

## ***Annex No 6*** **Internacionalisation Plan 2016–2020**

The Internationalisation Plan of the Latvian Academy of Culture (hereinafter the Academy) 2016-2020 (hereinafter referred to as the Plan) is designed to ensure high quality, internationally recognised studies in the fields of culture and arts (performing arts (theatre and dance) and film art), cultural and creative industries, including including the sectors of audio-visual art and museums, through a variety of international partnerships and forms of cooperation.

The development of the internationalisation development plan is based on the values of the Academy, emphasising the principle of openness, which indicates that we are interested in getting to know and accepting the different, the diverse, the varied, that we are available to promote cooperation and synergies with other education and research institutions in Latvia and abroad, to improve the sectors of culture, arts and creative industry in Latvia and abroad, as well as assist the local and national policy makers of culture. The document presents analysis and strategic planning of:

1. Attraction of foreign students;
2. Attraction of foreign academic personnel;
3. Implementation of study programmes or their modules in foreign languages;
4. Analysis of types of international cooperation and possibilities of their development: international cooperation agreements, international projects, mobility of personnel, exchange of students;
5. Continuation of activities in the framework of ERASMUS + Charter;
6. Motivation of lecturers for development of competences in foreign languages.

### **1. Substantiation for Elaboration of the Internationalisation Plan**

The internationalisation plan specifies the implementation of several of the strategy tasks of the Academy in all five priorities. The plan is hierarchically linked to the Academy Strategy 2015-2020 priorities:

- Execution of tasks of Priority 1 *to ensure the high quality of the study process*, in particular in the context of activities related to the development of new international joint study programmes, the internationalisation of students and staff members, the involvement of specialists from international cultural, artistic and creative industries in the implementation and evaluation of programmes, and provision of internship, facilitated by the mobility of students and lecturers;
- Execution of tasks of Priority 2 *to enhance the process of artistic creation*, in particular in the

context of activities related to the implementation of cultural, artistic/creative projects of international importance; attraction funding for international project competition to enable creative/art projects; cooperation with international cultural and art institutions and their representatives;

- Execution of tasks of Priority 3 *to promote the development of research activities*, to ensure the integrity of studies and research, in particular in relation to the international approbation of research results, participation in international research and technological development programmes (Horizon 2020 projects, etc.), other international organisations related to research activities, research consortia, as well as the attraction of representatives of the international community of culture and art for research activities at the LAC.
- Execution of tasks of Priority 4 *to set up a collaborative platform for the development of creative industries*, in particular in the context of the tasks related to the strengthening of international partnerships in the elaboration of a new international study programme in the creative industries and the development of the centre of creative industries;
- Execution of tasks of Priority 5 *to ensure the visibility of the public image of the LAC* in fulfilling its tasks, in particular in the context of tasks related to the internationalisation of the target audience of the Academy and its applicants, and the internationalisation of all types of partners.

The tasks of the internationalisation plan are consistently subordinated to the Ministry for Education and Science and its medium-term policy planning document Guidelines for Science and Technology Development and Innovation for 2014–2020<sup>52</sup>. The tasks set out in the plan relate to Action for Direction No 1 of the Basic Guidelines *advancement of competitiveness of the branch Science, Technology and Innovations* and tasks defined by sub-direction four *to support internationalisation of science and international cooperation*. The Plan also includes tasks that will contribute to the Cultural Policy Guidelines of the Policy Planning Document of the Ministry for Culture 2014–2020 “Creative Latvia”<sup>53</sup>. To execute Tasks 1 and 2 of the Direction for Action *to secure the participation of Latvian culture in international cultural processes and cooperation networks and to promote the development of cultural diplomacy* (NDP 337).

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<sup>52</sup> Zinātnes un tehnoloģijas attīstības un inovācijas pamatnostādnes 2014.-2020.gadam. Available at: <http://polsis.mk.gov.lv/documents/4608>

<sup>53</sup> Kultūrpolitikas pamatnostādnes 2014.-2020.gadam “Radošā Latvija”. Available at: <http://polsis.mk.gov.lv/documents/4877>

The support activities of the Academy to promote a platform for the development of studies, research, artistic and creative industries, as one of the most important priorities, provide for the preservation of the balance of internationalisation and the development of national resources. The range of partners selected for international cooperation is subordinate to the strategic specialisation of the LAC, focusing on excellence and the internationalisation of studies and research. The excellence of the results achieved so far is demonstrated by the support of international financial instruments for a number of international projects, which have been tendered out in a highly competitive environment. For example, since 2015, the Latvian Academy of Culture has been involved in the platform of the European Theatre Academies (PLETA), which is supported by the EU programme 2016–2018 for the promotion of film, culture and creative sectors “Creative Europe”.

