choreographers, practitioners of audio-visual art, entrepreneurs of creative industries, **cooperation** and partnership with public, local government bodies as well as cultural and art organisations, (in particular in the field of performing arts (theatre and dance) and audio-visual art and enterprises of culture and creative industries; partnership of a financial character is developed with organisations – sponsors and patrons of arts and other funders of creative work (sources of public funding).
3. The following cooperation forms have been developed for the development of research, ensuring indivisibility of studies and research: commission of research studies, communication and approbation of research findings, knowledge transfer; international cooperation is devolved with higher educational institutions, research institutions and foreign cultural and art organisations (museums, theatres, cultural and art organisations), including NGOs, for implementing joint research projects, communicating research results and developing experience of international conferences.
4. **Establishment of a cooperation platform for the support of the development of the sector of creative industries** that envisages partnership in implementing joint projects with higher educational institutions in Latvia (LAM, JVLAM, RTU etc.) and abroad, enterprises of culture and creative industries and policy developers (MC, ME, MRDEP, SRE etc.).
5. Cooperation is developed with secondary education institutions in respect of attracting potential applicants; with graduates by monitoring their career development, representatives of the Convention of Councillors of the Academy in identifying the strategic priorities of the Academy, the media in communicating performance results of the Academy and developing the publicity of the Academy.

All options for attracting funding and joint use of resources are used for cooperation with sectors of culture, art, culture and creative industries – international and national financial instruments are used in the study process: EU funding Erasmus+, HORIZON 2020, Creative Europe; funding of the SCCF, funding of the Riga City Council and other local governments, funding of the MC and the MES, co-funding from the NNCL. Likewise gifts and contributions of embassies and international organisations of culture and art are used, premises of cultural and art organisations are used for organisation of various events, funding is attracting for implementation of research and creative projects.

Professional upgrading programmes are also used for financial diversification. In 2015 a professional upgrading programme was developed and licenced: “Stage direction and acting for leaders of theatre companies”, in January 2017 the professional upgrading programme “Basis of museum operation” was

licenced and currently the following professional upgrading programmes are in the process of development: "Museum pedagogy", "Management of cultural organisations", "Cultural marketing and research of the audience", "Cultural policy", "Creative industries and cultural entrepreneurship", "Management of cultural and art projects and entrepreneurship", "Intercultural communication skills for cultural employees", "Image assembly: software, methods, technologies", "Organisation of work during the filming process". Professional upgrading programmes are developed in cooperation with the Ministry for Culture, the National Centre for Culture of Latvia, the Council of Museums, the Museum Society and other cooperation partners.

Cooperation with graduates (including the offer of programmes for further education, professional upgrading) is implemented in a diversity of forms – regular surveys among graduates to effect monitoring of careers of graduates, graduates are invited as guest lecturers during the Career Week and conferences organised by the Academy. Frequently graduates also become employers of future graduates.

3. Description of the current cooperation and partnership situation of the Latvian Culture College

3.1. Cooperation partners in Latvia and abroad

The LCC has developed sustainable cooperation with various Latvian and international professional institutions of the sector, sectoral experts, public agencies, local governments, non-government and professional institutions. This cooperation has allowed implementing quality creative and art projects, ensuring a diverse study process, developing possibilities of using culture as a resource in work with special target groups and developing various manuals that could be used on daily basis, offering appropriate practice opportunities to students, finding professional lecturers and attracting future students. In cooperation with public agencies and institutions of local governments the LCC offers possibilities of professional upgrading and professional further education as well as provides assessment of professional experience and recognition for professionals of the sector that enables them to acquire the first-level professional higher education. Moreover, the LCC plans to effect closer cooperation with general secondary educational institutions in implementing common study programmes in the field of culture and with private institutions in developing public/private partnership for focused development of the College human resources as well as the renovation and upgrading of the physical environment.

The LCC works a consolidated team in a free and creative environment that is provided by the on-going dialogue and cooperation between the administration, LCC faculty members, employees and students.

