

APPLICATION

Study field "Military Defence" for assessment

Study field	<i>Military Defence</i>
Title of the higher education institution	<i>Latvijas Nacionālās aizsardzības akadēmija</i>
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Self-evaluation report

Study field "Military Defence"

National Defence Academy of Latvia

Self-evaluation report	2
Study field	5
1. Information on the Higher Education Institution/College	5
2.1. Management of the Study Field	12
2.2. Efficiency of the Internal Quality Assurance System	27
2.3. Resources and Provision of the Study Field	34
2.4. Scientific Research and Artistic Creation	43
2.5. Cooperation and Internationalisation	52
2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures	58
Annexes	61
Other annexes	63
Air Forces Military Leadership (42863)	64
Study programme	67
3.1. Indicators Describing the Study Programme	67
3.2. The Content of Studies and Implementation Thereof	71
3.3. Resources and Provision of the Study Programme	77
3.4. Teaching Staff	78
Annexes	82
Military Leadership and Security (47863)	83
Study programme	85
3.1. Indicators Describing the Study Programme	85
3.2. The Content of Studies and Implementation Thereof	91
3.3. Resources and Provision of the Study Programme	97
3.4. Teaching Staff	99
Annexes	102
Land Forces Military Leadership (42863)	103
Study programme	106
3.1. Indicators Describing the Study Programme	106
3.2. The Content of Studies and Implementation Thereof	111
3.3. Resources and Provision of the Study Programme	118
3.4. Teaching Staff	119
Annexes	123

Command Staff Officer (46863)	124
Study programme	127
3.1. Indicators Describing the Study Programme	127
3.2. The Content of Studies and Implementation Thereof	130
3.3. Resources and Provision of the Study Programme	135
3.4. Teaching Staff	136
Annexes	139
Naval Forces Military Leadership (42863)	140
Study programme	143
3.1. Indicators Describing the Study Programme	143
3.2. The Content of Studies and Implementation Thereof	149
3.3. Resources and Provision of the Study Programme	155
3.4. Teaching Staff	159
Annexes	163

1. Information on the Higher Education Institution/College

1.1. Basic information on the higher education institution/ college and its strategic development fields,.

The National Defence Academy of Latvia (hereinafter – NDAL) was established on February 13, 1992 and is the only military higher education institution in Latvia that trains professionally educated command and military specialists for the defence of the country.

NDAL is a state-founded higher education institution. Unlike other public universities, the NDAL has a limited degree of autonomy and does not have the status of a derived public entity (the status of a derived public entity allows the university to choose its own strategy, priorities and budget allocation).

The main objective of the Academy is to prepare professional officers for the National Armed Forces (hereinafter – NAF) – leaders with high morality, sense of duty and honour, who are able to successfully lead their subordinates and take responsibility for the performance of tasks.

NDAL Mission: NDAL is a higher education institution of applied sciences, which, in accordance with the standards of higher education, within the framework of the Military Defence Studies, implements professional Bachelor's and Master's level higher education programmes, successfully combining students' academic studies with the training of professional military service in order to prepare knowledgeable, skilled and professional military leaders for the NAF.

The NDAL educates junior officers of the NAF in the specializations of Land Forces, Naval Forces and Air Forces, as well as provides career and lifelong learning opportunities for NAF officers in accordance with *NATO* and EU military education standards. The NDAL builds and strengthens the sense of belonging of cadets and junior officers to the cadet and officer community of *NATO* and EU Member States.

NDAL enjoys public recognition and trust. It is open to new knowledge, technology and innovation. It introduces new forms and methods of study and research to ensure the integrity of research and studies, an interdisciplinary and problem-solving approach to the education process of NAF officers and the development of NAF combat capabilities.

NDAL respects academic freedom, ensures the continuous improvement of the qualifications of academic and general staff and the quality assurance and development of study programmes. NDAL strengthens the security capabilities of the Latvian people, develops democratic values and protects the core values of Latvian culture and Latvian identity. NDAL, as the inheritor of the traditions of the Latvian Military School, preserves and develops the traditions of the Latvian Army and NAF officers.

NDAL Vision: The NDAL is a modern, dynamic, innovative and internationally recognized institution of professional higher military education, conducting research on international and national security and defence issues.

NDAL has one **study field - Military Defence**, within which the following five study programmes are implemented:

1. First-cycle professional higher education study programmes:

- Bachelor's study programme "Air Forces Military Leadership";

- Bachelor's study programme "Naval Forces Military Leadership";
- Bachelor's study programme "Land Forces Military Leadership";
- Professional education study programme "Command Staff Officer";

2. **Second-cycle professional higher education study programme:**

- Professional Master's study programme "Military Leadership and Security".

In line with the mission of the NDAL, the study process develops students as knowledgeable, skilled and professional military leaders. The study process at the NDAL is very dynamic, as all NDAL students are professional soldiers at the same time. The implementation of the study process is based on the development of the following four competences and attributes:

1. Development of academic competences;
2. Development of physical fitness;
3. Development of military competences;
4. Development of personality traits.

During their studies, students not only study academic and military courses, but also perform professional service duties. In this way, NDAL students are integrated into the military environment from the very start of their studies.

The number of students at the NDAL in the academic year 2023/2024 has increased by almost 15% compared to the academic year 2016/2017 (as of October 1 of each year). A detailed description of the dynamics of the students' number is given in the relevant Annexes to the programmes.

In order to maintain professional military capabilities, promote high quality of studies and prepare NAF officers to become leaders/commanders with strong leadership skills, high motivation and professional competence for military service in the NAF and EU/NATO multinational units, the NAF will focus its activities on five development directions over the next ten years:

1. Effective governance and sustainable development
2. Professional staff
3. Quality studies
4. Scientific development and cooperation
5. Military culture and professional development.

Strategic objectives for effective governance and sustainable development are set:

- to balance the NDAL command leadership as a NAF unit in the performance of military tasks with the NDAL decision-making bodies in academic matters as stipulated by the *Law on Higher Education Institutions*;
- to plan effectively financial and administrative activities, improve NDAL infrastructure to ensure a modern study environment;
- to improve recruitment opportunities and selection procedures for study at the NDAL in line with the NAF personnel growth plan;
- to synchronize NDAL studies with the maintenance of professional combat capabilities of soldiers in accordance with the *National Defence Plan*.

The strategic goal of recruiting professional staff is to complete the permanent staff of NDAL, ensuring high professional competence of soldiers and academic staff.

Strategic objectives for the development of qualitative studies are:

- to ensure quality studies in accordance with the professional specialization of regular forces units and higher education standards, based on the NAF development plan for priority

military capabilities to be developed in the medium term;

- to ensure a study quality system that meets external study quality requirements, employer and higher education standards.

Strategic objectives for scientific development and cooperation:

- to develop security and defence research and military science through academic and applied research and a gradual increase in the number of academic publications by academic staff in SCOPUS and Web of Science databases.
- to ensure the integration of the NDAL into NATO, the EU international military education space, by improving student and academic staff mobility programmes, as well as to promote international cooperation of the NDAL in maintaining professional military capabilities.

Strategic objectives for military culture and professional development:

- To uphold the professional values of soldiers, maintain military traditions and symbols, and create a positive image of the NAF in society;
- To educate and prepare NDAL students as professional service soldiers, future commanders, who possess high general physical fitness, mental resilience and leadership qualities to be able to perform the tasks assigned to them under any circumstances;
- Implement lifelong learning, career and skills development courses.

Full text of the *NDAL Development Strategy 2023-2032* (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.3 *Development Strategy of the National Defence Academy of Latvia for 2023-2032*; <https://www.naa.mil.lv/en/ndal-main-regulatory-documents>).

1.2. Description of the management structure of the higher education institution/ college, the main institutions involved in the decision-making process, their composition (percentage depending on the position, for instance, the academic staff, administrative staff members, students), and the powers of these institutions.

NDAL is a state-founded higher education institution. The status, rights and activities of the NDAL are specifically regulated by the *Law on Higher Education Institutions*. The competence of the National Defence Academy of Latvia and its representative and management bodies and decision-making bodies, insofar as it differs from the competence established by the *Law on Higher Education Institutions*, as well as other issues related to its activities shall be determined by the Cabinet of Ministers Regulations No. 643 of 07.11.2023, *Rules of Procedure of the National Defence Academy of Latvia*.

The National Defence Academy of Latvia is a part of the National Armed Forces. In matters that do not affect the competence of the Commander of the National Armed Forces, the Latvian National Defence Academy is under the supervision of the Ministry of Defence.

The governance structure of the Academy is set out in Annex 1.2 *NDAL Governance structure*. The governing bodies of the NDAL are the Council, the Senate, the rector and the Academic Arbitration Court.

The **Council of the National Defence Academy of Latvia** was approved on January 24, 2024 and is the highest collegial decision-making body of the Academy, responsible for the sustainable development and strategic oversight of the Academy to ensure the combat readiness of the National Armed Forces and compliance of the Academy's activities with the objectives set in the

National Defence Concept and the Development Strategy of the National Defence Academy of Latvia.

The NDAL Council is composed of five members. Two of them are representatives of the National Armed Forces, thus ensuring the full involvement of future employers of future officers in the development of the study process; two members are representatives of the Ministry of Defence, thus ensuring strategic vision and development in the context of current issues discussed in the defence industry or, for example, in military think-tanks. The Council shall also include one representative of the public, who shall have competences in line with the NDAL strategic development priorities. The chairman of the Council and the term of office of the Chairman is determined by the Minister of Defence by issuing an order on the composition of the Council. The list of main internal regulatory documents is attached (see Annex 1.1. *NDAL Main Regulatory Documents – 1.1.6 Regulations on the Council of the National Defence Academy of Latvia*).

Senate is a collegial governing and decision-making body of the NDAL staff, which approves the rules and regulations governing the academic and scientific affairs of the NDAL. The Senate is composed of 13 senators, nine of whom are NDAL academic staff representatives, three student representatives and the Rector. The Senate is governed by its regulations (see Annex 1.1. *NDAL Main Regulatory Documents – 1.1.7 Regulations on the Senate of the National Defence Academy of Latvia*).

The **Academic Arbitration Court** is the highest collegial representative body of the NDAL, which hears applications from students and academic staff concerning restrictions or violations of academic freedoms and rights. The Academic Arbitration Court is composed of five members, four of whom are academic staff representatives and one of whom is a student representative. The Academic Arbitration Court is governed by the *Regulations on the Academic Arbitration Court* (see Annex 1.1. *NDAL Main Regulatory Documents – 1.1.8 Regulations on the Academic Arbitration Court of the National Defence Academy of Latvia*)

The **Rector of the NDAL** ensures the management of the Academy and is responsible for the achievement of the goals set in the *Development Strategy of the Academy*, as well as for the efficient and lawful use of the financial resources of the Academy in accordance with the law, other regulations, as well as the *Constitution of the Academy*, decisions of the Council and the Senate. The Rector, in cooperation with the Academy departments, ensures the implementation of the *Development Strategy of Academy*. The Rector is nominated by the Commander of the National Armed Forces. The Supreme Attestation Commission, established by the Minister of Defence, assesses the candidate nominated by the Commander of the National Armed Forces for compliance with the requirements for the post. A member of the professional service who has been awarded at least the rank of a Lieutenant-Colonel and holds at least a Master's degree may be approved as the Rector of the Academy. The Rector is appointed for four years and dismissed by the Cabinet of Ministers on the proposal of the Minister of Defence. The NDAL Rector is also the Commander of the Training and Doctrine Command, which not only manages the NDAL, but also the NCO School, Infantry School, Naval Training Centre, Combat Support and Sustainment Training Centre, Signal School and Language School are under his or her command. Therefore, the Vice-rector of the NDAL plays an important role in ensuring the success of the NDAL.

The NDAL **Vice-rector plans the Academy's** strategy and strategic management, organizes the NDAL administration, directs and supervises the work and mutual coordination of NDAL departments. The Vice-rector of the NDAL is the Head of the Military Defence study field, thus leading and supervising academic and scientific processes.

The **NDAL Study Council** is a collegial governing body established by the Senate with advisory and decision-making powers in educational matters. The Study Council is composed of 16

members and chaired by the Vice-rector of the NDAL. The main tasks of the Study Council are to review and submit to the Senate for approval the regulations and study programmes related to the study process, to review and approve documents related to the provision of the study process and the study progress of students.

The **Scientific Council of the NDAL** is a collegial body of the NDAL whose purpose is to plan, coordinate and implement the scientific activities of the NDAL. The Council is composed of all elected academic staff of the NDAL with a doctoral degree. The Scientific Council assesses the scientific needs of the Ministry of Defence and the National Armed Forces in terms of the scientific capacity and workload of the NDAL, makes proposals to the NDAL Senate for the development of the NDAL scientific activities, and determines scientific activities. (see Annex 1.1. *NDAL Main Regulatory Documents* – 1.1.11 *Regulations on the Scientific Council of the National Defence Academy of Latvia*).

The **NDAL Student Council** is the supreme decision-making body of the NDAL Students' self-government and is the main independent body representing the rights and interests of NDAL students. The aim of the activities of the Student Council is to represent the students of the NDAL and to defend their rights and interests, as well as, in cooperation with other institutions, to promote the development of educational, scientific, cultural and sporting activities in the military sphere. (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.9 *Regulations on the Student Council of the National Defence Academy of Latvia*).

Representatives of NDAL students are included in the Senate and the Academic Arbitration Court, and participate in the meetings of the Study Council when issues related to the quality of studies are discussed.

1.3. Description of the mechanism for the implementation of the quality policy and the procedures for the assurance of the quality of higher education. Description of the stakeholders involved in the development and improvement of the quality assurance system and their role in these processes.

The internal quality management system of the NDAL operates in accordance with the *NDAL Quality Policy*, which was approved by the Senate's decision No.6/2022 of 30 November 2022 and entered into force by the NDAL Rector's order No.195 of 02.12.2022 (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.4 *Quality Policy of the National Defence Academy of Latvia*).

The *NDAL Quality Policy* is aimed at the implementation of the NDAL mission, the achievement of strategic goals and sustainable development in the field of higher professional military education in the Latvian and European education space.

The NDAL Quality Policy defines the procedures for the management and development of the external and internal quality management system of the NDAL.