The LAC Research Centre is implementing the only CoHERE project in the humanities and arts financed by the EU Research and Innovation Programme in Latvia “Horizon 2020”, which involves the following partners: Lead Partner: the University of Newcastle upon Tyne (the UK); other partners: the University of Aarhus (Denmark), the University of Amsterdam (the Netherlands), the National and Kapodistrian University in Athens (Greece), Istanbul Bilgi University (Turkey), Bologna University (Italy), the Copenhagen Institute of Interactive Design (Denmark), Heriot-Watt University (the UK), the European Cultural Centre Network (the Netherlands), the Polish Museum of Jewish History (POLIN) (Poland) and the National Museum of World Cultures (the Netherlands). The total project financing in 2016–2019 is EUR 2.5 million; the budget of the Latvian Academy of Culture is 150 411 EUR.

In the field of research, the LAC Research Centre collaborates with a number of universities that are top universities in the world<sup>54</sup>, including the University of Bologna (208th in the world), the University of Amsterdam (57th in the world), the University of Copenhagen (68th in the world), the Catholic University of Leuven (154th in the world), the University of Newcastle (168th in the world), Heriot-Watt University (327th in the world), the University of Jyväskylä (338th in the world), Helsinki University (91th in the world), the University of Tartu (347th in the world) etc.

Negotiations are under way with these universities to intensify cooperation not only in the field of science and research, but also to create exchanges of lecturers and students by concluding an Erasmus + agreement. Part of these Erasmus cooperation agreements has already been concluded.

Already for two periods the Latvian-French Partnership Programme “Osmosis” has funded the cooperation project of the Research Centre of the LAC and the Institute for Sociology of Political Studies (*Institut des sciences sociales du politique*, France, Paris) “A Comparative Study of the European Intangible Cultural Heritage”. This is also the only project sponsored by “Osmosis” in the

field of the humanities and arts.

A vivid example of internationalisation is the joint implementation of the International Media and Culture Management German Language Programme at the LAC and the Hamburg Academy of Arts, attracting foreign lecturers and students.

## **2. Description of the Current Situation of the Internationalisation of the Latvian Academy of Culture and the Latvian Culture College**

### Latvian Academy of Culture

LAC Strategy follows two basic principles in International Cooperation with Other Higher Education Institutions, firstly, to cooperate with leading universities (at national, EU and global level), secondly, to cooperate with other higher education institutions, specialising in art education, which carry out high-quality studies in the field of culture and art. The range of collaborating partners is very wide in relation to the number of students.

LAC has a wide range of partners outside the EU, such as Washington University, Batumi University, Chinese professionals and pedagogues in the field of contemporary dance.

Erasmus Latvian Cultural Academy partners include a number of leading European universities, among which there are "Top 300 Europe" universities<sup>55</sup>:

- 1) University of Vienna (Agreement on language studies in the *Erasmus+* programme);
- 2) University of Amsterdam (Agreement on lecturer mobility in the *Erasmus+* programme, Cooperation in the CoHERE Project, HORIZON2020 Programme);
- 3) University of Helsinki (contract for the humanities *Erasmus+* programme);
- 4) University of Groningen (Extended contract for all subjects in the humanities, languages, audiovisual and performing arts in the *Erasmus+* programme);
- 5) Ghent University (contract for the studies of the humanities in the *Erasmus+* programme);
- 6) University of Aalto (contract for *Erasmus+* for performing arts programme);
- 7) University of Newcastle (CoHERE project, HORIZON2020 programme);
- 8) University of Aarhus (CoHERE project, HORIZON2020 programme);
- 9) Heriot-Watt University (contract for studies in the humanities and management studies in the *Erasmus+* programme, CoHERE project, HORIZON2020 programme);
- 10) University of Jyväskylä (*Erasmus+* study on sociology and management programme);
- 11) University of Tartu (*Erasmus+* study programme in performing arts);
- 12) University of Warsaw (agreement on language studies in the *Erasmus+* programme);
- 13) University of Tromsø (contract for studies in the humanities and language studies, *Erasmus+* programme);

14) Johannes Gutenberg University Mainz (contract on studies in the humanities and languages in the *Erasmus+* programme). Most universities, which have concluded cooperation agreements with the LAC, provide the LAC students with the opportunity to deepen their knowledge in the field of strategic specialisation; therefore, relatively small specialist art colleges have been selected as cooperation partners in the field of theatre and audiovisual art.

There are also many leading national universities among LAC cooperation partners: University of Trento, Tallinn University, University of Nicosia, Vytautas Magnus University, Klaipėda University, University of Luxembourg, the Jagiellonian University in Krakow, University of Silesia, University of Tampere, the Autonomous University of Madrid, University of Ankara, University of Istanbul, University of Gothenburg.