In order to ensure correspondence of the content of study programmes to be implemented and in the process of development and the study process to trends in the industries, the LCC actively cooperates with institutions and enterprises, developing themes that interest entrepreneurs and that pertain to the development of new products of creative industries; it also implements joint projects, involving students from the programme of management of art institutions and other programmes. Cooperation is planned to be continued by involving students in various projects to acquire practical skills as well as by implementing volunteer work activities of students, thus increasing competitiveness of students in the labour market.

In the study year of 2015/2016 the LCC concluded 33 agreements with cooperation partners envisaging cooperation in practical research, in providing guest lectures and implementing creative projects.

Cooperation partners of the specialisation “*Music management*” of the study programme “Management of art institutions” (41345) include concert organisations (Ltd. LTips Agency, SLtd. ‘Latvijas Koncerti’, Ltd. ‘Bilžu birojs’) as well as agencies organising various events that may share their experience in using music management services.

Cooperation partners of the specialisation “*Creative photography*” of the study programme “Management of art institutions” (41345) include photo studios and exhibition halls (society NOASS, Ltd. f64).

Agreements have been concluded with the National Information Agency LETA, the society KIM for acquisition of general cultural management knowledge and exchange of practical experience.

Agreements have been concluded with the Latvian Association of the Professional Contemporary Dance Choreographers for acquisition of knowledge in the contemporary dance programme.

3.2. Forms of cooperation and their development options

Acquisition of knowledge of STEM, including creative industries, are to be intensified by using an extensive range of cooperation partners for the needs of the study programme “Contemporary dance”. Cooperation partners in the sector of technologies include Latvian companies (Ltd. SGS sistēmas, Ltd. Lumen Art Division) as well as foreign companies (LightConverse Ltd, SGM) that envisage improvement of the practical base for studies by using products manufactured or distributed by the companies (light management equipment). Acquisition of practical skills in the specialisations *Contemporary dance* and *Hip-hop dance* in practical projects is provided by cooperation agreements with Edmunds Veizāns’ dance studio, the society “Latvian Association of Dance Teachers” that also envisages further education of employees of the dance sector that will be implemented during the

subsequent strategic period. Partners of practical projects in these specialisations are TVRīga 24 and Ltd. "Brīvdienas" where cooperation plans for subsequent periods envisage involvement of students in implementing projects of media products as well as cooperation with the film town *Cinevilla* in implementing projects in producing dance performances.

Cooperation partners in the field of education include Sunndal Kulturskole, Burgas Free University (Bulgaria), Universidad del Caribe (Mexico), KVK – Klaipėdos Valstybinė kolegija (Lithuania), Tbilisi State Academy of Arts (Georgia), LEPL – Batumi Arts State University (Georgia) etc. and an agreement has been reached with the LCC concerning the exchange of lecturers and students in the coming years, joint development and implementation of creative projects, the establishment of creative incubators.

3.3. Cooperation with the sector

During the Strategic Plan period, involvement of students in local and international projects is to be continued by using the existing funding of cooperation partners (the Riga local government, AS Swedbank), in particular promoting development and implementation of projects that correspond to the profile of creative industries and STEM ("Staro Rīga", "Baltās naktis", development of multimedia projects together with the Ethnographic Open Air Museum, implementation of dance projects in cooperation with the film town *Cinevilla*, music management projects and production projects in cooperation with LTips Agency). Heads of departments and lecturers stimulate the interest of students in professional activities in the speciality that result in a set of practical research studies on communication with the society through movement, the latest technologies in the process of creating movement and sound as well as projects in the field of performance industry.

During the planning period cooperation is continued with companies LightConverse EU, Ltd. SGS sistēmas and Ltd. Pro1 about the use of the laboratory of light management technologies and equipment that have been made available to the LCC. Equipment of professional recording studios has been made available for needs of the specialisation of providing sound for performances in cooperation with the JUMP studio to continue the development of programmes of creative industries.