The aim of *the NDAL Quality Policy* is to implement a comprehensive quality management system at the NDAL with regard to the implementation of the study programmes of the study field "Military Defence", as well as military-vocational career and qualification courses and the implementation of lifelong learning, which is to be observed by the NDAL management team, academic staff and members of the professional service who are responsible for the implementation of the NDAL study

programmes and military training in vocational higher education.

The NDAL Quality Policy is focused on an approach of excellence in establishing, maintaining, evaluating and improving the quality management system.

Quality management at the NDAL is closely linked to the *NDAL Development Strategy* and covers all processes of the NDAL organization.

The maintenance of the external quality policy of the NDAL is carried out in cooperation with the Ministry of Defence, the Ministry of Education and Science, the National Armed Forces (hereinafter - the NAF), Latvian higher education institutions, as well as foreign armed forces and military education institutions, where the main quality criteria are focused on the compliance of higher professional military education with European and Latvian higher education and profession standards, as well as the requirements of balancing these standards against the professional competences of soldiers. NDAL systematically conducts surveys of employers - NAF Regular Forces units and commanders of the National Guard of the Republic of Latvia - on the education, professional qualifications the NDAL graduates have acquired and their relevance to military service. The personnel of the NAF units are also involved in the implementation of study courses and the work of the National Examination Board.

The NDAL Council is involved in the governance of the internal quality management system of the NDAL and develops the strategic guidelines for the development of the NDAL and oversees the implementation of the *NDAL Quality Policy*.

The Rector of the NDAL issues an annual order on the *NDAL Annual Task Plan* in accordance with the *NAF Development Plan*, which is binding for all NDAL units and is an integral part of the internal quality system.

The governing bodies of the NDAL - the Senate, the Study Council and the Scientific Council - review and approve guiding documents related to the quality monitoring and improvement. The Study Council reviews and approves the annual quality reports on study programmes and career/qualification courses.

The NDAL Vice-rector, study programme directors ensure that the quality of studies meets the set objectives and monitor the action plan for implementing changes.

Course commanders and instructors are responsible for implementing military leadership procedures, maintaining military culture and ethics. The heads of the career/qualification courses monitor the quality of studies against the objectives and the action plan for implementing changes.

The heads of the NDAL departments ensure the quality of the performance of tasks in accordance with the laws and regulations and their mandate.

Once a year, the Vice-rector of the NDAL organizes a two-day off-site meeting attended by the programme directors, the heads of courses and departments and other NDAL staff. The purpose of the off-site meetings is to analyse the reporting period, to start planning key activities for the next reporting period, to hear reports on the quality of processes, and to take decisions to improve quality in the NDAL.

1.4. Fill in the table on the compliance of the internal quality assurance system of the higher education institution/ college with the provisions of Section 5, Paragraph 2(1) of the Law on Higher Education Institutions by providing a justification for the given statement. In addition, it is also possible to refer to the respective chapter of the Self-

Assessment Report, where the provided information serves as justification.

1.	The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.	Comply. The NDAL Quality Policy and the Regulations on Internal Quality Assurance of Studies have been approved, according to which the quality assurance of higher education is carried out. (Further details are given in Sections 1.3, 2.2.1.)
2.	A mechanism for the creation and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof, has been developed.	Comply. According to Chapter III of the Internal Quality Assurance Regulations of the NDAL, the procedure for the development and approval of new study programmes, the monitoring of existing study programmes and the modification of existing study programmes has been approved. (Further details are given in Section 2.2.2.)
3.	The criteria, conditions, and procedures for the evaluation of students' results, which enable reassurance of the achievement of the intended learning outcomes, have been developed and made public.	Comply. Evaluation of the intended learning outcomes is carried out in accordance with the Regulations on the Assessment of Study Results at the National Defence Academy of Latvia (approved by the Senate's Decision No. 4 of 26.09.2023, Minutes No. 7/2023) and the Regulations on State Examinations at the National Defence Academy of Latvia (approved by the Senate's Decision No.1 of 17.01.2023, Minutes No.2/2023) The criteria for the assessment of students' performance are set out in each course description, which are available in the ILIAS electronic system and are presented to students by the lecturer at the first lesson in accordance with the Internal Rules and Regulations for Studies at the National Defence Academy of Latvia. Full text of the Regulations on the Assessment of Study Results and the Regulations on State Examinations (see Annex 1.1 NDAL Main Regulatory Documents – 1.1.19. National Defence Academy of Latvia Regulations on the Assessment of Study Results, 1.1.20 National Defence Academy of Latvia Regulations on State Examinations, https://www.naa.mil.lv/eng/ndal-main-regulatory-documents).
4.	Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.	Comply. In accordance with the Regulations on Academic Positions at the National Defence Academy of Latvia (approved by the Senate's Decision No.2 of 21.01.2022, Minutes No.1/2022), an evaluation of academic staff is held once a year. The NDAL ensures continuous professional development of academic staff (courses on teaching at the university, development seminars, training, etc.). Full text of the Regulations on the Assessment of Study Results and the Regulations on State Examinations (see Annex 1.1 NDAL Main Regulatory Documents – 1.1.16 Regulations on Academic Positions at the National Defence Academy of Latvia, https://www.naa.mil.lv/eng/ndal-main-regulatory-documents).

5	<p>The higher education institution/ college ensures the collection and analysis of the information on the study achievements of the students, employment of the graduates, satisfaction of the students with the study programme, efficiency of the work of the academic staff, the study funds available, and the disbursements thereof, as well as the key performance indicators of the higher education institution/ college.</p>	<p>Comply.</p> <p>Students' achievements are recorded in the electronic system LUIS, which is administered by the University of Latvia. After each semester, students' progress is discussed in the Study Council. After the State Examination, information on the grades of the final papers is collected and discussed at the Administrative Meeting with the Rector. After the State Examination, an Academic Meeting is convened with the participation of the NDAL Vice-rector, study programme directors, thesis supervisors, reviewers and representatives of the State Examination Boards. During this meeting, the quality of the final papers is discussed, the organization of the national examination boards is discussed, and decisions are taken to improve future processes.</p> <p>As NDAL students are members of the National Armed Forces, all graduates are sent to serve in the National Armed Forces or the National Guard units after obtaining the rank and qualification of a Lieutenant.</p> <p>In accordance with the Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia, NDAL regularly conducts surveys on students' satisfaction with the study programme. (Further details are given in Sections 2.2.4.)</p> <p>Full text of the Regulations on the Internal Quality Assurance of Studies (see Annex 1.1 NDAL Main Regulatory Documents – 1.1.12 Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia; https://www.naa.mil.lv/eng/ndal-main-regulatory-documents).</p>
6.	<p>The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study field whilst implementing their quality assurance systems.</p>	<p>Comply.</p> <p>In accordance with the NDAL Quality Policy, the NDAL Regulations on the Internal Quality Assurance of Studies at the National Defense Academy of Latvia, as well as the NAF guidelines, study programmes are continuously reviewed and improved.</p>

2.1. Management of the Study Field

2.1.1. Aims of the study field and their compliance with the scope of activities of the higher education institution/ college, the strategic development fields, as well as the development needs of the society and the national economy. The assessment of the interrelation of the study field and the study programmes included in it.

The National Defence Academy of Latvia is a unit of the National Armed Forces (NAF) that develops

and provides higher-level studies specifically for the needs of the NAF. The NAF is the foundation of the country's military defence system and, in cooperation with allied forces, protects the sovereignty and territorial integrity of the Latvian state.

The war in Ukraine, launched by the Russian Federation, highlighted the importance of national defence in preserving the sovereignty of the country, and led to changes in Latvian legislation concerning the National Defence Service. In order to strengthen the national defence and to ensure the capacity of the Latvian state and society to prevent and overcome national threats, the National Defence Service (NDS) was introduced in Latvia, providing citizens with the opportunity to acquire knowledge and understanding of national defence, improve their individual capacities, build a ready mobilizable reserve forces, and participate in strengthening national defence. The war in Ukraine also increased the interest of Latvian citizens to join the National Guard in order to undergo basic military training and be ready to defend their country if necessary. Thus, NAF officers must not only ensure the combat readiness of NAF units, but also train and prepare soldiers, NCOs, reserve soldiers and NDS soldiers for the performance of military tasks.

The mission of the NDAL is to train professionally educated command and military specialists for the defence of Latvia, to organize and conduct research in the field of national defence and security, to educate young military intellectuals, officers - Latvian patriots, mentally and physically developed personalities with high morals, sense of honour and duty, leaders who can take responsibility and successfully lead their subordinates.

NDAL has one study field "Military Defence", which aims to prepare NAF officers with strong leadership skills, high motivation and professional competence for military service in the NAF and European Union or NATO multinational units.

The study field "Military Defence" includes five study programmes: the Professional Bachelor's study programme "Air Forces Military Leadership", the Professional Bachelor's study programme "Naval Forces Military Leadership", the Professional Bachelor's study programme "Land Forces Military Leadership", the Higher Vocational Education study programme "Command Staff Officer" and the Professional Master's study programme "Military Leadership and Security".

The aim of the first-cycle professional Bachelor's study programmes and Professional Higher Education degree programme is to educate mid-level leaders/commanders. The graduates of these study programmes are awarded the rank of lieutenant by order of the President of Latvia and join their force as lieutenants.

The aim of the Master's study programme is to improve and develop the competences of senior officers and security sector employees in the field of military leadership and security on national and international levels.

The basic principles of development of the study field and study programmes are based on the values of the Academy and the *NDAL Development Strategy*, as well as in compliance with the requirements of normative enactments and the priorities set out in the NDAL regulations.

The content of the study programmes is based on the contemporary challenges of military defence, with general and core courses in the field and courses in military technology oriented towards the military context, thus fully corresponding to the study field of military defence. The content of all study programmes also takes into account *Regulations on the Standard of State Professional Higher Education* and *Professional Standards and Professional Qualification Requirements*.

As the NAF structure includes three types of forces - Air Forces, Naval Forces and Land Forces, the NDAL Professional Bachelor's study programmes are oriented towards the educating an officer of a specific type of force. The content of "Air Forces Military Leadership" and "Naval Forces Military

Leadership” programmes includes technical training blocks to provide future officers with knowledge of general maritime and naval, or general aviation and aircraft engineering topics. At present, the NDAL does not have the material and technical resources to provide these training blocks, so each year a public tender is organized for the purchase of these training blocks. Thus, from 2013 to 2015 the study programme "Air Forces Military Leadership" was implemented in cooperation with Riga Technical University, and from 2016 it is implemented in cooperation with the Institute of Transport and Communications. The study programme "The Naval Forces Military Leadership" was implemented in cooperation with the Latvian Maritime Academy from 2013 to 2021, and in cooperation with Novikontas Maritime College from 2022. The study programme "Land Forces Military Leadership" is implemented at the NDAL in cooperation with NAF units and the National Guard. The admission in Professional Bachelor’s study programmes takes place after secondary school graduation. Since the university graduates are also interested in military careers, the NDAL offers them an opportunity to study in the short-cycle higher education study programme "Command Staff Officer" and obtain a higher education diploma and the professional qualification of lieutenant.

The Master's study programme is implemented in cooperation with the Baltic Defence College. The content of the study programme corresponds to the content of the “Joint Command and Chief Staff Officer’s Course”. Officers who are attending or have attended the “Joint Command and Chief Staff Officer’s Course”, or who have completed equivalent to a senior officer military course abroad, may apply for studies in the professional Master's study programme “Military leadership and Security”. Since the NDAL studies are covered by the state budget and the NAF has a procedure for sending military personnel for training, studies in the Master's study programme start when a military serviceman has attained the rank of a major.

Detailed information is provided in study programme assessments.

2.1.2. SWOT analysis of the study field with regard to the set aims by providing explanations on how the higher education institution/ college expects to eliminate/ improve weaknesses, prevent threats, and avail themselves of the given opportunities, etc. The assessment of the plan for the development of the study field for the next six years and the procedure of the elaboration thereof. In case there is no development plan elaborated or the aims/ objectives are set for a shorter period of time, information on the elaboration of the plan for the development of the study field for the next assessment period shall be provided.

SWOT analysis of the study field "Military Defense":

Strengths	Weaknesses
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<ol style="list-style-type: none"> 1. The lecturers of the military orientation courses have many years of practical military service experience in the National Armed Forces, including participation in international operations and work at NATO headquarters. 2. Academic courses are delivered by highly qualified lecturers. 3. The NDAL has a permanent staff of civilian/academic personnel who carry out scientific research and do lecturing. 4. Students have the opportunity to participate in research projects in military science. 5. The NDAL has a sufficient methodological support for the study programmes. 6. The NDAL regularly improves the study programmes in line with NATO and NAF developments. 7. Regular business contacts with employers and employers' involvement in the implementation of the study process. 8. Academic and military international cooperation is implemented. 9. Cadets are soldiers in the professional service and receive social guarantees established by the laws and regulations. 10. Cadets are provided with a position in the military service upon graduation from the NDAL. 11. Students have the opportunity to improve their general level of physical fitness. 	<ol style="list-style-type: none"> 1. Insufficient provision of modern weapons, equipment and other technical means for the training process; this should be requested from the NAF units. 2. Difficulties in involving military specialists in certain military courses due to their workload in the basic service. 3. The NAF has a limited number of qualified specialists with appropriate academic background for lecturing in the NDAL. 4. The NDAL infrastructure will need improvements as student numbers increase. 5. It is difficult to reconcile the educational needs of NAF soldiers with the requirements of the Ministry of Education and Science. 6. Insufficient resources to train Naval Forces and Air Forces officers without the support of collaborating universities. 7. Insufficient resources for the NDAL to implement the professional Master's programme independently and independently from BALTDEFCOL. 8. Continuous rotation of supervisors/managers (vice-rector, programme directors).
Opportunities	Threats

<ol style="list-style-type: none"> 1. Involve guest lecturers from foreign military universities in the implementation of certain study courses. 2. Participate in student exchange programmes with military universities in other countries. 3. The defence sector is one of the priority sectors of public administration. 4. Increasing cooperation with other universities, public institutions 	<ol style="list-style-type: none"> 1. The demographic situation of the country makes the recruitment process for NDAL studies difficult. 2. In the event of a real threat to the country, studies will be interrupted and students will perform military duties. 3. Resource constraints (training centres and training infrastructure). 4. Competitiveness with other universities. 5. Public mistrust of the importance of the military profession.
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To maintain the strengths, NDAL the following measures should be taken:

1. To attract the best NAF professionals for the provision of military orientation courses, based on unit recommendations and previous evaluations of cadets or course attendees.
2. Highly qualified lecturers from other Latvian higher education institutions are involved in the implementation of academic study courses. As the NDAL cannot provide full-time employment for elected academic staff, it is a good opportunity for the NDAL to contract a lecturer for a short period of time as a way of evaluating his/her performance. If the evaluation of the lecturer's work is high, both from the persons responsible for the work of the NDAL and from the feedback of the students, the lecturer is invited to deliver the course again in the following academic year.
3. NDAL has two research centres - the Security and Strategic Research Centre and the Defence and Technology Innovation Centre, which are permanently staffed and carry out research activities, as well as participate in the academic process by delivering courses, supervising and reviewing final theses, and participating in the State Examination Boards.
4. To support and promote opportunities for students to participate in research projects in military science. Continue to involve NDAL students in defence industry hackathons. To organize an annual scientific conference for NDAL students, where the best cadets present their research.
5. The NDAL completes and improves its methodological support for teaching. In 2021, the NDAL opened the Welfare Centre, which houses the Library, the Cadet Club and the canteen.
6. The NDAL continues to review and improve the content of its study programmes every year.
7. Employers are involved in the work of the State Examination Boards, are invited to review the content of study programmes and to submit proposals for the programme improvements. Alumni evaluation questionnaires are sent out every year.
8. The International Relations and Projects Division of the NDAL is active in international cooperation with military universities in other countries, as well as in supporting the exchange of students and staff within the Erasmus project.
9. NDAL cadets are soldiers in the professional service, who are fully covered by the social guarantees stipulated by the laws and regulations.
10. Upon graduation from the NDAL, all cadets are posted to their respective units. The NDAL posts are allocated by the Personnel Planning and Administration Department of the NAF Joint Headquarters on the basis of priorities set by the NAF Commander. The course superiors introduce the prospective graduates to their places of service two months before a graduation from the NDAL.
11. One of the NDAL priority objectives is the development of cadets' physical fitness. From the

autumn semester 2023, the NDAL is changing the timetable to 8.00-9.30 every morning for general fitness classes, thus improving the overall fitness level of the cadets.

To improve its weaknesses, the NDAL needs to take the following measures:

1. In order to provide the training process with modern weapons, equipment and other technical means, the NDAL budget shall provide funds for their acquisition with justification of the necessity to the NAF command staff.
2. To involve military specialists in the implementation of study programmes, to receive support from the NAF staff command for the secondment of these specialists to the NAF on a priority basis.
3. To organize short refresher courses for military trainers to acquire pedagogical competences at a higher education institution.
4. NDAL management needs to develop a timely action plan to ensure the implementation of study programmes in the event of an increase in the number of students.
5. In cooperation with the lawyers of the Training and Doctrine Command Headquarters, NDAL needs to submit the proposals for amendments to the regulations concerning the specifics of the education of NAF soldiers to the Ministry of Defence.
6. In cooperation with NAF Air Forces and NAF Naval Forces, NDAL needs to develop a plan for the development of study programmes, ensuring the implementation of studies with NAF resources, providing additional human and material resources.
7. NDAL needs to develop a new Master's degree programme, which will be implemented with NDAL resources and will be open to NDAL officers and defence personnel regardless of the military rank.
8. Make changes to the NDAL staff list to provide for permanent positions for programme directors (currently the head of the department/course is also the programme director), either civilian or retired military with competence in managing higher education study programmes.

To take advantage of opportunities in the development of the study field, the NDAL needs to:

1. Involve military specialists from foreign military universities in the implementation of certain study courses, thus improving and broadening the cadets' knowledge;
2. Send students on exchange programmes. Programme directors need to develop precise proposals on how their students can benefit from exchange programmes;
3. Create and maintain a positive image in the society, as well as to adhere to and develop the values of the NAF soldiers and the core values of the NDAL, creating a positive and mutually cooperative internal environment;
4. Seek opportunities for cooperation with other universities and state institutions, thus promoting the NDAL and the NAF as a whole.

To mitigate the threat, the NDAL needs to:

1. Actively participate in social media campaigns about study opportunities at the NDAL. Organize recruitment events by attending secondary schools and organizing NDAL events;
2. In the event of a threat to the country, develop an action plan for how study programmes are implemented, drawing on the experience of Ukrainian military universities;
3. Timely plan resources necessary for the implementation of study programmes;
4. Emphasize NDAL strengths in all advertising campaigns and create a positive internal environment for students;
5. Actively engage in activities to create a positive image of NAF in society, as well as to eradicate all cases of disparaging, abusive treatment of lower rank, and any violations of the

authority of higher commanders, instructors.

Development Plan for the Study Field is set for 2023-2028 (see Annex 2.1.1 *Development Plan for the Study Field "Military Defence" for 2023-2028*). The Development Plan for the study field was developed in accordance with the tasks set out in the *NDAL Development Strategy*.

2.1.3. The structure of the management of the study field and the relevant study programmes, and the analysis and assessment of the efficiency thereof, including the assessment of the role of the head of the study field and the heads of the study programmes, their responsibilities, and the cooperation with other heads of the study programmes, as well as the assessment of the support by the administrative and technical staff of the higher education institution/ college provided within the study field.

The governance of the study field "Military Defence" and the respective study programmes is ensured by the NDAL Council, Rector, NDAL decision-making bodies, NDAL Vice-rector, who is the director of the study field, the programmes' directors, heads of courses, non-commissioned officers, heads of NDAL structural units (see Annex 2.1.2 *Governance structure of the study field "Military Defence"*).

For each study programme, the Senate approves the study programme director. The responsibilities and duties of the programme director are described in the *National Defence Academy of Latvia Regulations on the Director of the Study Programme*. The director of the professional study programme "Land Forces Military Leadership" (hereinafter - LF ML) and the director of the short-cycle higher education "Command Staff Officer" (hereinafter - CSO) is one and the same person, as both study programmes are focused on the specifics of the Land Forces and the learning outcomes are similar. The director of these study programmes, who is a military officer, is also the Head of the Land Forces Department, who is not only responsible for the successful implementation of the study programmes, but also ensures the effective functioning of the Land Forces Department. These study programmes have the highest number of students of all NDAL students. As all students at the NDAL are also military personnel in active duty with specific tasks, each study programme has an approved Head of the course and an instructor, who are responsible for ensuring not only the success of the studies, but also the fulfilment of the tasks associated with military service. The NDAL sergeant major is responsible for military discipline and supervises the work of instructors.

The programme directors of the professional study programmes "Air Forces Military Leadership" (AFML) and "Naval Forces Military Leadership" (NFML) also act as heads of the course, as the number of students is small. For Part B courses of both programmes, partner universities are involved, winning a tender organized each year. Since 2016, the AFML programme has been implemented in cooperation with the Institute of Transport and Communications, the NFML programme was implemented in cooperation with the Latvian Maritime Academy until 2021, and from 2022 it is implemented in cooperation with the Novikontas Maritime College.

The Master's study programme "Military Leadership and Security" is headed by a civilian programme director. The Baltic Defence College, with which the NDAL has a cooperation agreement, is involved in the implementation of the Master's programme and provides training courses for senior officers.

All important issues related to study programmes, such as admission and exmatriculation of

students, approval of study plans, changes in the content of programmes, etc., are reviewed and discussed in the Study Council, chaired by the vice-rector of the NDAL. In order to ensure the most efficient management of the study field, the Vice-rector of the NDAL organizes weekly meetings with the heads of courses, during which all current issues are discussed, immediate tasks are identified, responsibilities are defined and information is exchanged between the departments.

The Department of Study Planning and Support, which consists of the Study Unit, the Support Unit, the Study and Methodological Support Unit, and the International Cooperation Unit, plays an important role in ensuring the implementation of the study programmes of AFML, NFML, LFML and CSO. The staff of the department organizes selection and admission to studies, plans classes, prepares orders on the status of students, coordinates military training and internship with the NAF units, provides the necessary material and technical support, records the progress of students, ensures studies within ERASMUS, organizes the work of State Examination Boards and performs other tasks related to the organization of studies.

The provision of academic staff for military leadership and general studies courses at the NDAL is the responsibility of the Department of Military Leadership Studies. The department is composed of both permanent staff and faculty members from other higher education institutions who are invited to deliver certain study courses. The department is also responsible for organizing staff refresher courses, scientific seminars and guest lectures. The department also organizes student research conferences and seminars, as well as the Leadership Week for graduates before the graduation.

The Distance Learning department provides access to e-materials for the study programmes. The department also organises training courses and tutorials on the use of the ILIAS electronic system, as well as plagiarism checking of the final theses.

The scientific research activities of the study programmes are supported by the Security and Strategic Research Centre (hereinafter - SSRC) and the Defence Technology and Innovation Centre (hereinafter - DTIC). SSRC researchers deliver the courses "Research Methodology" and "Political Science", supervise final theses and participate in the work of the State Examination Boards. DTIC researchers involve cadets in the Defence Industry Hackathon competition, where NDAL cadets work with students from other universities to develop ideas with military applications.

The Physical Training and Sports Unit is responsible for ensuring the maintenance and development of cadets' physical fitness, as one of the most important competences for military personnel is the maintenance of physical fitness. Also, in order to receive the rank of lieutenant, a graduate of the NDAL must pass the physical standards at a high level before graduating from the NDAL.

2.1.4. Description and assessment of the requirements and the system for the admission of students by specifying, inter alia, the regulatory framework of the admission procedures and requirements. The assessment of options for the students to have their study period, professional experience, and the previously acquired formal and non-formal education recognised within the study field by providing specific examples of the application of these procedures.

Admission to studies at the NDAL is based on a selection procedure, based on the requirements of the Law on Higher Education Institutions, the Law on Military Service and other binding regulations.

A candidate applying for studies at the Latvian National Defence Academy must do it electronically and submit documents to the National Defence Academy of Latvia by the deadline specified in the

admission requirements of the National Defence Academy of Latvia for the respective academic year. (Admission Requirements are published on the NDAL website: <https://www.naa.mil.lv/en/admission-rules>). Unlike admission to other universities, admission to the short-cycle of the NDAL is also admission to the professional military service, as all NDAL cadets are soldiers in the professional military service. All applicants must undergo a medical commission, physical fitness and psychodiagnostic tests, and their details are checked against the criminal record and sent to the Military Intelligence and Security Service for an opinion. There is also an age limit for admission to the NDAL, which is set by Section 18(2) of the *Military Service Law*. The Professional Bachelor's programmes are open to young people with secondary education up to the age of 30 at the time of admission, and the short-cycle higher education study programme is open to young people with higher education up to the age of 35 at the time of admission. However, the Master's degree is open to officers who have not less than five years of professional service remaining in their current officer grade before reaching the maximum age. All studies at the NDAL are covered by the state budget.

Until 2021, recruitment and selection for studies at the NDAL were carried out by the NAF Recruitment and Selection Centre. To improve the attraction of young people to the NDAL and shorten the selection process, from 2022 the selection and admission to the NDAL for study and professional service is carried out by NDAL staff. The NDAL management set the objective to select young people for professional service and studies in two days.

To achieve this goal, the NDAL staff shall coordinate with the Medical Centre possible times for the medical commission and with the Psychodiagnostic Centre possible times for the test. Thus, a young person who has applied electronically to study at the NDAL and who lives outside Riga comes to the NDAL for a 2-day selection. On the first day, he/she goes through a medical commission, stays overnight in the NDAL barracks, the next morning he/she takes his/her test of physical requirements, after which he/she goes to the Psychodiagnostic Centre to take a test. In this way, selection is tailored to the individual. For residents of Riga, the selection is agreed on an individual basis, with specific times scheduled for the necessary tests. After receiving all the documents, assessments and opinions, the NDAL Admission and Selection Board considers all the documents submitted by the applicant, the assessments of the Medical Committee, the Psychodiagnostic Centre, the physical fitness assessments, as well as the information from the Military Intelligence and Security Centre, and makes a decision on the applicant's eligibility for professional service and studies at the NDAL. All applicants are informed of the decision of the Admission Board and, if it is positive, are asked to appear on a specified date and sign the contract of professional military service.

Unlike at other universities, studies in the Bachelor's programmes and the short-cycle higher education programme begin in the winter semester instead of the autumn semester after the submission of documents. Before enrolment at the NDAL, all applicants (cadet candidates) are required to undergo a pre-study phase consisting of a Basic Military Training Course and a Junior Leader Course, in accordance with the Ministry of Defence Regulation No 24-NOT *Regulations on Basic Training of Professional Service Officers* of 31.05.2023. This pre-study phase gives applicants the opportunity to familiarize themselves with the specifics of the military, the requirements of the military service and to make a final decision on whether they want to pursue a career in the field of military defence. If military personnel, who have already completed all or part of this phase, have applied for the studies, they will be invited, by decision of the Admissions Board, to join the NDAL at the specific pre-study training phase or after the completion of the pre-study course at the start of their studies at the NDAL. After successful completion of the pre-study phase, cadet candidates are admitted to the NDAL.

To apply for the NDAL Professional Master's programme, candidates must apply electronically by

filling in the application form on the NDAL website. For students of the “Joint Command and General Staff Officers' Course” at the Baltic Defence College, the submission of documents is organized separately by in-person and electronic submission.

In accordance with the Cabinet of Ministers Regulation No. 505 of 14.08.2018, the NDAL has established a Commission for the Recognition of Competences Acquired Outside Formal Education or in Professional Experience and Results of Prior Education (hereinafter - the Commission), consisting of a chairperson, 4 members and a secretary. The rights and duties of the Commission are determined by the *Regulations on the Recognition of Competences Acquired or Gained in Professional Experience and Study Results from Prior Education at the National Defence Academy of Latvia* (see Annex 1.1 NDAL Main regulatory documents –1.1.18 *Regulations on the Recognition of Competences Acquired Outside Formal Education or in Professional Experience and Study Results Obtained in Previous Education at the National Defence Academy of Latvia*). The Secretary of the Commission examines the documents submitted by the student and prepare a draft decision for the recognition of the results. The draft decision is sent to all members of the Commission for consideration. If the majority of the commission votes in favour of the draft decision, the decision is adopted.