The majority of audio-visual universities do not participate in the *Erasmus+* programme; however, the LAC has been successful in collaborating with several universities in this sector:

- 1) Zuyd University of Applied Sciences (cooperation in the joint project PLETA);
- 2) University of Groningen (cooperation within the *Erasmus+* programme);
- 3) Silesian University (cooperation within the *Erasmus+* programme);
- 4) The Royal Institute of Theatre, Film and Music (cooperation within the *Erasmus+* programme and cooperation in the joint project PLETA).

Separate contracts for cooperation with the Konrad Wolf Film and TV University (*Hochschule für Film and Fernsehen Konrad Wolf*) and the Polish Film, TV and Theatre School (*Państwowa Wyższa Szkoła Filmowa, Telewizyjna i Teatralna im L.Schillera*). The Latvian Academy of Culture, with its upgraded audio-visual art programmes, plans to become an institutional member of CILECT (the International Association of Film and Television Schools). The LAC will have the opportunity to receive methodological assistance in the field of education and follow the topical issues of the industry and participate in the development of international audio-visual policy; for the students it will be an opportunity to apply for the US Film Academy Awards, so-called the Academy Student Academy Awards etc.

The Academy's current internationalisation activities have been implemented in three directions. International cooperation with foreign higher education and research institutions to ensure the mobility of students and lecturers is provided **for the quality of the study process**; the internationalisation of the study content involves participation of foreign professionals from foreign theatres, dance, audio-visual arts, as well as foreign professionals from the culture and creative industries, national embassies (see the Cooperation Development Plan and the list of international partners) in the implementation of study programmes.

Similarly, internationalisation manifests itself by attracting international funding for a quality study process. Particular attention is paid to attracting foreign students. The Academy partners (currently a total of 94 universities) are informed electronically about the offered study courses/programmes in foreign languages twice a year, and this information is further distributed to students in partner universities. Once a year, the LAC participates in the international congress and exhibition ERACON. The attraction of foreign lecturers is most needed and is being implemented in cross-cultural communication sub-programmes (Latvia-France; Latvia-Britain; Latvia-Denmark; Latvia-Italy; Latvia-Germany; Latvia-Netherlands; Latvia-Norway; Latvia-Turkey). Lecturers of relevant countries are attracted to teaching the language and background studies.

An illustrative example of internationalisation is the joint programme "International Media and Culture Management" implemented together with the Hamburg School of Music and Theatre in the academic MA programme "Arts" (945212). The sub-programme provides an understanding of the activities of cultural, media and artistic organisations, culture financing mechanisms and legal basis, and provides a broad insight into current cultural processes, provides theoretical and practical knowledge to enable the students to work in a wide range of culturally related areas: visual arts, performing arts, music, museums and galleries, festivals, media, culture policies, and publishing industries. Under the subprogramme, students are engaged in various projects and practice in one of the wide range of institutions offered in Germany. Practice develops the ability of students to constructively integrate the acquired theoretical experience in an existing organisational environment at an international level. Students from the Latvian, German, Austrian, Polish, Czech and other countries study in the sub-programme. Its homepage: <http://www.kulturmedien-riga.de/>.

A particular manifestation of the internationalisation of the study process is the involvement of foreign students in the academic BA study programme "Art of Contemporary Dance" (43212). Currently, there are three young people from Japan, studying in the programme.

At present, an average of five mobility projects are implemented per year with 78 partner higher education institutions. On average, 23-30 exchange students study at the Latvian Academy of Culture each year, while the average number of outgoing mobility students is 63-70.

Trends in the internationalisation of the activities of the LAC are also reflected in **the integration of artistic innovation processes into the study process**. Collaboration and partnership are being developed with international culture and artistic organisations, in particular theatre (theatre and dance) and audio-visual arts, as well as culture and creative industries. Since 2015, the Latvian Academy of Culture has joined the Platform of European Theatre Academies (PLETA) with eight other theatre universities from Brussels, Helsinki, Maastricht, Munich, Oslo, Warsaw and Salzburg. The Platform for Creativity in the period from June 2016 to August 2018 is supported by the EU. In 2018, it plans to submit a new application for

the Platform's future activities in this programme from 2018 to 2022. The LAC activities 2016-2017 are supported by the Ministry for Culture of the Republic of Latvia in the framework of the State Budget for 2016 sub-programme 67.06.00 "Implementation of the European Community Initiative Projects and Measures". The aim of the platform is to create new ways for the emerging theatre artists to see a wider perspective of the context of European theatre, to promote their cross-cultural competences and professional versatility through workshops and collaborations. The platform strives to use artistic practices of the highest quality in a wide range of fields in order to foster international cooperation among future stage artists in their study process, creating new artistic values based on the interaction of different theatre traditions. The participation of the Latvian Academy of Culture in this project enables students to provide professional training and internship opportunities in an international environment that would not be possible here without the participation of international partners and the programme Creative Europe. On the other hand, the Platform also provides an opportunity to assess the achievements of the Academy in a wider European context compared to other theatre academies, as well as to promote the best achievements of the Latvian Theatre School and its teaching staff, involving them in the activities of the joint project. The LAC students already took part in the Platform's activities in 2016:

- in June 2016, eight theatre academies presented a joint performance "Odysseus", which was featured at the International Theatre Festival School "ITs Festival" in Amsterdam. 8 students from the LAC (director, actors and producer) participated in it.
- at the end of July and early August 2016, Marija Bērziņa, a first-year LAC MA student of the specialisation of Theatre Direction took part at the Bootcamp workshop of the Finnish director Kristian Smeds, organised in in Finland for eight actors from theatre academies.
- In September 2016, 6 LAC 1<sup>st</sup> year MA Theatre Directon students participated in the platform of workshops and cooperation at the *Ruhrtriennale Festival* for young and promising theatre artists *Campustriennale*, which offered a possibility to take part in workshops organised by Platform university *professors* (voice, movement, art of acting, interdisciplinarity in stage art), to create improvisations on the theme of the Festival: *Among Worlds*, as well as attend several performances at the Festival and meet the artists.

In September, 2016, six LAC first year MA Theatre Art students, specialising in theatre direction attended the Ruhr Triennial and participated in the workshop and cooperation platform for young and emerging theatre artists *Campustriennale*, which included the opportunity to participate in the Platforms of Higher Education Professorship workshops (voice, movement, acting, interdisciplinarity in performing arts), to create improvisation on the theme of the festival: *Among the Worlds* and also attend several festival performances and meet

artists.

Internationalisation clearly manifests itself **in the development of research** at the Academy. Manifestations of internationalisation also include reports of the Academy researchers at international conferences and publications in international peer-reviewed collections of research articles, participation in international research programmes, joint research carried out together with foreign researchers, activities in international research organisations, attraction of international funding for research; as well as an international partnership with universities, research institutions and foreign culture and artistic organisations (museums, theatres, culture and arts), including NGOs, for the purposes of joint research projects, research communication and the development of international conference experiences. As a result of the activities of the LAC Research Centre, significant progress has been made in the internationalisation of research activities since 2012. The LAC Research Centre is currently implementing the only project funded by the EU Research and Innovation Programme “Horizon 2020” in the field of humanities and arts. The LAC is one of the 12 partners in the project "Critical Heritages: performing and representing identities in Europe", abbreviation CoHERE, financed by Horizon 2020”: the Lead Partner: University of Newcastle upon Tyne, UK; other partners: University of Aarhus, Denmark; University of Amsterdam, the Netherlands; National and Kapodistrian University of Athens, Greece; Istanbul Bilgi University, Turkey; University of Bologna, Italy; the Copenhagen Institute for Interactive Design, Denmark; Heriot-Watt University, the United Kingdom; European Network of Cultural Centres, the Netherlands; Polish Museum of Jewish History (POLIN), Poland and the National Museum of World Cultures, the Netherlands.

The total project financing for 2016-2019 is EUR 2.5 million. The budget of the Latvian Academy of Culture is 150 411 EUR. In addition to this project, within the framework of the internationalisation of its research activities, the LAC prepared two more research project proposals for the research funder: Humanities in the European Research Area (HERA) in the course of 2015. During the development of the project, collaboration was made with Heriot-Watt University, Edinburgh, the United Kingdom; Institute of Ethnomusicology, Research Centre of the Slovenian Academy of Sciences and Arts, Ljubljana, Slovenia; University of Glasgow, Dumfries, the United Kingdom; Institute of Ethnology and Folklore Research, Zagreb, Croatia; Jagiellonian University, Poland; *Università del Piemonte Orientale*, Italy; Research centre of the Slovenian Academy of Sciences and Arts, Slovenia and the Institute for Cultural Management, Ludwigsburg, Germany.

For submission to the EU Research and Innovation Financing Programme “Horizon 2020”, an application is being prepared in February 2017, entitled "Europe in the Foreign Gaze of Contemporary Transcultural Art and Literature: Visions and Perspectives for a Transcultural Europe". In this project the leading partner is Augsburg University, Germany, and other partners: the Netherlands, Italy,



France, Spain, Serbia, Latvia (Latvian Academy of Culture).

Since 2015, the Latvian Academy of Culture has been participating in the European Network of Observatories in the Field of Arts and Cultural Education, linked to UNESCO (ENO), at the European Art and Culture Education Observatory.

Two periods have already been funded by the Collaborative Project "Comparative Study of European Intangible Cultural Heritage Rights" by the Research Centre of the LAC and the Institute for Social Studies in Politics (FR *Institut des sciences sociales du politique*, ISP, Paris, France). Financing: the Latvian-French Partnership Programme "Osmosis". These research activities contribute to the accumulation of experience in the implementation of fundamental research and the strengthening of international research partnership.