4. Strategic part of the Cooperation Development Plan 2016–2020

4.1. Aim of the Cooperation Development Plan

Latvian Culture College: to ensure the development of diverse and intensive cooperation forms to provide a quality study process, research activities and the process of creative work as well as to intensify identification of cooperation partners among representatives of culture and creative industries.

Latvian Culture College: to develop open, direct and operative internal and external communication and a positive image of the LCC locally and internationally.

4.2. Main results of the Cooperation Development Plan

The Latvian Academy of Culture

1. Cooperation and partnership with higher educational institutions in Latvia and abroad have been effected within the framework of the quality management of studies to ensure the mobility of students and lecturers; for improvement of the content of studies and strengthening the link with the labour market and sectors of national economy that correspond to the study programmes, attraction of external funding for provision of a quality study process. Cooperation is maintained with the current partners and new partners have been involved in line with the upgrading demands of the content of studies.
2. New cooperation forms and partnership with cultural and art institutions are maintained and developed, in particular in the fields of performing arts (theatre and dance) and audio-visual art, as well as with enterprises of culture and creative industries; partnership has been developed with organisations of sponsors, patrons of art and other financiers of creative work (public sources of funding).
3. In order to ensure research activity cooperation and partnership have been developed with organisations and enterprises of culture, art and creative industries as well as policy developers at the local and national level in the sector of culture, art and creative industries (commissioned research studies, communication and approbation of results, knowledge transfer); likewise partnership has been developed with higher educational institutions, research institutions and foreign organisations of culture and art (museums, galleries, theatres, culture and arts), including NGOs, for implementation of joint research projects, communication of research findings and development of experience of international conferences.
4. Partnership has been developed with higher educational institutions in Latvia (LAM, JVLAM, RTU etc.) and abroad as well as enterprises of culture and creative industries, policy developers (MC, ME, MRDEP, SRE etc.) that serves as the establishment of the cooperation platform to support the development of the sector of creative industries.
5. Cooperation has been developed with institutions of secondary education in view of the attraction of potential applicants; with graduates thus monitoring their career development, representatives of the Convent of Councillors in work on identifying strategic priorities of the Academy, with media in communicating performance results of the Academy and developing the publicity of the higher educational institution.

The Latvian Culture College

1. The LCC has developed sustainable cooperation with professional institutions of the sector in

Latvia and abroad, experts of the sector, public agencies, local governments, non-governmental and professional institutions. This cooperation allows providing an opportunity to implement quality creative and artistic projects, to provide a diverse study process, to formulate possibilities of using culture as a resource in work with special target groups and to develop various manuals for daily use, to offer students appropriate practice options, to find professional lecturers and to attract future students.

2. Cooperation is developed with public institutions and institutions of local governments where the LCC offers opportunities of professional upgrading and further education as well as provides assessment and recognition of professional experience for professionals of the sector of culture that enables them to acquire the first-level professional higher education.
3. Cooperation is developed with general secondary educational institutions in implementing joint study programmes in the field of culture and with private institutions in developing public/private partnership for the focused development of College human resources and the renovation and upgrading of the physical environment.
4. Cooperation with enterprises is intensified, establishing partnership projects for implementation of various creative and practical research.
5. Cooperation agreements with higher educational institutions in Latvia and abroad are updated to ensure continuity of the educational process as well as development and implementation of projects of educational services.