In 2018, the Commission received one application for the recognition of internship with the master's programme. In 2019, the Commission examined and approved 16 decisions on the recognition of previous results. 3 of them were on the recognition of internships in a master's programme. Of these, 3 were for the recognition of internships in the master's programme, and three were for the recognition of study courses from *Helmut Schmidt Universitat*, Germany. The other decisions were on the recognition of study courses taken at the University of Latvia, Riga Technical University and the BA School of Business and Finance. Courses such as “Civil Protection”, “Fundamentals of Economics”, “Political Science” and free elective courses were recognised.

In 2020, 9 decisions were adopted, 2 of which were on the alignment of study courses completed in non-formal education at the NAF Signal School. The acquisition of study courses “Communication” and “Communication Organisation” was recognised. One decision was on the recognition of internship and the others on the recognition of courses from other universities.

In 2021, 7 applications were examined, 3 for the alignment of internship, 3 for the recognition of courses taken in non-formal education and one for the recognition of courses taken at *Helmut Schmidt Universitat*.

In 2022, 21 applications were received, 18 of which were for recognition of study courses completed at other higher education institutions, 2 - for recognition of study courses completed in non-formal education at the NAF Signal School and the Naval Training Centre. 1 application was for recognition of an internship.

In 2023, 9 applications were received, of which 6 were for recognition of study courses taken at other higher education institutions, 2 for recognition of study courses taken in non-formal education and one for recognition of internships.

As regards the opportunity for students to continue their education in another study programme or at another higher education institution if their study programme is interrupted, NDAL has signed an agreement with General Jonas Žemaitis Military Academy of Lithuania, which is ready to accept NDAL cadets in its study programmes (see Annex 2.1.3 *Confirmation that the academy will provide the students with opportunities to continue their education in another study programme or in another university*).

Annex 2.1.3 Confirmation that the academy will provide the students with opportunities to continue their education in another study programme or in another university in case of programme

discontinuation.

Annex 2.1.4 Confirmation that the university guarantees compensation for losses to students if the programme is not accredited.

Annex 2.1.5 Sample study agreement in programmes "Air Forces Military Leadership", "Naval Forces Military Leadership", "Land Forces Military Leadership", "Command Staff Officer" and "Military Leadership and Security".

Admission to studies at the NDAL is based on a selection procedure, based on the requirements of the Law on Higher Education Institutions, the Law on Military Service and other binding regulations.

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Annex 2.1.3 *Confirmation that the academy will provide the students with opportunities to continue their education in another study programme or in another university in case of programme discontinuation.*

Annex 2.1.4 *Confirmation that the university guarantees compensation for losses to students if the programme is not accredited.*

Annex 2.1.5 *Sample study agreement in programmes "Air Forces Military Leadership", "Naval Forces Military Leadership", "Land Forces Military Leadership", "Command Staff Officer" and "Military Leadership and Security".*

2.1.5. Assessment of the methods and procedures for the evaluation of students' achievements, as well as the principles of their selection and the analysis of the compliance of the evaluation methods and procedures with the aims of the study programmes and the needs of the students.

The system for assessing students' achievements and study results is stipulated by external regulations: *Law on Higher Education Institutions* and the *Law on Education*, and in a number of NDAL internal laws and regulations: *Regulations on the Assessment of Study Results at the National Defence Academy of Latvia*, *Regulations on State Examinations at the National Defence Academy of Latvia*, *Methodological Instructions on the Development and Defence of Master's Thesis, Bachelor's Thesis, Diploma Thesis and Study Paper*, *Regulations on Internship at the National Defence Academy of Latvia*.

The study process uses a variety of study methods and forms. The main criteria for the choice of training methods are to ensure the acquisition of the information provided and to ensure a critical attitude and overall achievement of the learning outcomes (defined knowledge, skills, and competences). The assessment of students' achievements is based on the basic principles of assessment set out in the *Regulations on the Standard of State Professional Higher Education*. The principle of summative assessment is used to assess the acquisition of courses, where the final grade is made up of several components. Therefore, while still working during the semester, students can influence their final grade in the course. The homework, assignments, papers, presentations, practical work and other work carried out during the semester are weighted towards the final grade. The structure of the assessment for each course is determined by the study course author. The criteria and methods for assessing study achievements take into account the specifics of each study course and the learning outcomes. Since military courses are aimed at the acquisition of military skills (considered as high or hazardous classes according to the NAF internal safety regulations), such as weapons handling, courses such as "Small Arms Construction and

Capabilities", "Shooting Training", place great emphasis on the students' compliance with safety regulations. If the safety rules are not followed, no positive mark will be assigned.

The pedagogical methods for the implementation of study courses are chosen by the tutor responsible for the study course in relation to the content and specifics of the course. At the beginning of the course, the tutor shall inform the students about the aim of the course, the requirements and conditions for completion, the learning outcomes and the assessment criteria in accordance with *the Internal Rules and Regulations for Studies at the National Defence Academy of Latvia*.

The principle of compulsory assessment is respected in all study courses included in the study programme. The student is required to obtain a positive assessment of the content of the programme, i.e. test papers and a final examination (test or exam) with at least "near average" (4 marks) or "pass".

The aims, objectives, learning outcomes, course content, and requirements for the study course are set out in the course descriptions, which are developed by the teaching staff member responsible for the study course and reviewed and approved by the Study Board. All course descriptions are available in the NDAL electronic system ILIAS.

In the Professional Bachelor's study programmes, some study courses such as "Military Leadership", "Military Psychology", "Military Law", "Shooting Training", "Combat Skills Maintenance" (Summer Field Camp) are implemented in several semesters in order to maintain cadets' military knowledge and skills and to gradually acquire and develop competences necessary for military service. At the end of each semester, there is an interim test on the material covered.

If the student receives a negative mark, the student takes the examination a second time with the lecturer in accordance with the *Regulations on the Evaluation of Study Results*. If the student receives a negative mark in the second attempt, a committee of 3 lecturers is formed for the student to take the test again (third attempt). If the evaluation of the committee is negative, the student's further study options are considered by the Study Board.

In accordance with the *Regulations on the Evaluation of Study Results*, the student has the right to appeal the evaluation. In accordance with *the Internal Rules and Regulations for Studies at National Defence Academy of Latvia*, the student has the right to familiarize oneself with the assessment and to ask the tutor for a justification of the assessment.

As NDAL implements professional study programmes, the organisation and assessment of students' internships is an integral part of their studies. The aims, objectives and evaluation system of the internship are stipulated by the *Internship Regulations*. The main objective of the internships is to prepare future lieutenants for military tasks, to enhance their practical experience of NAF units, as well as to create conditions to practise and develop personnel management skills.

NDAL studies culminate in a State Examination - the development and defence of a Bachelor's thesis, Diploma thesis or Master's thesis. The organisation and conduct of the assessment of the State Examination is determined by the *Regulations on State Examination at the NDAL*.

The State Examination of each study programme is held by the State Examination Board, which consists of the chairperson of the board, the vice-chairperson of the board and at least 3 members of the board. The composition of the board is approved by an order of the rector. The chairperson and at least half of the members of the board are representatives of the military sector.

In deciding on the assessment of the final thesis, the board takes into account the student's knowledge and skills in defending the thesis, the quality of the student's answers to the questions of the board members and the comments and questions expressed in the review, the theoretical

and practical significance of the final thesis, the quality of the research carried out by the student and other aspects related to the objectives of the study programme and the professional standard. The final mark for the final thesis is the arithmetic mean of the supervisor's mark, the reviewer's mark and each member of the board's mark. A student whose final thesis is found to contain plagiarism is suspended from the State Examination and is exmatriculated as having failed to defend the final thesis and to pass the State Examination.

In accordance with the *Regulations on State Examinations at the National Defence Academy of Latvia*, a student has the right to submit a motivated appeal to the Vice-rector of the NDAL for the Board's action and/or decision.

After the State Examinations, the NDAL holds Academic Sessions, which are attended by the NDAL Vice-rector, study programme directors, teaching staff and other staff involved in the State Examinations. Academic meetings discuss topical issues related to the State Examinations, such as the quality of final papers, the organisation of the work of the State Examination Board, and necessary improvements of the State Examination process.

The assessment of study results at the Latvian National Defence Academy is defined in the Regulations (see Annex 1.1. *NDAL Main regulatory documents – 1.1.19 Regulations on the Evaluation of Study Results of the National Defence Academy of Latvia*). The Regulations also stipulate the form, organisation and conduct of the State Examinations (see Annex 1.1 *NDAL Main regulatory documents – 1.1.20 Regulations on State Examination at the National Defence Academy of Latvia*).

2.1.6. Description and assessment of the academic integrity principles, the mechanisms for compliance with these principles, and the way in which the stakeholders are informed. Specify the plagiarism detection tools used by providing examples of the use of these tools and mechanisms.

The core values of the NDAL are set out in the *NDAL Development Strategy*. The basic principles of professional ethics and academic integrity of the management and general staff, academic staff and students are described in the *NDAL Code of Ethics*. The purpose of the Code of Ethics is to promote a common understanding among the NDAL management, general staff, academic staff and students - the Academy family - of the ethical values that must be observed in everyday life in order to promote the moral education and growth of the Academy family, mutual trust, respect and cooperation in accordance with the mission, vision and goals of the Academy as set out in the *NDAL Development Strategy*.

The Code of Ethics or amendments thereto shall be examined by the NDAL Study Council and approved by the Senate. The Code of Ethics or amendments thereto enter into force by order of the Rector of the NDAL. Code of Ethics (see Annex 1.1 *NDAL Main regulatory documents – 1.1.5 Code of Ethics of the National Defence Academy of Latvia*) is publicly available on the website of the National Defence Academy of Latvia and its observance is obligatory for the Academy family. Responsibility for breaches of the fundamental ethical principles and standards set out in the Code of Ethics is individual. Everyone is encouraged to make written complaints in good faith and responsibly to the NDAL Ethics Committee about violations of the Code of Ethics. Depending on the nature of the misconduct and the rank of the person involved in the incident or the position held by the civilian employee, the rector of the NDAL shall approve the composition of the Ethics Committee by his/her order. The members of the Ethics Committee, in accordance with the

procedure, consider, on a collegial basis, complaints of breaches of the provisions of the Code of Ethics.

The Academic Arbitration Court hears applications from students and academic staff concerning restrictions or violations of academic freedom and rights. The Academic Arbitration Court is composed of five members, four of whom are academic staff representatives and one of whom is a student representative (see Annex 1.1 *NDAL Main regulatory documents – 1.1.8. Regulations of the Academic Arbitration Court of the National Defence Academy of Latvia*).

Additional responsibilities and duties of academic staff and students are stipulated in the Internal Regulations of the NDAL (see Annex 1.1 *NDAL Main regulatory documents – 1.1.22 Internal Rules and Regulations of the National Academy of Latvia*). One of the fundamental principles of academic integrity is the prevention of plagiarism, both for students and for academic staff.

The NDAL uses OXSICO as its main anti-plagiarism tool. This programme allows to check the Bachelor's theses, Diploma papers, Study papers, etc., to see if similar texts can be found on the internet. The presence of plagiarism in works is not mechanically detected. The results of the OXSICO tests are passed on to supervisors and reviewers to evaluate the matches found and determine whether they are a match, a quotation or plagiarism.

In 2024, a contract was signed with Riga Technical University for the use of the CAPS plagiarism control system, which will increase the efficiency of anti-plagiarism tools, including the recognition of signs of artificial intelligence.

2.2. Efficiency of the Internal Quality Assurance System

2.2.1. Assessment of the efficiency of the internal quality assurance system within the study field by specifying the measures undertaken to achieve the aims and outcomes of the study programmes and to ensure continuous improvement, development, and efficient performance of the study field and the relevant study programmes.

The internal quality of the NDAL is ensured in accordance with the *NDAL Development Strategy for 2023-2032*, which identifies quality studies as one of its priority objectives. Based on the NAF development plan for priority military capabilities to be developed in the medium term, the NDAL aims to provide quality studies in accordance with the professional specialization of the regular forces unit and higher education standards. As the study process involves teaching staff from the regular units of the NAF and the National Guard, the course descriptions are regularly reviewed and changes are introduced according to the current situation. For example, in view of the invasion of Ukraine by the Russian Federation and the Russian propaganda tools, a new course of study "Information Warfare" was introduced in the professional bachelor's study programmes of the NDAL.

According to the NDAL Quality Policy, the maintenance of the internal quality of studies at the NDAL is the application of continuous NDAL management procedures, which include a sequence of action steps:

1. information extraction and data processing
2. analysis of results;
3. identification of problems and preparation of proposals

4. setting targets and taking immediate action
5. development of a quality improvement plan
6. implementation and monitoring of the action plan
7. analysis and improvement of the results

Information on the effective implementation of study programmes is collected from a number of sources, such as student, alumni and faculty surveys, examination records, interviews with immediate supervisors of graduates, drop-out statistics, etc. The results are discussed at the meetings of the heads of courses, which are held regularly once a week. This meeting is chaired by the Vice-rector and attended by the Head of the Department of Study Planning and Support, the NDAL Sergeant Major, programme directors, heads of courses and departments. These meetings identify problems and prepare the proposals to solve them. The vice-rector of the NDAL designates the persons responsible for the implementation of specific actions and the action plan. For example, this type of meeting addressed the issue of how to reduce student attrition during the course "Squad Tactics Course". The reasons for the drop-out were mostly injury-related. The NDAL responsible persons were tasked with reviewing the delivery of the course and making changes to those parts of the training where the risk of injury was the highest.

The NDAL holds bimonthly administrative meetings with the NDAL Rector, Vice-rector, study programme directors, heads of departments and the sergeant major. At these meetings, the heads of departments report to the rector on completed and ongoing tasks, as well as on future action plans. The rector, for his part, reports on the most important guidelines and tasks of the NAF, and establishes working guidelines or adjustments to previously issued guidelines for the next reporting period. In the context of the implementation of the curriculum improvement measures, in 2021 the rector decided on a radical change in the NDAL recruitment and selection process. While until 2022 the recruitment and selection was handled by the NAF Recruitment and Selection Centre, from 2022 this process was to be provided by the NDAL itself in cooperation with the Psychodiagnostic Department and the Medical Centre. This improved the selection process by introducing a personalized approach to each candidate, contacting them individually and scheduling a suitable selection time. The result was that all interested parties were identified, communicated with and no one willing to study was left out.