Internationalisation of research directions was also confirmed by the creation of the UNESCO Department of Intangible Cultural Heritage Rights and Policy at the Latvian Academy of Culture in 2016.

More precisely, the processes of internationalisation of research activities are reflected in the Research Programme.

### **Latvian Culture College**

The international cooperation of the Latvian Culture College is manifest in several directions.

#### **Attraction of foreign students**

Since 2010, the LCC has been running the EC Lifelong Learning Erasmus programme (since 2014 Erasmus +), not only through the exchange of students and personnel with educational institutions and enterprises in the EU, but also with partner countries participating in Erasmus + international mobility projects.

When starting work with the Erasmus programme, the first priority was the provision of stable outgoing mobility, thus placing emphasis on the mobility of students and staff of the LCC. In parallel, incoming mobility was also realised, as provided for in the Erasmus + programme guidelines and the principles for implementing the programme set by the EC.

Currently when the first priority is implemented, the LCC actively pursues the goals defined in the Erasmus policy description; one of them is to increase the flow of incoming Erasmus students. The main objective to achieve the goal is to restructure the contents of the study courses offered to Erasmus + students by developing a modular approach. It is planned to implement the basic module and three optional modules. The proposed study course restructuring plan will ensure the development of a

specific offer for cooperation universities and will allow to effectively address the potential cooperation universities, which will increase the number of foreign students.

These modules will also be available to Erasmus + students of the Latvian Academy of Culture (with the possibility to choose individual study courses) (in line with the Agreement of 19 January 2011 of the Cooperation Contract of 19 January 2011 between the LCC and the LAC on the arrangements for participation of foreign Erasmus students in lecture courses), which will increase the number of students who have done these study courses.

### **Attraction of foreign academic personnel**

Since 2010 the LCC actively pursues the attraction of foreign guest lecturers to the Erasmus programme, in this way increasing the number of students who are exposed to international study experience, knowledge of foreign professionals and academic staff in teaching the particular study disciplines, thus contributing not only to the acquisition of new knowledge and providing an international context in the specific field of work, but also lending students certainty of their language skills and their ability to follow foreign guest lectures. In this way, students are indirectly motivated to seek information and experience opportunities beyond the borders of Latvia or internationally available resources (for example, applying for scholarships in summer schools, in foreign higher education institutions, online courses).

Attraction of foreign academic personnel takes place in two directions:

- By strengthening and expanding the already possibilities of cooperation

The LCC has established a network of cooperative higher education establishments whose professionals are regularly invited to deliver guest lectures for LCC students. The LCC regularly looks for new opportunities for cooperation; visiting lecturers are invited not only from universities but also from foreign companies, which provides students with the opportunity to obtain not only academic knowledge, but also practical knowledge, case studies of good practice, insight into the specific features of the field work abroad, thus providing essential knowledge and experience in the context of professional higher education.

LCC positions itself as a Higher Education Institution open to cooperation, which not only actively invites foreign guest lecturers, but also evaluates the offer of lecturers of cooperation and potential cooperation universities to read lectures for students of the LAC. In this way, a number of qualitative mobility offers, relating to the content of the LCC, has already been implemented, therefore it is also planned to evaluate incoming cooperation offers.

- By creating new cooperation with foreign universities and companies

It is planned to involve academic staff of the LCC and specialisation managers, using their contacts in Europe and beyond the borders of the European Union, in attracting foreign academic staff. As they are sectoral specialists who are actively involved in projects and creative activities beyond the borders of Latvia, they are able to recommend well-known and suitable candidates for mobility; they are familiar with the content of study courses, which makes it easier to combine lectures of foreign guest lecturers with the current knowledge of the study courses for LCC students. Each year, at the management level, short-term priorities are set for the implementation of mobility, including the planned number of foreign guest lecturers, sectors represented, countries, etc.

### **Implementation of study programmes or their modules in foreign languages**

The LCC offers individual study courses in foreign languages for Erasmus + students.

One of the tasks of the internationalisation plan is to restructure the offered study courses in the modular system, providing a minimum of 30 ECTS (Erasmus + guideline requirement).