4.3. Cooperation Development Plan 2016–2020

Tasks	Activities	Period	Responsible party	Performance indicators
(U1) To maintain cooperation with current partners in providing the study process and quality assessment	(P1.1) To maintain cooperation with higher educational institutions of Latvia, in particular LAM, JVLAM, RTU and RPIVA within the frame of formulating joint study programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.1.1) 4 jointly developed and licenced programmes
	(P1.2) To maintain cooperation with higher educational institutions of Latvia, in particular LAM, JVLAM, RTU and RPIVA within the framework of implementing joint study modules	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.2.1) 4 jointly implemented study modules
	(P1.3) To maintain cooperation with higher educational institutions of Latvia, in particular LAM, JVLAM, RTU and RPIVA within the frame of implementing joint study courses	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.3.1) 8 jointly implemented study courses, including courses for foreign students
	(P1.4) To develop cooperation with higher educational institutions of Latvia within the framework of the single plagiarism control system	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.4.1) Integration in the single computerised plagiarism control system of the Latvian higher educational institutions
	(P1.5) To develop cooperation with other higher educational institutions and IT enterprises within the framework of improving and upgrading the information accrual and storage system required for ensuring the study process of the LAC	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.5.1) The information accrual and storage system has been implemented
	(P1.6) To continue cooperation with secondary educational institutions of Latvia in organizing the contest of the Cultural Canon and in assessing research papers developed by pupils	2016.–2020.	Vice-Rectors of the LAC, departments, the Study Department	(R1.6.1) Cooperation with 80 secondary educational institutions

(P1.7) To maintain cooperation with foreign higher educational institutions in implementing educational programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.7.1) Cooperation with 120 secondary educational institutions
(P1.8) To increase the number of partners in maintaining the mobility of students and the academic personnel	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.8.1) Cooperation with 100 higher educational institutions

Tasks	Activities	Period	Responsible party	Performance indicators
	(P1.9) To maintain cooperation with public administration bodies (MC, NCCL etc.) and local governments in implementing educational programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.9.1) 15 guest lectures per term
	(P1.10) To maintain cooperation with enterprises of culture, art and creative industries in formulating new programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.10.1) Cooperation in formulating new programmes
	(P1.11) To maintain cooperation with enterprises of culture, art and creative industries involving them in the assessment of existing educational programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.11.1) Cooperation in the programme assessment process
	(P1.12) To maintain cooperation with enterprises of culture, art and creative industries in providing places of practice for students	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.12.1) Cooperation in providing places of practice and activities, conclusion of agreements
	(P1.13) To maintain cooperation with enterprises of culture, art and creative industries involving their representatives in the study process (guest lectures, seminars, discussions, presentations etc.)	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.13.1) 12 guest lectures per term
	(P1.14) To maintain cooperation with enterprises of culture, art and creative industries in promoting attracting of funding for provision of the material-technical basis for studies	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.14.1) Funding attracted according to the Resource Management Plan
	(P1.15) To maintain cooperation with NGOs from the sector of culture, art and creative industries within the framework of developing new programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.15.1) Cooperation maintained with 6 enterprises and NGOs of the sector

(P1.16) To maintain cooperation with NGOs from the sector of culture, art and creative industries within the framework of organising students' practice	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.16.1) Cooperation maintained with 6 enterprises and NGOs of the sector
(P1.17) To maintain cooperation with embassies and international organisations in implementing the current study programmes and in developing new study programmes/sub-programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R1.17.1) Cooperation maintained with embassies and diplomatic bodies of countries with whom intercultural study sub-programmes have been developed

Tasks	Activities	Period	Responsible party	Performance indicators
(U2) To identify new partners for provision of a quality study process	(P2.1) to enter international cooperation networks of higher educational institutions to identify new cooperation partners for expanding mobility options for faculty members and students	2016–2020	Vice-Rectors of the LAC, departments, the Study department	(R2.1.1) Involvement in three international cooperation networks of higher educational institutions
	(P2.2) to enter international cooperation networks of higher educational institutions to identify new cooperation partners for formulation of new international programmes	2016–2020	Vice-Rectors of the LAC, departments, the Study department	(R2.2.1) Involvement in international cooperation networks of higher educational institutions
	(P2.3) To identify international educational portals/organisations/platforms that summarise information about higher educational institutions and programmes in foreign languages and to assess possible participation in them	2016–2020	Vice-Rectors of the LAC, departments, the Study Department	(R2.3.1) Cooperation and placement of information in two educational portals
(U3) To maintain cooperation with current partners in the field of research	(P3.1) To develop cooperation with higher educational and research institutions in organising local and international conferences	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.1.1) Cooperation with LAM, JVLAM, LNB, RTU, UL, CoHERE project partners, scientists of the Latvian diaspora
	(P3.2) To develop cooperation with other research institutions (JVLAM, LAM and LNB) subordinated to the Ministry for Cultures in the field of research	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.2.1) Increase in the cases of the involvement of researchers from LAM, JVLAM and LNB in research activities of the LAC
	(P3.3) To maintain and intensify cooperation with current partners (CoHere partners, Osmosis, VPP Habitus partners, researchers of the Latvian diaspora etc.) in implementing international research projects	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.3.1) Cooperation with project partners of the project CoHere financed by the Horizon 2020, partners of the cooperation project Osmosis, partners of the VPP Habitus, researchers of the Latvian diaspora