The two-day off-site meetings, chaired by the Vice-rector and attended by the programme directors, heads of courses, the Head of the Department of Study Planning and Support and senior staff, heads of departments and other staff according to the set agenda, discuss and analyse current issues related to internal quality and decide on further actions to improve quality, e.g. in the autumn semester of 2022, the NDAL selection and admission process was analysed, weak points were identified and a decision was taken to improve the process further.

The approval of Quality Reports by the Study Council in accordance with the *NDAL Quality Policy and the NDAL Internal Quality Assurance of Studies Regulations* was introduced from 2023 (see Annex 1.1 *NDAL Main regulatory documents – 1.1.12 Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia*). In the Quality Report, the programme directors provide a summary of topical information on the implementation of study programmes during the reporting period, indicate the number of students, ex-matriculated students and the reason for ex-matriculation, assessments of students' success, assessment of the introduced changes to the programmes, summary of student feedback and the plan for implementation of changes. Quality Reports are discussed at the Study Council with the participation of the Student Council.

The evaluation of the academic staff of the NDAL takes place once a year in accordance with the *Regulations on Academic Positions at the NDAL*. The Head of the department or administration

concerned shall carry out the evaluation of the academic staff under his/her authority. NDAL staff shall complete a self-assessment of themselves and submit it to their line manager. The line manager will hold a debriefing session with the supervisee to analyse the work done in the previous academic year and discuss the evaluations.

The evaluation, rotation and competency development activities of NDAL military personnel are the result of annual appraisals and interviews. Each year, line managers are required to assess the staff under their supervision and their performance, and to listen to the appraisee's expectations for the next reporting period. On the basis of the discussions, participation in career courses and qualification courses is planned in order to improve the individual's competences.

2.2.2. Analysis and assessment of the system and the procedures for the development and review of the study programmes by providing specific examples of the review of the study programmes, the aims, and regularity, as well as the stakeholders and their responsibilities. If, during the reporting period, new study programmes have been developed within the study field, describe the procedures of their development (including the process of the approval of study programmes).

The development and review of study programmes shall be carried out in accordance with the *Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia* (see Annex 1.1 NDAL Main regulatory documents – 1.1.12 *Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia*). In 2017, a new Professional Bachelor's study programme "Land Forces Military Leadership" was developed at the NDAL, replacing the previous study programme implemented in cooperation with the Faculty of Mechanical Engineering, Transport and Aeronautics of Riga Technical University, which was more focused on the field of road transport. In accordance with the decision of the Ministry of Defence Council for Personnel Development and Education, a working group was established to develop and license the new study programme. The working group consisted of the director of the study programme, the Head of the Department of Military Leadership Studies, an education methodologist, a student representative and an employer from the NAF Land Forces Unit, who acted as an expert. In developing the new Land Forces Study Programme, the objective to be achieved was clearly defined. Compared to the previous Land Forces study programme, a new programme had to focus on achieving the competences of a Lieutenant and a platoon commander, increasing military knowledge and skills. During the development of the study programme, several meetings were held with representatives of the National Armed Forces in order to include all military study courses necessary for the successful performance of a lieutenant's service in the study programme. The challenge was how to effectively integrate all general studies courses in the curriculum in accordance with the Standard for Vocational Higher Education and the Standard of Profession (Lieutenant), as well as to take into account the current developments in the military field. Once all the curriculum documents were prepared, they were submitted to the Study Council for review. At the meeting of the Study Council, the programme director presented the new study programme, answered questions and took into account the proposals. After receiving a positive assessment from the Study Council, the study programme documents were forwarded to the Senate for approval. The Senators read the documents and decided to proceed with the licensing of the study programme. The licence was granted on 7 November 2017.

The content of the NDAL study programmes is reviewed at least once a year. Students are taught in accordance with the approved study plans, which are the guiding documents for the organization of

the study process for each study course. The director of the study programme, in collaboration with the methodologist, reviews the study plan before the enrolment of new students. The study plan for bachelor's and professional higher education programmes is revised in the autumn semester, as the enrolment takes place in February each year. In the master's programme, the revision of the study plan takes place in the spring semester, as studies start in the autumn semester.

The decisions taken at administrative meetings, meetings of heads of courses and off-site meetings regarding the implementation of curriculum improvements are taken into account in the revision of the curricula. Since the implementation of military study courses depends on the training schedule of other NAF units, the workload of the personnel involved, as well as the availability of training infrastructure (training grounds, training centres, etc.), each year, when planning classes, the Study Unit staff takes these constraints into account and, if necessary, makes changes to the current study plans. From 2024, the curricula will take into account the action plans for curriculum improvement identified in the Quality Report. Changes to curricula shall be made paying attention to their compliance with the Standard for Vocational Higher Education and the Lieutenant's Profession Standard. The curricula for newly enrolled students and changes to existing ones are approved by the Study Council.

Despite the fact that the Master's study programme is implemented in cooperation with the Baltic Defence College (hereinafter – BALTDEFCOL) in Tartu, Estonia, all NDAL quality requirements and processes are integrated into the Master's study process. The main workplace of the Director of the Master's study programme is BALTDEFCOL, which helps him to constantly monitor the study process, implement all changes adopted by the NDAL and maintain unified academy's requirements for the Master's study programme. For the successful implementation of the Master's study programme, a methodologist is also involved, who actively cooperates with the study programme director and whose duties include monitoring students' documents in accordance with the regulatory enactments and NDAL internal documents. The workplace of the methodologist of the Master's study programme is Riga, Latvia which ensures a quick flow of information between the two educational institutions.

In line with the changes in the Law on Higher Education regarding the transition of credits to the European Credit Transfer and Accumulation System, the NDAL switched to this credit point accounting system for all study programmes from 2023, reviewing all study courses and updating all course descriptions. NDAL determined that 1 CP corresponds to 30 academic hours to fully achieve the study results defined by the study programmes. (Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia). Starting from 2023, all credit points are used in ECTS in the study plans.

2.2.3. Description of the procedures and/or systems according to which the students are expected to submit complaints and proposals (except for the surveys to be conducted among the students). Specify whether and how the students have access to the information on the possibilities to submit complaints and proposals and how the outcomes of the examination of the complaints and proposals and the improvements of the study field and the relevant study programmes are communicated by providing the respective examples.

The *Regulations on the Internal Quality Assurance of Studies* provide for the submission of proposals and complaints. Proposals and complaints may be submitted in writing by students or

staff members to the Vice-Rector of the NDAL, who will consider and evaluate the proposal or complaint and negotiate with all parties involved. The NDAL has introduced an anonymous suggestion and complaint mailbox where all students and NDAL staff can anonymously submit a suggestion or complaint.

Cadets submit anonymous complaints on their living conditions, for example, access to canteen, printing facilities, locking of barrack doors, etc. Cadets also submitted requests that a subject "Latvian Language" is introduced so that they can improve their spelling, as well as the organization of physical training. All the submitted complaints and suggestions are examined and discussed by the Study Council at its meetings. Feedback on their complaints is provided to cadets during the General Assembly of the NDAL, when students also have an opportunity to ask questions and comment on the solution of their problems.

As the *Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia* only came into force in June 2023, no proposals or complaints have been received to date.

It should be noted that students of the NDAL are also military personnel who, in accordance with the Regulations on the Military Service Establishment, may lodge a complaint or suggestion with the Commander-in-Chief under the chain of command.

Students of the NDAL can get acquainted with the *Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia* in the electronic system ILIAS, as well as with the complaints and proposals procedure when they start their studies at the NDAL. Information on the introduction of new documents or procedures is provided to all NDAL staff and students during general meetings of the NDAL.

The NDAL organises General Assemblies at least twice a semester, attended by the rector, vice-rector, NDAL staff and students. Each student has the possibility to submit electronically questions of interest to the General Assembly. All questions submitted are summarized and submitted to the Rector and the Vice-rector. The Rector or Vice-rector answer these questions during the General Assembly. Students also have an opportunity to ask questions to the management during the General Assembly. Given the military regulations, when a military officer has to follow subordination, this is a good opportunity when a student (military officer) can approach a superior commander bypassing subordination. NDAL cadets are eager to use this opportunity to submit questions related to their studies, living conditions and the military service. Such General Assemblies, where students can submit questions, were introduced in 2019. In 2020 and 2021, the General Assemblies were suspended due to the introduction of Covid-19 restrictions in the country. As of 2022, these General Assemblies have been resumed.

The heads of courses meet with students at least once a month to discuss current issues. If students have questions that the head of the course cannot answer, the matter is discussed at the meetings of heads of courses.

The heads of the Land Forces, Naval Forces and Air Forces Departments meet with the cadets at least once every three months, while the Vice-Rector meets with all the cadets at least once every three months to explain directly the rationale behind certain management decisions and to listen to cadets' questions and comments on their life and learning process. Officers or non-commissioned officers who are responsible for the day-to-day training of cadets are not invited to the meetings in order to promote a less formal atmosphere and to encourage cadets to speak freely on matters of interest.

As for student complaints, the NDAL management tries to resolve them through negotiation and agree on viable solutions. A written complaint was received in 2021 from two cadets in the 5th year of the professional bachelor's study programme "Land Forces Military Leadership" about the

assessment received in the course "Platoon Leadership Tactics". Cadets were dissatisfied with the negative evaluation and the evaluation criteria in this course. The vice-rector of the NDAL, having read the course description and the regulations for the assessment of results, decided to allow the cadets to retake the examination in this course. One cadet taking the test repeatedly in this course passed it, and the other cadet failed the second test.

In 2021, the Rector of the NDAL received a complaint from a 5th year cadet of the Professional Bachelor's study programme "Air Forces Military Leadership" about his non-admission to the state examination (Bachelor's Thesis defence) due to signs of plagiarism in the bachelor's thesis. The Rector sent the cadet's bachelor's thesis to two independent academic staff experts for evaluation. The experts confirmed signs of plagiarism. After the discussion between the Rector and the cadet, the decision was taken on a new topic of Thesis and the possibility to defend the Bachelor's Thesis after six months.

In 2022, a complaint was received from three cadets of the Professional Bachelor's programme "Air Forces Military Leadership" about abusive behaviour of one of the lecturers towards the cadets. Following this complaint, the Rector suspended the lecturer from his duties and a departmental inquiry was conducted in accordance with the *Military Disciplinary Liability Act*. As verbal complaints had already been received from cadets about this tutor, the Rector decided to replace him with another tutor.

In 2022, an appeal was received from a 5th year cadet of the professional bachelor's study programme "Naval Forces Military Leadership" for receiving a negative mark in the State Examination. In accordance with the *Regulations of the State Examinations at the NDAL*, an Appeals Board was set up, which examined the minutes of the State Examinations Board and the explanations of the board members, as a result of which the Appeals Board found the decision of the State Examinations Board to be justified and upheld the decision of the State Examination Board with a negative mark. The cadet was offered to develop a new Bachelor's Thesis and defend it after six months in accordance with the Regulations on State Examinations.

2.2.4. Provide information on the mechanism for collecting the statistical data, as developed by the higher education institution/ college. Specify the type of data to be collected, the regularity of collection, and the way the information is used to improve the study field. Describe the mechanism for obtaining and providing feedback, including with regard to the work with the students, graduates, and employers.

At the end of each semester, the methodologists collect data on students' grades and academic debts. The meetings of the Study Council review and analyse students' academic performance, the reasons for academic debts and make decisions about students' future studies. These meetings also analyse the reasons for the drop-out. Before the student is exmatriculated, he/she will be interviewed by the head of the course and the vice-rector to ascertain his/her future service plans. The reasons for dropping out are mostly related to health problems that prevent students from continuing their studies. These students usually resumed their studies after a year, once their health problems have been solved. Around 10% of students who drop out have realized that this sector is not really where they want to develop their career, or drop out because of family reasons.

After the State Examination, information on the grades of the Final Thesis collected by comparing the grades of the supervisor, the reviewer and the State Examination committees. The Academic Assembly discusses the quality of final papers, assessment statistics and the performance of the

State Examination Boards, and makes suggestions on how to improve these processes. These suggestions are discussed at the meetings of the heads of courses and decisions are taken on improvements.

NDAL regularly conducts student, alumni and employer surveys in accordance with the Regulations on Internal Quality Assurance of Studies. From the spring semester 2023, questionnaires from guest lecturers are also collected.

Students complete questionnaires after each course of study. The surveys are posted on the NDAL ILIAS electronic system. The survey asks for the student's opinion on the work of the lecturer and gives the student an opportunity to write comments. After each semester, the methodologist compiles the student surveys and sends them to the vice-rector, the study programme director and the course supervisor. The programme director evaluates the results of the surveys and, if necessary, makes proposals to the Study Council for necessary changes.

After the State Examination, all graduates are sent a questionnaire to evaluate their study programme. The methodologist compiles the results of the survey and sends them to the rector, the vice-rector and the study programme director. Before graduation, the NDAL organizes a meeting of graduates with the rector and the vice-rector, during which the results of the survey and other topical issues that graduates have encountered during their studies are discussed, as well as the graduates' suggestions for improving the study programme are listened to.

The aim of the employers' survey is to find out the opinion of the NAF Regular Forces units and the National Guard on the relevance of the knowledge, skills and competences acquired by the NDAL graduates for military service, as well as to obtain proposals for improving the quality of studies. Surveys are sent to employers up to 6 months after graduation. Taking into account the workload of NAF unit commanders, a meeting was organized in 2019 with the direct commanders of graduates in Ādaži to discuss with them the graduates' readiness for service and to listen to suggestions for improvements to be made to the study programmes. Detailed analysis and assessment of student, graduate and employer survey results is included in Annex (see Annex 2.2 Analysis of student, graduate and employer survey results).

2.2.5. Specify the websites (e.g., the homepage) on which the information on the study field and the relevant study programmes is published (in all languages in which the study programmes are implemented) by indicating the persons responsible for the compliance of the information available on the website with the information published in the official registers (State Education Information System (VIIS), E-platform).

Information on the study programmes of the study field "Military Defence" is available on the NDAL website: <https://www.naa.mil.lv/en>. For each study programme, the following information is available: degree and qualification to be obtained, duration of studies, type of training, language, aim of the study programme, learning outcomes, admission rules, content of the study programme, study plan, as well as contact details for NDAL staff.