It is planned to implement the basic module and 3 optional models:

- The basic module is a compulsory study course model for incoming students of all programmes: the module combines such study courses as "Presentation Art", "Cross-cultural Communication", languages, etc.
- optional modules: each student attends the basic module and one of the optional modules, e.g.
  - Module of Contemporary Dance
  - Module of Culture Management
  - Module of Creative Industries (including study courses of STEM study programmes)

### **Types of international cooperation and their developmental opportunities**

LAC International cooperation is being implemented in different directions of activities: participation of students, lecturers and general staff in ERASMUS + mobility projects, participation in international studies and the development of education and cultural projects within the framework of EU and European Commission international initiatives, and participation at international conferences. Since 1998, the LCC International Communication and Project Management Staff has been developing and implementing international projects, organising conferences and research activities. Co-operation has been successfully established with educational and cultural institutions and businesses from Germany, Norway, Lithuania, Estonia, the Netherlands, Austria, Poland, Slovenia, Slovakia, Sweden, Denmark, France, Spain, Portugal, Iceland, Italy, Uzbekistan, Moldova, Ukraine, Armenia, Georgia, Israel, the USA and Mexico. Since the LCC has mastered application for EU funds, it has implemented a number

of large international projects in the Leonardo da Vinci, Socrates, Comenius, Tempus and ERASMUS Network activities and has participated as an expert in educational process improvement initiatives, and has produced results with systemic impacts (assessment of quality management system, research into factors of competitiveness of universities, promotion of cooperation with ministries). The projects implemented over the recent years have focused on improving the quality of studies: improving the professional qualification of the teaching staff, expanding the international dimension of the study programme, promoting the approximation of the academic and professional business environment. The Latvian Culture College has concluded several international cooperation agreements.

Erasmus+ programme. KA1 (mobility of persons): KA103 mobility (agreements concluded between Erasmus+ LCC and programme countries) and KA107 international mobility of persons (agreements concluded between the LCC and partner countries). To date, the LCC has concluded 12 Erasmus+ cooperation agreements with seven programme countries and two agreements with two partner countries. It is expected that the number of contracts will increase within the framework of the approved and the planned Erasmus+ projects over the next two years. The upgrading of the offer of planned courses for incoming students will ensure a faster increase in the number of cooperative higher education institutions and countries represented over the next five years.

Mutual memoranda of cooperation. The LCC has signed several memoranda of cooperation with foreign companies and universities. The main objectives of the memoranda of cooperation are the further planning of future cooperation: the signatories of the memoranda determine the directions of co-operation, plan for possible joint projects and sets common goals.

**Figure No 1: LCC projects implemented and contract financing 2013–2015**

| Name of the project  | Amount, EUR   |
|--|---------------|
| Lifelong learning in applied fields No. 543894-TEMPUS-1-2013-1-IL—TEMPUS-JPHES (2013-5524/001-001) | 36 912        |
| Primedia,526218-LLP-1-2012-1-UK-GRUNDTVIG-GNW  | 22 808        |
| <b>Total</b>   | <b>59 720</b> |

Source: LCC, 2016.

The experience gained during the previous period and the expanded partner network have enabled the use of the acquired knowledge to successfully participate in project tenders and cooperate in the implementation of new projects.

**Figure No 2: LCC International Project Financing Agreements and Contract Financing, concluded in 2016**

| Name of the Project   | Amount, EUR   |
|---|---------------|
| International Standards training in VET for promotion of market relevant education / ISTRA (ERASMUS+)                                       | 29 300        |
| University as a key partner of network for vocational education training centers of middle age generation in Uzbekistan / MAGNET (ERASMUS+) | 31 700        |
| Refugees: cross-cultural competences in education/ ERASMUS partnership  | 26 500        |
| <b>Total:</b>   | <b>87 500</b> |

Source: LCC, 2016.

The college implements staff mobility in an ever-increasing number and quality. To date, the LCC has concluded Erasmus+ co-operation agreements with 12 programme countries and 2 partner countries and is planning an increase in the number of partners. Contracts include the mobility of both inbound and outbound staff. The personnel can realise mobility not only in cooperation with foreign universities, but also with foreign companies, both outgoing and incoming mobility is being implemented. A separate trilateral agreement is concluded for each mobility institution.

Each year the implementation of short-term priority mobility is determined, including the planned number of foreign guest lecturers, sectors represented, countries etc. The network of cooperation institutions is expanded according to priorities.

Personnel mobility also takes place within the framework of international projects of the Republic of Latvia. Participants of the project (LCC staff) go abroad to participate in working group meetings, realise the goals set in the project, and implement the project work plan.

Students are exchanged within the framework of the Erasmus+ project. The LCC supports and implements both student outgoing and incoming student mobility, as well as placement mobility.

To date, the LCC has concluded Erasmus+ cooperation agreements with 12 higher education institutions in seven countries. New cooperation agreements are signed each year. It is planned that the newly developed offer of modular study courses for inbound foreign students will allow expanding the number of cooperation countries and contracts, thus also offering students a broader range of options and planning foreign studies.

Collaboration with the LAC is being implemented in the exchange of students (see the previous reference to the agreement of 2013), in which the LCC assists the LAC in implementing the mobility of incoming students by enrolling LAC Erasmus students in LCC courses.