<p>(P3.4) To maintain and intensify cooperation with current partners in preparing the international volume of research articles <i>Culture Crossroads</i> and the volume of research articles <i>Krustpunkti. Kultūras un mākslas pētījumi</i> published by the RC of the LAC</p>	<p>2016–2020</p>	<p>Vice-Rector for Research of the LAC, RC</p>	<p>(R3.4.1) Cooperation with project partners of the project CoHere financed by the Horizon 2020, partners of the cooperation project Osmosis, partners of the VPP Habitus, researchers of the Latvian diaspora etc.</p>
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Tasks	Activities	Period	Responsible party	Performance indicators
	(P3.5) To develop cooperation with potential customers commissioning of research studies, stimulating the expansion of the range of research directions and customers of research studies	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.5.1) Cooperation with the MC, the MES, the NCCL, the NCE, local governments, the SCCF, CULTURELAB, cultural and art organisations, enterprises of culture and creative industries
	(P3.6) To strengthen cooperation in research with organisations and enterprises of the sector of culture, art and creative industries increasing the number of commissioned research studies	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.6.1) An increase in the number of commissioned research studies on an annual basis
	(P3.7) To attract funding within the framework of cooperation for implementation of research and development projects commissioned by the sector	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.7.1) Annual increase of the attracted amount of funding
	(P3.8) To develop new forms of cooperation in the field of research with other research institutions (LAM, JVLAM and LNB) subordinated by the Ministry for Cultures, including development of joint publication practice	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.8.1) 6 joint publications in international peer-reviewed publications
	(P3.9) To develop cooperation in research with international organisations (UNESCO, ISA, IVSA, ESA, ENCAT, ENO, SIEF, AIMAC etc.)	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.9.1) Participation at conferences and in work groups organised by these entities
	(P3.10) To promote development of research activity of structural entities of the LAC - the Eduards Smiļģis Theatre Museum and the Riga Cinema Museum: to ensure cooperation of students and faculty members with museums in the research process	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.10.1) Research papers of students on museum collections, attraction of the audience and other themes
	(P3.11) To develop new forms of cooperation with foreign educational institutions and research institutions in increasing the effectiveness of research activities	2016–2020	Vice-Rector for Research of the LAC, RC	(R3.11.1) Activities for exchange of experience (at least one per term)
(U4) To identify new partners in the field of research	(P4.1) To identify new partners for implementation of joint local and international research projects and activities	2016–2020	Vice-Rector for Research of the LAC, RC	(R4.1.1) New partners have been identified and joint research activities have been begun

Tasks	Activities	Period	Responsible party	Performance indicators
(U5) To maintain cooperation with existing partners to ensure integration of process of creative work in the study process	(P5.1) To implement cultural, art/creative projects in cooperation with institutions and organisations of the sector of culture, to promote involvement of students in creative work on joint performances and joint productions	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.1.1) 2 joint performances and 2 joint productions of audio-visual art per year
	(P5.2) To develop partnership in organising summer schools of creative work, master classes of creative work and creative workshops	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.2.1) 4 summer schools of creative work/master classes/ creative workshops organised in partnership
	(P5.3) To develop cooperation with Latvian higher educational institutions (LAM, JVLAM, RISEBA etc.) in implementing art and creative projects	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.3.1) 3 art and/or creative projects per year implemented in cooperation with Latvian higher educational institutions (LAM, JVLAM, RISEBA etc.)
	(P5.4) To develop cooperation with cultural and art institutions to involve students in the work and creative projects of these institutions	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.4.1) Participation of students in creative activities (performances, exhibitions, creative works) of art institutions
	(P5.5) To develop cooperation with cultural and art institutions/organisations to organise public thematic discussions and seminars	2016–2020	Vice-Rector for Creative Work of the LAC, Creative	(R5.5.1) 6 public thematic discussions and workshops involving representatives of cultural and art institutions/organisations per year