The administrator of the Education Department of the Education Planning and Support Administration and the methodologist of the Master's study programme are responsible for entering the student data in the State Education Information System (VIIS). The elected academic staff of NDAL is introduced to the VIIS by the senior study development expert of the Study and Methodological Support Department of the Education Planning and Support Administration.

The information at the Academic Information Centre's E-platform is submitted by the senior study development expert at the Study and Methodological Support Department and the assistant of the Military Management Studies Department.

2.3. Resources and Provision of the Study Field

2.3.1. Provide information on the system developed by the higher education institution/ college for determining and redistribution of the financial resources required for the implementation of the study field and the relevant study programmes. Provide data on the available funding for the scientific research and/or artistic creation activities, its sources and its use for the development of the study field.

The financial resources of the NDAL come from the national defence budget. The total amount of expenses directly related to the acquisition of education for the entire period of acquisition of education, as determined by Article 28 of the *Law on Remuneration of Officials and Employees of State and Local Government Institutions*, Regulation No 953 of the Cabinet of Ministers of 12 October 2010 *Procedure for Sending a Soldier of Professional Service to an Educational Institution for Acquisition of Education Required for the Performance of Official Duties and Payment of Education Expenses, as well as the Procedure for Reimbursement of Such Expenses*, and the MoD Regulations No 13-NOT of 5 July 2012 *Procedure for collecting information on total maintenance expenses of military education institutions, as well as for calculating and approving expenses directly related to the acquisition of education or qualification, and for concluding a contract for the acquisition of education or qualification* and Regulation No. 643 of the Cabinet of Ministers of November 7, 2023 *Rules of Procedure of the Latvian National Defence Academy*.

NDAL provides funding for the implementation of study programmes, as well as provides extracurricular courses and career courses where soldiers from other NAF units participate in the training process. International student mobility activities are funded by the ERASMUS funds.

Financial provision and reallocation is determined on the basis of the approved programme implementation plans and course resources. Course resources are drawn up and approved according to the actual needs, which are submitted by the responsible head of the course or lecturer before the course is implemented.

Course resources are divided into: collective and individual. Costs are calculated on the basis of the number of students and the market prices of the course resource items. The cost of course resources is included in the annual budget plan. Changes in the cost of course resources are based on market price research and the needs required to implement the course.

Funding for scientific and applied research is also available from the national defence budget. The NDAL has a Security and Strategic Research Centre (SSRC) and a Defence Technology and Innovation Centre (DTIC). The aim of the SSRC is to ensure the development of security and defence policy as a science, and to raise awareness of these issues among the Latvian public. DTIC promotes the testing and implementation of the latest technologies in the National Armed Forces.

2.3.2. Provide information on the infrastructure and the material and technical provisions

required for the implementation of the study field and the relevant study programmes. Specify whether the required provision is available to the higher education institution/college, available to the students, and the teaching staff.

NDAL infrastructure (training, administrative and support buildings and facilities) is located in Riga, 8B Ezermalas Street, in the same area as the Military Police and the Medical Support Centre of the Sustainment Command. Not only NDAL but also the Training and Doctrine Command Headquarters, the NAF Signal School and the NAF Language School are situated in the same building. The NDAL territory is guarded by the National Guard units, following military procedures and ensuring a pass regime for personnel, visitors and vehicles. NDAL Training Building 1 is guarded by the MVP 24-hour detachment and cadets.

The State Police College (SPC) and other Ministry of the Interior (MoI) units are located in the same area, but MoI staff and visitors use a different entry with its own pass regime. The NDAL cooperates with the SPC and uses the stadium and the "green area" under the supervision of the MoI as needed. The site is also home to the 8th Regional Administration District of the Department of Maintenance of the National Defence Military Facilities and Procurement Centre, whose staff is responsible for the management and development of the Ministry of Defence infrastructure.

All classrooms (20 to 40 seats) in NDAL Building 1 are equipped with computers, projectors, screens, audio equipment and whiteboards to enable lecturers to use a variety of teaching methods. The NDAL Great Hall (262 seats), Plenary Hall (60 seats) host graduation ceremonies and other formal events. The study rooms are arranged in 15 classrooms for 30-40 students each, 14 syndicate or group work rooms for 10-15 students each, and one computer room. In four classes interactive whiteboards have been installed, which enable the teaching staff to apply modern technical solutions while delivering their classes. In addition, the classrooms of the TRADOC sub-units are also available for study purposes, e.g. foreign languages, communications and informatics courses are held at the NAF Language School and the NAF Signal School. Two large halls are available for formal and official events: The Assembly Hall at the Welfare Centre and the Klintsons Hall (220 seats) at the NDAL.

The first and second floor classrooms are connected to a single information network, allowing teaching materials and other information to be stored on the NDAL server.

The NDAL has the following computer facilities - 354 desktop computers and 53 laptops are available for academic staff, lecturers, staff and cadets. Less than 60% of the hardware is made up of computers aged 5-10 years and older. A computer replacement initiative has been launched to replace 50% of the hardware in 2023. In Q3 2023, 70 desktop and 45 laptop computers have been purchased (42% of the total number of computers to be replaced). In order to replace the oldest computer equipment, an additional budget is foreseen in 2024 for the purchase of new computers, which will gradually replace the already obsolete equipment.

The Academy's kitchen and dining room (50 seats), which can be used for the needs of the Academy and the TRADOC HQ, as well as a commercial café (40 seats) are located in NDAL Training Building 1. The same building houses the archives, two document reproduction offices, and several armaments and equipment depots.

The NDAL has a tactical shooting range for the purpose of maintaining combat shooting skills with the service weapon. The vastness of the NDAL territory allows for tactical exercises, including military-applied sports. The site includes a NATO-standard obstacle course, as well as two beaches and volleyball courts. Running tracks up to 1.5 km.

Physical fitness is a prerequisite for a professional service, which is why the NDAL has a number of sports grounds and gyms. The main sports hall (18x39 m) is used by cadets for volleyball, basketball, indoor football and close combat training. The weight room is equipped with 30 different machines for muscle fitness exercises with free weights and weights. There is also a gym with cardio machines. Outside the mandatory courses, cadets use the NAF swimming pool.

The NDAL has a dormitory on its premises for the accommodation of cadets, which can accommodate 410 cadets and course participants. Additionally, the second NDAL dormitory building will be ready to accommodate at least 72 cadets and course participants in 2024. The building also includes classrooms for 40-60 cadets, training (syndicate) rooms for 10-20 course participants, administrative and recreational facilities. Equipment storage, laundry and drying facilities are provided in both buildings for the maintenance and storage of cadets' equipment.

For the professional specialization courses, the NDAL has a Tactical Simulation Centre at the NDAL Distance Learning Department, a Shooting Simulator (EST 2000) can be used exclusively for shooting exercises with the weapons available in the Shooting Simulation System, and a 25-metre shooting range.

In 2022, the NDAL Welfare Centre was opened, which houses the NDAL Library, day and overnight reading rooms, canteen (200 seats), food storage and preparation rooms, Assembly Hall (300 seats), Student Council rooms, Cadet Club, chapel and physiotherapy room.

Additional funding will be made available for the renovation of the NDAL infrastructure in the coming years. The renovation of the Checkpoint (Pass) building, the NDAL large auditorium (120 seats) and the NDAL Museum exhibition space, as well as the improvement of parking and equipment storage facilities will be carried out.

Combat skills maintenance and other tactics training courses are conducted at the NAF training ranges (Ādaži military training range, Skrunda training range, Lāčusils training range, etc.).

The financial resources of the NDAL are provided from the national defence budget. The national defence budget is expected to represent 2.2% of GDP in the coming years. The funding allocated to the NDAL is regularly reviewed in line with the priorities of the MoD and the NAF.

2.3.3. Provide information on the system and procedures for the improvement and purchase of the methodological and informative provision. Description and assessment of the availability of the library and the databases to the students (including in digital environment) and their compliance with the needs of the study field by specifying whether the opening times of the library are appropriate for the students, as well as the number/area of the premises, their suitability for individual studies and research work, the services provided by the library, the available literature for the implementation of the study field, the databases available for the students in the respective field, the statistical data on their use, the procedures for the replenishment of the library stock, as well as the procedures and possibilities for the subscription to the databases.

Cadets use the NDAL Library for studying general education and professional specialization courses and for research. The Library is an accredited library of local importance, registered in the Library Register of the Republic of Latvia on 15 January 2004 under No BLB0527 and is a member and one of the founders of the Latvian Academic Library Association (LATABA). The aim of the Library is to contribute to the fulfilment of the NDAL tasks, to provide information resources and services

necessary for the study process, academic activities and scientific research. In spring 2022, the NDAL Library moved into a renovated, well-equipped space that is much more spacious than before and offers a more modern, up-to-date environment and versatile facilities. The structure of the library consists of:

1. Subscriptions (includes teaching, specialized and fiction collections),
2. Reading rooms (Classical Reading Room, Silent Reading Room with individual workstations, Audiovisual Reading Room, Scholars' Reading Room and 24-hour Reading Room),
3. Depository (repository for rarely used literature).

Users can access both print and digital media, as well as online databases. Subscribed Latvian databases: Letonika, Nozare.lv, Library of Newspapers, Lursoft Expert subscription. The following academic databases are available in the NDAL Library: EBSCO *Military & Government Collection*, EBSCO *eBook Collection* (multidisciplinary book database), EBSCO National Package (multidisciplinary full-text database), Taylor and Francis *Military & Strategic Studies*, SIPRI Yearbook Online, as well as open access databases. Access to the subscribed databases is provided via NDAL computers (by IP address) and ILIAS Library, the NDAL information platform (from any Internet connection at any time, access with personal passwords) → <https://adl.naa.mil.lv/> or in the Library reading room.

The library provides the following services:

- Educational literature, specialized literature and fiction;
- Bibliographic reference and advice;
- Databases and advice on searching for information;
- Training in the use of databases;
- Periodicals;
- Interlibrary order of books;
- Internet;
- Copying, scanning;
- Varied reading rooms.

All the services available in the Library are free of charge. The library is accessible to disabled users, it is located on two floors, there is an elevator, and there is a special ramp for disabled people at the outside door.

The collection is built up according to the requests of the teaching and research staff, as well as the professional experience of the Head of the Library, in accordance with the directions and interests of NDAL studies. Users also have the opportunity to suggest titles of interest that the Library might need for study or to broaden their horizons. The collection is built up regularly. Books and other necessary materials are purchased both in Latvia and abroad. Acquisitions are made within the funds allocated. Gifts and donations are carefully evaluated before being included in the Library's collection. The library has three members of staff, all with specialized vocational higher education. The Library's collection is around 45,000 items.

2.3.4. Provide a description and assessment of information and communication technology solutions used in the study process (e.g., MOODLE). If the study programmes within the study field are implemented in distance learning, the tools specially adapted for this form of study must also be indicated.

The two main information technology and communication solutions used by the NDAL to support the study process are the ILIAS and LUIS platforms, which complement each other in terms of their functions. The study materials which are uploaded in ILIAS platform are accessible to all NAF staff, which ensures a connection between the NDAL and NAF units, as well as a unified understanding about military procedures, equipment and etc.

ILIAS (German: *Integriertes Lern-, Informations- und Arbeitskooperations-System*, English: *Integrated Learning, Information and Work Cooperation System*) is an e-learning platform developed and maintained in Germany and widely used by universities in Germany and other countries, as well as by public administrations and commercial organizations for training their employees. The platform is used by the armed forces of NATO countries. ILIAS is a so-called open source programme, which allows the system maintainer to add additional functions as required by the institution.

The NDAL ILIAS is used to upload learning materials (both Microsoft Office files, learning modules and links to websites), tests, assignments, surveys, as well as to communicate with cadets via the forum or email. ILIAS enables structured learning materials and a student-centred e-learning environment.

In the future, ILIAS will also be used for part-time intramural study programmes, which are planned to be launched in the coming years and will be intended for further education of NAF personnel (instructors).

NDAL ILIAS is designed to be connected to the *Big Blue Button* system so that lecturers can conduct online classes without having to switch to MS Team or Zoom. The NDAL ILIAS programme is based on the Ministry of Defence data server and the NDAL Distance Learning Department is responsible for its development and maintenance. The NDAL does not have distance learning courses in the usual sense of the term, as military training requires at least some subjects to be studied in person.

LUIS (University of Latvia Information System) is an administrative platform that provides information on the administration of the education process: information on cadets, lecturers, study programmes, grades, etc. This system is based on the data server of the University and its development and maintenance by the NDAL meets the requirements of the Study and Methodological Support Unit.

2.3.5. Provide information on the procedures for attracting and/or employing the teaching staff (including the call for vacancies, employment, election procedure, etc.), and the assessment of their transparency.

Academic staff of the Latvian National Defence Academy is recruited on the basis of the Law on Higher Education Institutions and Cabinet of Ministers Regulation No.643 *Rules of the Latvian National Defence Academy*. The teaching staff shall consist of members of the professional service who are appointed to academic posts at the NDAL in accordance with the Military Service Law and civilian employees who are elected to academic posts in accordance with the procedure stipulated by the Law on Higher Education Institutions.

The requirements and criteria for academic staff, the application procedure for academic positions, the election or appointment of professors, associate professors, assistant professors, senior researchers, researchers, lecturers and assistants are determined by the *Regulations on Academic Positions at the Latvian National Defence Academy* approved by the NDAL Senate (see Annex 1.1

NDAL Main regulatory documents – 1.1.6 Regulations on Academic Positions at the National Defence Academy of Latvia). The Regulation sets out the basic requirements for each academic post. The vacancy is advertised in an open competition published on the National Employment Agency website(<http://www.nva.gov.lv>). The selection of applicants is carried out by a Selection Committee approved by the vice-rector, which objectively assesses the documents submitted by each applicant and their compliance with the requirements of the position, as well as conducts an interview with each applicant to determine his/her interest in working at the NDAL and to explain the specifics of the Academy. The decision of the Selection Board to admit the applicants to the competition is forwarded to the chairman of the Senate, who convene a meeting of the Senate. The Senate holds a secret ballot for each candidate. The rector of the NDAL signs an employment contract with the person elected to the academic post for the term of the election.