## **Motivation of lecturers for development of foreign language competences**

The motivation of lecturers is as follows:

- lecturers receive information about the possibility of participating in the *Erasmus+* programme and go to deliver lectures at a European higher education institutions. One of the criteria for lecturers is knowledge of the foreign language, thus those who want to gain international lecturing experience are interested in improving their foreign language skills;
- lecturers are informed about the possibility of developing and offering study courses for foreign *Erasmus+* students. It provides not only additional professional experience but also income for the preparation and reading of additional lectures;
- lecturers are offered an opportunity to participate in the implementation of international projects in order to gain new professional experience, working in an international team of projects, actively participating in the achievement of the project goals; the competence of foreign languages is essential.

### **3. The Strategic part of the Plan for Internationalisation 2016-2020**

#### **3.1. The objective of the Plan for Internationalisation**

To ensure the manifestations of internationalisation in raising the quality of the LAC and LCC study programmes, promoting artistic creativity and research excellence.

#### **3.2. The main results of the Plan for Internationalisation**

1. Cooperation and partnership with foreign higher education institutions to provide for the mobility of students and lecturers are ensured within the framework of study quality management; to improve the study content and to strengthen the link with the labour market and study programmes for the corresponding branches of the economy, attracting external financing for ensuring a qualitative study process.
2. Internationalisation processes contribute to the conclusion of new cooperation agreements on international cooperation with culture and artistic organisations, in particular in the field of stage (theatre and dance) and audio-visual arts, as well as culture and creative industries; they also contribute to the implementation of new joint international artistic projects and a new partnership with sponsors, patron organisations and other artistic innovators (public sources of funding).
3. Internationalisation activities in the field of research promote participation in international research programmes and mobility in the implementation of international research projects, provide academic research reports at international conferences and publications in international peer-reviewed collections of research articles, joint research with foreign researchers, attracting young researchers from abroad (postdoctoral studies projects), activities in international research organisations, attraction of international funding for research.

### 3.3. Internationalisation Plan 2016–2020

| Tasks                                     | Events  | Period    | Responsible  | Performance indicators  |
|---|---|-----------|--|---|
| (U1) Attraction of foreign students       | (P1.1) To increase the number of lecture courses for ERASMUS and other exchange programmes for students.  | 2016–2020 | Department of Communication and International Cooperation  | (R1.1.1) Every year two new courses are created for exchange students.  |
|   | (P1.2) To create a booklet about the Academy in English (in electronic form) to be sent to higher education institutions in the EU and outside it.  | 2016–2017 | Department of Communication and International Cooperation  | (R1.2.1) The booklet has been created.  |
|   | (P1.3) To identify international educational portals / organisations / platforms that collect information about universities and programmes in foreign languages and evaluate potential membership in them. | 2016–2018 | Department of Communication and International Cooperation  | (R1.3.1) Participation in international educational portals / organisations in platforms that collect information about universities and programmes in foreign languages. |
|   | (P1.4) To make a section in French and/or German on the Academy homepage.   | 2016–2019 | Department of Communication and International Cooperation  | (R1.4.1) A section has been created in French and/or German.  |
|   | (P1.5) To create an international MA programme suitable for foreign applicants.   | 2016–2020 | LAC Vice-Rectors, Departments, Study Department  | (R1.5.1) A new International MA study programme has been licenced.  |
|   | (P1.6) To develop and licence an international MA study programme in the field of creative industries suitable for foreign applicants.  | 2016–2020 | LKA Vice-Rectors, Department of Culture, Sociology and Management, Study Department                        | (R1.6.1) An international MA study programme has been licenced in the field of creative industries, which enrolls foreign applicants.                                     |
| (U2) Attraction of foreign academic staff | (P.2.1) To ensure the attraction of foreign academic staff in the field of creative industries.   | 2016–2020 | Department of Communication and International Cooperation, Department of Culture, Sociology and Management | (R2.1.1) At least two lecturers are attracted every year.   |