		Activity Centre, Department of TAA	
(P5.6) To promote international cooperation between future specialists of performing arts and audio-visual art of the LAC and future specialists of performing arts in European countries	2016.–2020.	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.6.1) 3 Cooperation activities between the LAC and future specialists of performing arts and audio-visual art of European countries
(P5.7) To develop cooperation with foreign partners in the sector of creative industries to organise open lectures of representatives from creative sectors	2016.–2020.	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.7.1) Open lectures of representatives of creative sectors from foreign countries
(P5.8) To involve partners in implementing creative /art projects with international funding (Baltic–American Freedom Foundation, Creative Europe etc.), national	2016.–2020.	Vice-Rector for Creative Work of the LAC,	(R5.8.1) Annual growth of the attracted funding

Tasks	Activities	Period	Responsible party	Performance indicators
	(SCCF) and local (local governments, NGO) project contests		Creative Activity Centre, Department of TAA	
	(P5.9) To continue cooperation with partners of the "Platform of European Theatre Academies "	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.9.1) Cooperation maintained with partners of the "Platform of European Theatre Academies "
	(P5.10) To develop new forms of cooperation with partners to ensure integration of creative work in the study process	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R5.10.1) Involvement of Latvian theatres, the audio-visual sector, playwrights, dance companies, translators in assessing study works
(U6) To identify new partners to ensure integration of processes of creative work in the study process	(P6.1) To identify new partners to implement cultural, art/creative projects in cooperation with institutions and organisations of the sector of culture	2016–2020	Vice-Rector for Creative Work of the LAC, Creative Activity Centre, Department of TAA	(R6.1.1) New partners identified every year for implementation of cultural, art/creative projects in cooperation with institutions and organisations of the sector of culture
(U7) To maintain cooperation with existing partners for establishment of a development platform of creative industries	(P7.1) To develop cooperation with enterprises of culture and creative industries at all stages of the study process	2016–2020	Department of CSM	(R7.1.1) An annual increase in the number of enterprises of the sector of culture and creative industries involved in implementing some stage of the study process
	(P7.2) To initiate and participate in establishing partnerships and clusters for the development of the centre of creative industries	2016–2020	Department of CSM	(R7.2.1) Participation in establishment of partnerships and clusters for the development of the centre of creative

			industries
(P7.3) To actively participate in cooperation activities of the sector of culture and creative industries (<i>Radi!</i> and other activities)	2016–2020	Department of CSM	(R7.3.1) An annual increase in the number of cases of participation of the sector of culture and creative industries in cooperation activities
(P7.4) To formulate and ensure the development of a common course of lectures on entrepreneurship in culture and creative industries for higher educational institutions of arts	2016–2020	Department of CSM	(R7.4.1) Implementation of one joint course of lectures on entrepreneurship in culture and creative industries per year