For the implementation of study programmes, in addition to the NDAL permanent academic staff, external civilian staff are recruited - guest lecturers and military guest lecturers and instructors from the units of the NAF regular forces. Freelance civilian staff are sought from other Latvian universities. A good long-term cooperation has been established with the lecturers of the University of Latvia, Riga Technical University, RISEBA University of Applied Sciences, who provide such study courses as Labour and Environment Protection, Fundamentals of Economics, Project Management, Military Ethics, Formal Etiquette and Protocol, and others. After each course of study, a student survey is carried out, the results of which are summarized and analysed. If the majority of students give a negative evaluation of the lecturer's performance, another lecturer is sought to deliver the course in the following academic year. This is how the NDAL management tries to attract the best tutors.

Military guest lecturers are assigned to deliver specific military courses according to their expertise. In addition to his/her direct duties, the military officer provides a course of study in his/her field of study at the NDAL, which contributes positively to the implementation of the study programme by providing up-to-date knowledge that will be useful in the service.

2.3.6. Specify whether there are common procedures for ensuring the qualification of the academic staff members and the work quality in place and provide the respective assessment thereof. Specify the options for all teaching staff members to improve their qualifications (including the information on the involvement of the teaching staff in different activities, the incentives for their involvement, etc.). Provide the respective examples and specify the way the added value of the possibilities used for the implementation of the study process and the improvement of the study quality is evaluated.

In order to ensure a unified approach to determining the workload of academic staff of the National Defence Academy of Latvia, taking into account the Law on Remuneration of State and Local Government Officials and Employees, the Law on Higher Education Institutions and other related external regulations, as well as related internal regulations of the NDAL, the Senate has approved the *Regulations on the Procedure for Accounting the Workload of Academic Staff at the NDAL* (see Annex 1.1 *NDAL Main regulatory documents – 1.1.16. Regulations on Academic Positions at the National Defence Academy of Latvia*). The qualification and the quality of academic staff performance is regulated by the *NDAL Development Strategy*, the *Quality Policy* and the *NDAL Regulations on the Internal Quality Assurance of Studies* (see Annex 1.1 *NDAL Main regulatory documents – 1.1.15 Regulations on the Procedure for Recording the Workload of Academic Staff at*

the National Defence Academy of Latvia). The NDAL evaluates the work of permanent academic staff once a year, while the work of visiting lecturers is evaluated in the interim periods and at the end of their employment contract. The professional qualifications of military trainers are assessed annually on the basis of the Ministry of Defence Regulation No.40-NOT *Rules for the Assessment of Soldiers in Professional Service*. The quality of the teaching work of military guest lecturers is evaluated at the end of each semester, on the basis of the internal Quality Assurance Reports of the study programme directors, study results and feedback from students.

NDAL provides opportunities for academic staff to improve their qualifications by participating in courses, seminars and conferences both in Latvia and abroad. Teaching staff participate in the international mobility activities within the Erasmus+ programme. NDAL offers and pays for the necessary professional development courses for tutors, such as university didactics: contemporary theories and practice. Military lecturers receive training and professional competences in accordance with the requirements of the Military Service Law. In the field of defence and security, the NDAL management and faculty cooperate with NATO Armed Forces and foreign military higher education institutions in the field of lifelong learning and professional qualification development. Military lecturers systematically develop their professional competences in line with the challenges of modern warfare, for example in cooperation with the Armed Forces of Ukraine and military universities. Mostly all academic staff positively assess the possibilities of qualification improvement, recognising that it helps to improve and perfect the study courses they deliver, as well as it is an opportunity to get to know the academic staff of other universities and discuss the current issues in the academic field.

The employees of the Military Management Studies Department continuously follow the current events in the higher education environment and organize various seminars, trainings for both academic and administrative staff in order to continuously maintain their competence. After qualifying courses and seminars, the feedback is organised to evaluate their usefulness and to receive recommendations on the organisation of the necessary courses. Majority of academic staff admits that they will use gained knowledge in their study courses, which clearly increases the quality of the study process. For instance, in April 2024, the seminar *Artificial Intelligence in University Pedagogy* was organised where the academic staff of Riga Stradins University shared their experience on the possibilities of using artificial intelligence in the study process.

As the only higher military education institution in the country and one of only three in the Baltics, the quality of the teaching staff and innovation in training directly correlates with the quality of the entire Armed Forces. ERASMUS+ offers short-term staff development mobility to partner institutions. NDAL staff participate in international meetings at various levels, which allows for a variety of exchange opportunities for both cadets and staff. Mobility of teaching staff is particularly important in the development of new courses, and in the constant improvement of the content of existing courses, as it provides the opportunity to visit several international institutions, meet their teaching staff and learn about the content, profile and teaching process of similar courses at other institutions, which provides valuable insights into the design and development of a training course at a certain level. Examples of good practice are the participation of NDAL English language teachers in Military English Week, the participation of NDAL Land Forces Department staff in the Peace Support Operations MAPEX phase organized by the Austrian Military Academy, etc.

It should be acknowledged that, given the specific nature of the NDAL as a higher education institution and the interaction of civilian and military faculty in the training process, it is difficult to provide in-service training opportunities for all faculty abroad.

2.3.7. Provide information on the number of the teaching staff members involved in the implementation of the relevant study programmes of the study field, as well as the analysis and assessment of the academic, administrative (if applicable) and research workload.

The study field is provided by the NDAL permanent staff, representatives of NAF units, lecturers from partner universities, invited lecturers from other universities and military experts. The study process involves 102 teaching staff, 27 (26.5%) of whom have a PhD (see Annex 2.3.1. *Main information about the teaching staff involved in the implementation of the study field*). Five staff members with PhDs have been elected to academic positions at the NDAL- one as associate professor and five as lead researchers - representing 55% of the elected staff in academic positions.

Eight of the faculty members are NDAL military personnel, two of whom are senior lecturers whose main activity is teaching. Six NDAL military officers provide teaching for specific courses in addition to their direct duties. Two members of the teaching staff are retired military personnel who have been elected to the post of an assistant professor. 15 lecturers are military officers of the NAF units, who are high level specialists in their field and are assigned to deliver specific study courses. Even though teaching is one of the duties of the military, this does not prevent the provision of courses of a high quality. It also provides students with up-to-date information directly from experts in the military field.

24 faculty members are from Novikontas Maritime College and the Institute of Transport and Communications, which, according to the procurement, provide lecturing services for Part B courses of the bachelor's study programmes "Naval Forces Military Leadership" and "Air Forces Military Leadership". 13 lecturers are involved in the provision of the mandatory part of the master's study programme, 12 of whom are based at the Baltic Defence College.

For delivering of general study courses (Mathematics, Physics, Fundamentals of Economics, Project Management, Formal Etiquette and Protocol, etc.) and elective study courses (Ballroom Dance, Influencing Theory and Practice, etc.) 14 lecturers from other universities or institutions are invited and contracted to deliver specific study courses during a given period. Visiting academics are experts in their field and contribute to improving the quality of studies.

The workload planning of the academic staff of the NDAL is carried out in accordance with the *Regulations on the Procedure for Recording the Workload of Academic Staff at the National Defence Academy of Latvia*. The NDAL elected academic staff is expected to be full-time, except for the post of an associate professor. 11 persons have been elected to academic positions at the NDAL, including one associate professor, two assistant professors, five senior researchers, one research fellow and two research assistants. For lead researchers and researchers, the majority of the workload is research and smaller workload is devoted for lecturing work. Assistant professors' workload is primarily made up of study work.

Guest lecturers from other universities and institutions payment is calculated considering a part-time basis and they are contracted for a specific period. Most of the guest lecturers have long-standing and successful collaboration with NDAL, and they are also involved in supervising and reviewing coursework, final theses and study papers. As the NDAL study process involves both civilians and military personnel, students have great opportunity to acquire the multifaceted knowledge and competences that will be useful in the performance of their duties.

- Annex 2.3.2 *Biographies of the teaching staff* (Curriculum Vitae in Europass format)
- Annex 2.3.3 *Confirmation of language proficiency of the teaching staff*

- Annex 2.3.4 *Certificate of proficiency in the relevant foreign languages of the teaching staff*

2.3.8. Assessment of the support available for the students, including the support provided during the study process, as well as career and psychological support by specifying the support to be provided to specific student groups (for instance, students from abroad, part-time students, distance-learning students, students with special needs, etc.).

During their studies, NDAL students are provided with the personal development, career and study support by professionally experienced officers, instructors and civilian staff. In cases of service and study difficulties, in addition to the support of the Management Team, students have access to professional spiritual and psychological support provided by an NAF chaplain and certified NAF psychologists.

The NDAL chaplain provides both spiritual and moral support to NDAL cadets. The Chaplain organizes lectures for cadet candidates and cadets. The chaplain also provides counselling to civilian staff. The chaplain is involved in the training of cadets by going on trips with cadets, as well as going to training grounds and visiting cadets at training sites. To promote spiritual care, a new chapel has been set up in the Welfare Centre. It is also the venue for prayers and services. The Chaplaincy Service is also involved in the training of young professionals. It promotes NAF standards and values, which help to improve the NAF training process.

Psychological support in the NDAL environment is provided by a certified military and clinical psychologist and a psychologist from the NDAL Psychological Service. Psychological counselling is a voluntary collaborative process for an NDAL student (cadet) to help him/her to deal better with certain difficulties in his/her life at the moment, related to both his/her studies and his/her private life. Psychological support usually lasts up to ten sessions. However, cadets can also benefit from psychological support for longer periods of time, if agreed with the psychologist. Psychological support for NDAL cadets is free of charge and is provided in accordance with the *Law on Psychologists*, Cabinet of Ministers Regulation No 301 of 29 May 2018, *The Code of Ethics for Psychologists* and *The Regulations of the NDAL Psychological Service*.

The aim of psychological support is:

1. To promote the welfare of NDAL cadets;
2. To help them to see the solution to difficulties and help cadets develop new strategies for managing study-related stress and time management.

Psychological support is an essential part of the study process, as without timely resolution, difficulties can prolong and affect the quality of studies and even lead to dropping out of NDAL:

1. NDAL cadets can get psychological support if they are struggling with persistent anxiety, problems with work, study or family relationships, depressed mood, uncontrolled anger, professional burnout, vegetative dystonia, addiction problems, relationship violence, etc.
2. It is important that cadets have access to 24/7 psychological support in crisis situations. A crisis is a state after a traumatic event (emergency, death or suicide of a close person, diagnosis of a serious illness, change in a significant relationship, divorce, etc.) when the person is unable to see for him/herself what could help, when things that have helped at other difficult times no longer work.

2.4. Scientific Research and Artistic Creation

2.4.1. Description and assessment of the fields of scientific research and/or artistic creation in the study field, their compliance with the aims of the higher education institution/ college and the study field, and the development level of scientific research and artistic creation (provide a separate description of the role of the doctoral study programmes, if applicable).

The research carried out within the NDAL generally corresponds to the study field "Military Defence", as the research projects and publications are mostly on issues of importance for the national security and military defence of Latvia. It is true, however, that a country's ability to effectively implement military defence is affected by many internal and external factors, which require research not only on strictly military technological issues, but also on strategic, political, economic and psychological issues. Within the NDAL, the Defence Technology and Innovation Centre (DTIC) and the Security and Strategic Research Centre (SSRC) conduct applied research for the MoD and the NAF. SSRC carries out scientific research, which is published in the international and Latvian peer-reviewed and popular science journals, as well as applied research commissioned by NAF and MoD.

In recent years, the SSRC has carried out large-scale applied research on service satisfaction of NAF soldiers (2018), service of National Guard soldiers in the National Guard (2020), the NAF transport support system (2021) and opportunities to attract young people to the NAF (2021). SSRC researchers have also been involved in the development of the MoD policy, e.g. lead researcher Ieva Bērziņa has participated in the development of the National Defence Training (NDT) programme. In 2022-2023, Head of the SSRC Toms Rostoks participated in a study commissioned by the Baltic Defence Ministries for the NATO Nuclear Planning Group on the use of Russian nuclear doctrine and nuclear capabilities to influence the actions of other countries.

The main focus of the Defence Technology and Innovation Centre (launched in 2021) currently is on supporting applied research and development projects implemented within the framework of innovation development mechanisms established by the Ministry of Defence (MoD) (e.g. the Defence Innovation Research Programme and the MoD Grant Programme), by participating in consulting project applicants (research institutions or entrepreneurs), evaluating submitted project applications, monitoring supported projects, organizing necessary testing procedures, and attracting specific professional competence personnel, infrastructure and material and technical resources of the NAF. Similarly, involvement of DTIC in supporting and monitoring projects within the framework of cross-border innovation development mechanisms (e.g. the European Defence Fund) has been organized. The research and development project jointly developed by the MoD, NAF and Ltd Mobile Telephone of Latvia (SIA Latvijas Mobilais Telefons) for the development of 5G military test environment and related technologies has also been handed over to the Centre. The findings of the above projects are being integrated into applied research projects of the DTIC. The lines of research projects are not yet publicly disclosed.

2.4.2. The relation between scientific research and/or artistic creation and the study process, including the description and assessment of the use of the outcomes in the study process.

The academic and scientific staff of the NDAL carries out research activities according to the specifics of the security and defence sector, and the results of scientific and popular scientific research are used in the study process. SSRC researchers deliver several study courses within the NDAL undergraduate programmes (Research Methodology, Comprehensive National Defence, Information Warfare, Defence Economics, Political Science, Introduction to International Politics), as well as supervise cadets' Bachelor's thesis and Diploma papers. SSRC researchers are also supervising Master's theses in the Professional Master's study programme "Military Leadership and Security" implemented within the NDAL. The results of individual and collective research projects are used both to enrich the content of study courses and to guide the work of NDAL students. A tangible result has been a significant increase in the quality of cadets' Diploma and Bachelor's theses since 2012, when the Defence Research Centre (DRC) became the SSRC as a result of internal reforms.

The use of research results in the study process is regular, integrating applied and scientific research results in lectures and seminars, as well as assisting cadets in the development of study papers on the topics of relevance to the NAF. SSRC researchers both deliver courses and supervise cadets' research projects, thus ensuring that the results of their research are integrated into the study process. Regular public opinion polls allow the study process to include information on the Latvian public's views on current security and defence issues and perceptions of various internal and external threats.