| Tasks | Events   | Period    | Responsible   | Performance indicators  |
|-------|--|-----------|---|---|
|       | (P.2.2) To ensure attraction of foreign academic staff in intercultural communication sub-programmes.  | 2016–2020 | Department of Communication and International Cooperation; Department of Cross-cultural Communication and Foreign Languages | (R2.2.1) At least four lecturers are attracted every year   |
|       | (P.2.3) To ensure the attraction of foreign academic staff in the implementation of creative programmes and sub-programmes.  | 2016–2020 | LAC Vice-Rectors, Departments, Study Department   | (R2.3.1) Assignment of foreign academic staff in the implementation of creative programmes and sub-programmes |
|       | (P.2.4) To participate in international university networks to identify new partners for academic staff mobility.  | 2016–2020 | LAC Vice-Rectors, Departments, Study Department   | (R2.4.1) Engaging in international university networks of cooperation   |
|       | (P.2.5) To make full use of the existing funding and identify new sources of funding to support incoming and outgoing mobility of academic staff (Erasmus + programme, Creative Europe, Baltic-American Freedom Fund “Dialogue”, “Osmosis”, Horizon 2020 etc.) | 2016–2020 | LAC Vice-Rectors, Departments, Study Department<br><br>Department of Communication and International Cooperation            | (R2.5.1) Collaboration and placement of information on two educational sites                                  |
|       | (P.2.6) For LCC to prioritise within the framework of a given academic year: number of guest lecturers, industry represented   | 2016–2020 | International Communication and Project Management Division, LCC Management   | (R2.6.1) At the beginning of the study year, priorities are clearly defined in attracting foreign lecturers   |
|       | (P.2.7) For LCC to collect information about potential cooperation partners, and guest lecturers in cooperation with lecturers and heads of specialisations  | 2016–2020 | International Relations and Project Management Division, LCC Management, LCC Lecturers, Heads of Specialisations            | (R2.7.1) A structured list of potential foreign visiting lecturers  |

| Tasks   | Events   | Period    | Responsible   | Performance indicators   |
|---|--|-----------|---|--|
| (U3) Implementation of study programmes or their modules in foreign languages | (P.3.1) To develop and licence international study programmes, which are implemented in creative industries in a foreign language.                             | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R3.1.1) Two international study programmes have been licenced, implemented in creative industries in a foreign language                     |
|   | (P.3.2) To develop study modules, which are implemented in foreign languages in sub-programmes of intercultural studies  | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R3.2.1) 4 study modules have been developed, implemented in sub-programmes of cross-cultural studies in foreign languages                   |
|   | (P.3.3) To develop study modules that are implemented in foreign languages in the study programme and sub-programmes of audio-visual arts                      | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R3.3.1.) Study modules have been developed, implemented in the study programme and sub-programmes in audio-visual arts in foreign languages |
|   | (P3.4) To develop a course of study modules for foreign students in the LCC  | 2016–2020 | LCC International Communication and Project Management Division | (R3.4.1) 1 base module has been developed<br>(R3.4.2) 3 elective modules have been developed   |
| (U4) To develop ways of international cooperation                             | (P4.1) To increase the number of international research and innovation projects  | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R4.1.1) The number of international research and innovation projects are increased each year  |
|   | (P4.2) To support research mobility with a view to fostering research networking   | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R4.2.1) The number of mobility cases has been increased to expand research networking   |
|   | (P4.3) Mobility with the aim of acquiring new and/or additional skills in a research or higher educational institution in a EU member state or a third country | 2016–2020 | LAC Vice-Rectors, Departments, Study Department                 | (R4.3.1) Annual increase in the number of research mobility cases  |

| Tasks   | Events   | Period    | Responsible  | Performance indicators   |
|---|--|-----------|--|--|
|   | (P4.4) To ensure the quality of study in programmes of exchange of students  | 2016–2020 | LAC Vice-Rectors, Departments, Study Department  | (R4.4.1) To introduce evaluation systems to assess the study quality of exchange students                            |
|   | (P4.5) To develop the practice of organising international conferences   | 2016–2020 | LAC Vice-Rectors for Research, LAC Research Centre   | (R4.5.1) Three International conferences, organised by LAC annually  |
|   | (P4.6) To continue participation in the new Erasmus+ Charter (Charter No. 78411-EPP-1-2014-1-EN-EPPKA3-ECHE)   | 2016–2020 | LAC Vice--Rectors, Departments, Study Department;<br>Department of Communication and International Cooperation | (R4.6.1) Participation in the Erasmus + Charter (Charter No. 78411-EPP-1-2014-1- LV-EPPKA3-ECHE)                     |
|   | (P4.7) For LCC to develop the design and content of a written proposal for collaborative higher education institutions and potential collaborative higher education institutions | 2016–2020 | LCC International Relations and Projects Management Division, Marketing and Public Relations Manager           | (R4.7.1) A proposal has been prepared and sent to cooperative higher educational establishments                      |
| (R4.7.2) At least 3 new Erasmus + co-operation contracts are signed each year |  |           |  |  |
| (R4.7.3) Every year, at least one student group is admitted (min. 10 people)  |  |           |  |  |
| (U5) Motivation of lecturers for development of foreign language competences  | (P5.1) To develop motivation mechanisms for the development of foreign language competence of lecturers  | 2016–2020 | LAC Vice-rectors, Departments, Study Department  | (R5.1.1) Knowledge of foreign language lecturers has been advanced   |
|   | (P5.2) To increase the number of lecturers who are able to develop and deliver lecture courses in a foreign language   | 2016–2020 | LAC Vice-rectors, Departments, Study Department  | (R5.2.1) The number of lecturers who are able to deliver a lecture course in a foreign language increases every year |