Tasks	Activities	Period	Responsible party	Performance indicators
	(P7.5) To increase the number of cases of student practice in enterprises of creative industries	2016–2020	Department of CSM	(R7.5.1) 20 cases of practice per year
	(P7.6) To ensure on-going participation in the development of the Tobacco Factory quarter in cooperation with involved public agencies, NGO and enterprises	2016–2020	Department of CSM	(R7.6.1) Participation is ensured
	(P7.7) To continue cooperation with the SRAA in the development process of the Tobacco Factory quarter	2016–2020	Department of CSM	(R7.7.1) Cooperation is continued till the LAC starts to work in the premises of the Tobacco Factory
	(P7.8) To initiate and participate in international projects of culture and creative industries	2016–2020	Department of CSM	(R7.8.1) Participation in two international projects of culture and creative industries
(U8) To identify new partners for establishing the development platform for creative industries	(P8.1) To develop innovative partnership forms for establishing the development platform for creative industries together with national and international partners	2016–2020	Department of CSM	(R8.1.1) Innovative partnership forms have been implemented for establishing the development platform for creative industries together with national and international partners
(U9) To maintain cooperation with existing partners for implementation of activities aimed at attracting applicants	(P9.1) To continue cooperation with the NCE, the CM and teachers of secondary educational institutions of Latvia in organising the contest of the Cultural Canon	2016–2020	Study Department, communication specialists	(R9.1.1) The contest of the Cultural Canon for pupils of secondary educational institutions is organised annually.
	(P9.2) To develop cooperation with teachers of secondary educational institutions in ensuring the movement of LAC messengers	2016–2020	Study Department, communication specialists	(R9.2.1) The number of students involved in the movement of LAC messengers has an annual increase
	(P9.3) To develop new cooperation forms with the administration and teachers of secondary educational institutions for implementation of activities aimed at attracting applicants	2016–2020	Study Department, communication specialists	(R9.3.1) Two new cooperation forms with the administration and teachers of secondary educational institutions for implementation of activities aimed at attracting applicants

Tasks	Activities	Period	Responsible party	Performance indicators
(U10) To maintain current cooperation forms and to generate new forms for cooperation with LAC graduates	(P10.1) To maintain partnership with LAC graduates by undertaking regular graduate surveys for career monitoring needs	2016–2020	Study Department, communication specialists	(R10.1.1) Analysis of data of the annual LAC graduate survey and their integration in quality management activities of the higher educational institution
	(P10.2) To develop cooperation with LAC graduates, to found the Association of the LAC Alumni	2016–2020	Study Department, communication specialists	(R10.2.1) The Association of the LAC Alumni has been founded with 500 members
	(P10.3) To maintain partnership with graduates, involving graduates in the study process, research and creative work activities	2016–2020	Study Department, communication specialists	(R10.3.1) 40 graduates are involved annually
(U11) To maintain current cooperation forms and to generate new forms for cooperation with embassies	(P11.1) To involve foreign embassies in ensuring the study work, research and creative work of the LAC	2016–2020	Study Department, Department of ICC, communication specialists	(R11.1.1) 8 visits of representatives of embassies during the study year

Latvian Culture College

Tasks	Activities	Period	Responsible party	Performance indicators
(U1) To develop open, diverse, operative internal communication using various communication means to a maximum	(P1.1) To involve students, heads of departments and teachers in cooperation projects for promoting creative activities outside the College	2016–2020	Head of Marketing and Public Relations, heads of specialisations	(R1.1.1) Involvement in 6 projects annually
	(P1.2) To involve the personnel of the Study Department and the Education Planning Personnel of	2016–2020	Study Department, Deputy Directors	(R1.2.1) Participation in work groups has been effected,

the LCC in drafting strategic documents in work groups of councils of ministries and sectors		recommendations have been formulated and planning documents of the sector/comments have been submitted
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(U2) To develop local and international external communication aimed at making the LCC recognisable as a significant player in the Latvian market of cultural education	(P2.1) To involve students and teachers in international creative activities and creative research projects	2016–2020	Heads of specialisations, Study Department	(R2.1.1) Involvement in two projects annually
	(P2.2) To participate in local and international cooperation networks and partner associations	2016–2020	Study Department , Department of International Contacts and Development	(R2.2.1) Involvement in international networks, activation of current cooperation
(U3) To intensify cooperation with the sector	(P3.1) Expansion of the range of cooperation partners for implementation of practical research studies	2016–2020	Study Department , Deputy Directors heads of specialisations	(R3.1.1) 10 new cooperation agreements per year
	(P3.2) Expansion of the range of cooperation partners for improvement of the material-technical basis of studies	2016–2020	Deputy Directors, Head of the Maintenance Department	(R3.2.1) 2 new cooperation partners per year
	(P3.3) Activation and maintaining of cooperation with current cooperation partners in the sector of education and culture	2016–2020	Deputy Directors, Head of the Maintenance Department heads of specialisations	(R3.3.1) Cooperation with 25 higher educational institutions, 33 enterprises
	(P3.4) Expansion of the range of cooperation partners for exchange of students and lecturers	2016–2020	Department of International Contacts and Project Management, ERASMUS coordinator	(R3.4.1) 2 new cooperation agreements per year

			heads of specialisations	
	(P3.5) Expansion of the range of cooperation partners for ensuring the continuity of study programmes	2016–2020	Study Department , Deputy Directors	(R3.5.1) 2 new cooperation agreements per year
	(P3.6) Activation of the range of cooperation partners and maintaining agreements for ensuring the continuity of study programmes	2016–2020	Study Department , Deputy Director for Study Work	(R3.6.1) Cooperation with 15 higher educational institutions
(U4) Planning of financial and material-technical resources required for studies and administrative operation	(P4.1) To improve the material-technical basis of studies at the LAC and the LCC	2016–2020	Maintenance Department, Material-technical Department of the LCC	(R4.1.1) Floor space of the study premises
		2016–2020	Maintenance Department, Material-technical Department of the LCC	(R4.1.2) Technical provision of study premises (required presentation equipment)
	(P4.2) To improve collections of the Library of the LAC and the LCC and to develop the material-technical equipment of the Library	2016–2020	Library, Head of the LCC Library	(R4.2.1) The database of the Library of the LAC and the LCC is improved
		2016–2020	Library	(R4.2.2) Accessible research
		2016–2020	Library	(R4.2.3) the number of denominations in the Library collection
		2016–2020	Library	(R4.2.4) the number of Library units
		2016–2020	Library, Maintenance Department, Material-technical Department of the LCC	(R4.2.5) the number of computers at the Library

(P4.3) Improvement and upgrading of the information accrual and storage system required for ensuring the study process of the LCC	2016–2020	Library, Study Department	(R4.3.1) Current information accrual and storage databases have been upgraded
	2016–2020	Library, Study Department	(R4.3.2) New information accrual and storage databases have been established (research papers, practice papers etc.)

Tasks	Activities	Period	Responsible party	Performance indicators
	(P4.4) To provide investments required for planned and systematic improvement of the material-technical basis for STEM (including creative industries and audio-visual art) study programmes/sub-programmes	2016–2020	Departments , Maintenance Department, heads of specialisations of the LCC, Head of the Material-technical Department of the LCC	(R4.4.1) Financial sources for improvement of the material-technical basis for STEM (including creative industries and audio-visual art) study programmes/sub-programmes have been identified
(U5) Improvement of the academic environment	(P5.1) Promotion of the development of the academic and general personnel and upgrading of their qualifications	2016–2020	Vice-Rector for Academic Work , Vice-Rector for Research, departments, Personnel Department, LKK Deputy Director for Study Work, Personnel manager	(R5.1.1) The number of available professional upgrading courses (per year)
		2016–2020	Vice-Rector for Academic Work , Vice-Rector for Research, departments, LCC Deputy Director for Study Work, Personnel manager	(R5.1.2) The number of representatives of the academic personnel taking Doctoral studies
(U6) Regular assessment of the progress in achieving strategic aims	(P6.1) Assessment of aims, tasks and performance results of structural entities and individuals in achieving strategic development aims of the LAC and the LCC of the LAC	2016–2020	Constitutional Assembly of the LAC, the Senate, Rector, Vice-Rectors, heads of structural entities, the Council of the LCC, Director, Deputy Directors	(R6.1.1) performance of structural entities and individuals in line with strategic development aims of the LAC and the LCC of the LAC