The results of the SSRC research are integrated into the study process as examples and sources for compulsory reading. The course "Research Methodology" for cadets uses examples from SSRC research: "Potential social destabilization in Latvia: potential threats to national security"; "Patriotism among Latvian youth and society"; "Latvian society's will to defend the country: facilitating and inhibiting factors"; "Total Defence as a Comprehensive Approach to National Security" and others. The course "Comprehensive National Defence" uses the following SSRC studies as required reading: "From 'total' to 'comprehensive' national defence: the development of the concept in Europe"; "Total defence as a comprehensive approach to national security". The following SSRC studies will be used as compulsory and additional reading sources in the course "Information Warfare": "Weaponization of "Colour Revolutions"; "Political Trust and Russian Media in Latvia"; "The Narrative of "Information Warfare against Russia" in Russian Academic Discourse"; "Perception of the Ukrainian Crisis Within Latvian Society"; "Russia's Narratives and Public Opinion in the Baltic States, Finland and Sweden" and others. It should be noted that SSRC research has also been used in the study process of foreign military education institutions, for example, the research of the lead researcher Jānis Bērziņš is included in the list of compulsory reading in the USA, Canada, and Sweden.

2.4.3. Description and assessment of the international cooperation in the field of scientific research and/or artistic creation by specifying any joint projects, researches, etc. Specify those study programmes, which benefit from this cooperation. Specify the future plans for the development of international cooperation in the field of scientific research and/or artistic creation.

Academic and scientific staff of the NDAL are involved in the international cooperation. In the case of the SSRC, collaboration is mainly in the form of participation in international conferences and

involvement in national and international scientific projects. Over the years, SSRC researchers have established close cooperation with military academies and research institutes in Lithuania, Estonia, Sweden, Finland, Germany, Denmark, Norway, the USA, Canada and other countries, which are engaged in research on international security and defence issues. The scientific research has also resulted in joint research projects and publications. SSRC lead researchers Ieva Bērziņa and Jānis Bērziņš are involved in NATO Science and Technology Organization (NATO STO) research groups and regularly attend meetings and events of these working groups. From 2017 to 2023, lead researcher of the SSRC Jānis Bērziņš was Latvia's representative on the NATO Scientific Organization CSO SAS Panel.

From 2012 to 2016, the SSRC was supported by two foreign researchers. Steve Tatham has developed the research on strategic communications and supported the creation of the NATO Centre of Excellence for Strategic Communications. He supported the work of the SSRC by preparing and publishing two articles: "The Solution to Russian Propaganda is not EU or NATO Propaganda but Advanced Social Science to Understand and Mitigate its Effect in Targeted Populations" and "NATO Strategic Communication: More to be Done?" Liudas Zdanavičius is a Lithuanian researcher who supported Jānis Bērziņš in his research project on the Russian military exercises ZAPAD-2013 within the SSRC. With the support of The Jamestown Foundation, the research results were published in the book *Russia's Zapad 2013 Military Exercise: Lessons for Baltic Regional Security.*"

NDAL academic and scientific staff participate in joint research projects with colleagues in Latvia and abroad. In recent years, SSRC researchers have led international research projects that have resulted in academic publications, such as the collection of articles "Deterring Russia in Europe", edited by SSRC researchers T. Rostoks and N. Vanaga and published by the international publishing house Routledge (2018). In 2019-2020, T. Rostoks participated in a research project supported by the Government of Canada, alongside researchers from seven other NATO member states, evaluating the experience of NATO Enhanced Forward Presence Battle Groups in the Baltic States and Poland (Lessons from the Enhanced Forward Presence, 2017-2020). In 2020-2021, an international research project on the armed forces during the Covid-19 pandemic was carried out with the support of the Konrad Adenauer Foundation, the results of which were summarized in the collection of articles *Defence Policy and Armed Forces in Times of a Pandemic*. At the end of 2023 the article of Toms Rostoks "*Russia's Strategy of Outsuffering and the War in Ukraine*" in the *Canadian Journal of European and Russian Studies*, Carleton University, Canada, was published in a special issue devoted to the war in Ukraine. In late 2022, a chapter by T. Rostoks appeared in the Routledge collection "*European Strategic Autonomy and Small States' Security*" (eds: Giedrjus Česnakas and Justinas Juozaitis). Over time, SSRC researchers have established cooperation with the Latvian Institute of Foreign Policy, e.g. SSRC researchers regularly produce articles for the Latvian Foreign Policy Yearbook, as well as with the Estonian International Centre for Defence and Security through joint publications.

Jānis Bērziņš, a lead researcher at the SSRC, has participated in several international research projects, mainly on hybrid warfare and Russian influence operations. In 2014-2019 J. Bērziņš participated in NATO STO SAS research projects SAS-112 "Comparative Analysis of Private-Public Partnership in the Management of Military-Industry Activities", within the framework of which public-private partnerships in the defence sector were studied, SAS-121 "Hybrid Warfare: A Case Study" in cooperation with Ukraine and SAS-127 "Hybrid Warfare: Implications for NATO" in cooperation with the NATO Ukraine Platform. In 2017, they jointly won the fellowship of the US Army War College Strategic Studies Institute in the ERAP programme, or "External Research Associates Programme."

J. Bērziņš has also worked with think-tanks such as the Centre for European Policy Analysis, the

Jamestown Foundation, the American Enterprise Institute, the Potomac Foundation, the Centre for the Study of New Generation Warfare, the Institute for Statecraft (London), SCL Defence UK and with governmental organizations such as the US Army Asymmetric Warfare Group, the Singapore Ministry of Defence and the Polish Ministry of Foreign Affairs.

Since 2020 J.Bērziņš has been actively participating in the NATO STO project SAS-161 "Military Aspects of Countering Hybrid Warfare: Experiences, Lessons, Best Practices", which explores and summarizes experiences in implementing countermeasures in the context of hybrid warfare. J.Bērziņš has established a close cooperation with the Swedish Defence University. In 2015-2016 participated in the research project "Russia's Security and Defence Capabilities 2020/2030." Between 2018 and 2021, he also participated in the Swedish Defence University research project "Baltics Left Out Bang", which was carried out in cooperation with the US National Defence University. Since 2021, J.Bērziņš has been participating in the research project "Russian Influence Operations in the Baltics", and J.Bērziņš is also involved in cooperation with researchers from Ukraine. In 2022, Jānis Bērziņš published an article "Willingness to Fight for Ukraine: Lessons for the Baltic States", prepared together with Viktoria Vdovychenko, a researcher from Ukraine.

In the same year, he collaborated with a special working group established by the NATO STO Council at the Total Defence Division of the Norwegian Defence Research Establishment to write "A Common Understanding of Cognitive Warfare - Towards a Future Research Agenda". The article was published in 2023. Other recent publications include a 2023 article in the NATO Defence College Research Paper Series "Russia's Strategic Maximalism and its Limits" and an article in the PRISM journal "Latvia: from Total Defense to Comprehensive Defence." In 2023 a joint chapter "Russian New Generation Warfare in the Baltic States and Beyond" with USA researcher Sandor Fabian in the book *Great Power Cyber Competition* (Routledge) was published.

Lead researcher of the SSRC Ieva Bērziņa has participated in many international projects. In 2017, I.Bērziņa participated in an international project of the NATO Strategic Communications Centre of Excellence. The research included a report on the project "Russia's Footprint in the Nordic-Baltic Information Environment", as well as three publications: "Russia's Grand Strategy and its Implications on the Information Environment of the Nordic Baltic Region", "Russia's Compatriot Policy in the Nordic-Baltic Region" and "Russia's Narratives and Public Opinion in the Baltic States, Finland and Sweden". In 2019-2022, I.Bērziņa participated in an international project with researchers from Estonia, Norway, Turkey, Belgium and the UK. Two publications were produced as part of the research project: "Latvian case study" and "Cognitive dimension of comprehensive national defence". In the framework of NATO STO, I.Bērziņa has participated in the research project SAS-152 "Conceptual framework for Comprehensive National Defence System". In the beginning of 2024 a study by I.Bērziņa *"The Russo-Ukraine War: the Implications for the Security of Finland and Latvia"*, performed jointly with Finnish Defense Agency researcher Sari Voinoff was published.

SSRC researchers Sandis Šrāders and Eduards Gailišs are also involved in the international cooperation. S.Šrāders has been involved in the Riga Process (2013-2015), which aimed to prepare recommendations to support the Latvian Presidency of the Council of the EU. The project organized 6 working group meetings (30 people per working group) in Riga, Washington DC and Brussels. In 2015, S.Šrāders contributed to the preparation of the EU Eastern Partnership Civil Society Forum, which brought together experts from EU Member States and the six Eastern Partnership countries. S.Šrāders regularly supports the Riga Conference, both by publishing in the annual conference proceedings and by providing intellectual and organizational support in the preparation of individual conference panel discussions. In the run-up to the 2020 Riga Conference, S.Šrāders contributed to a panel discussion on the impact of artificial intelligence on international security. In support of the Baltic Defense College's annual conference on Russia, S.Šrāders oversees the preparation of a collection of articles on various Russia-related topics (2021-2023). In 2021, Springer published the

book "Small Baltic States and the Euro-Atlantic Security Community" by S.Šrāders. S. Šrāders has also led an international team of researchers, contributing to the preparation of collection of articles of the Baltic Defence College, which is published in advance of the annual conference on issues related to Russia. This collection of articles "*The Paradox of Power: Ukraine's Struggle, Russia's Dilemmas, and Global Consequences*" was also published in preparation for the conference on 7-8 March 2024. The researcher E. Gailišs, who worked at the SSRC in 2022/2023, has published two SSRC Strategic Reviews in 2023 and has collaborated with researchers from Canada to collect data for an international study. SSRC researcher Gita Leitlande, who joined the SSRC in 2023, is also gradually getting involved in international scientific cooperation and building international contacts, while contributing to the organization of the SSRC annual scientific conference.

All study programmes at the NDAL (both Bachelor's and Master's level) benefit from international cooperation. The results of international projects carried out by the SSRC researchers are included in the lectures with NDAL cadets and used in the supervision of students' research projects. Regular contacts with personnel from military academies and civilian universities in other countries allow to get acquainted with completed (and published) and in-progress research by foreign scientists, the results of which can be incorporated into the study process.

SSRC researchers plan to continue to participate in international and Latvian research projects, both by leading research projects and by participating in projects led by military academies and research institutes in other countries. Given the turbulence in the security environment in the Baltic region, Europe and the world, it is necessary to continue to study the factors affecting Latvia's security and to build Latvia's defence capabilities in response to external challenges. Relevant research areas include: the impact of the Russia-Ukraine war and its aftermath on Latvia's security, NATO's deterrence strategy towards Russia, the implementation of a comprehensive national defence strategy in Latvia, the transition to national defence service, Russian foreign policy and military strategy, cognitive warfare and psychological resilience, NATO defence policies and their impact on Latvia's security, EU cooperation and integration in the defence sector, the impact of the accession of Finland and Sweden to NATO on Latvia's security, Latvian citizens' readiness to defend their country and their views on issues important to Latvia's security and defence.

2.4.4. Specify the way how the higher education institution/ college promotes the involvement of the teaching staff in scientific research and/or artistic creation. Provide the description and assessment of the activities carried out by the academic staff in the field of scientific research and/or artistic creation relevant to the study field by providing examples.

Some of the academic and scientific staff of the NDAL are involved in research activities. As the NDAL cadets are simultaneously pursuing higher education and a military profession, the involvement of professionals in scientific activities is limited, and the main contribution to research is made by SSRC researchers, whose lecturing workload at the NDAL study programmes is formed in a way that their main priority is research. Thus the primary role of SSRC researchers is to carry out research activities and to some extent to be involved in the implementation of study programmes by participating in the supervision of cadets' research projects and by delivering individual courses of study. The study courses in the programmes implemented by the NDAL are taught by I.Bērziņa, T.Rostoks and J.Bērziņš. G.Leitlande and S.Šrāders participate in the supervision and review of Final thesis. SSRC researchers are also involved in the delivery of various courses organized under the auspices of the Training and Doctrine Command (TRADOC).

NDAL academic staff carries out research on various issues of importance to the Latvian defence sector. DTIC research is mostly applied, while SSRC research is mostly academic. At the same time, it should be noted that part of the SSRC tasks is to act as a think-tank and to communicate with the public to raise the profile of security and defence issues in the public debate. SSRC has become a leading research institute in the Latvian security and defence sector, as SSRC researchers regularly publish in academic and think-tank journals, participate in public discussions on important Latvian and European security issues, and work in close cooperation with the National Armed Forces (NAF) and the Ministry of Defence, cooperates with similar research institutes outside Latvia, and participates in defence conferences abroad, such as the International Society for Military Sciences (ISMS) and the European Research Group on Military and Society (ERGOMAS).

DTIC lead researcher L. Pļaviņa delivers lectures in the field of medical support and conducts research in the field of military medicine in cooperation with Riga Stradins University investigating the health and general physical fitness capacity of cadets under conditions of increased physical exertion in a combat endurance course, using medical examination methods. In 2022, the Ukrainian colleagues' project "Development and approval of a comprehensive method of medical-psychological support for military trauma" was supported. The EXONICUS project (NATO project) on Virtual Medical Skills Training is being monitored and plans are underway to implement virtual skills training for NDAL cadets.

In addition to the scientific and applied research of the SSRC and DTIC, the Department of Military Leadership Studies (DMLS) conducts research in the fields of military history (art of war) and military psychology. The most important research topics of the NDAL DMLS NAF History Research Unit are military-political events in Latvia, the Baltic States and Eastern Europe during the 20th century, as well as the history of the Latvian Army and NAF. For example, V. Kuzmins, a researcher and lecturer in military arts and the Latvian military history at the NAF History Research Unit, participated in 11 international scientific conferences on military history from 2018 to 2023. The results of the conferences have been published in two scientific and three popular science articles, and two scientific articles on the 2022 conferences have been prepared for publication. The results of the research have been used in the development of the Ezere and Lestene museums exhibitions, as well as in the National Defence Training (NDT) programme. K. Dambītis, lead researcher at the NAF History Research Unit, has taken part in more than seven international scientific conferences and seminars in the field of military history. Four scientific and two popular science articles are produced and published. Several publications and research articles have been compiled, edited and peer-reviewed. The results of the research have been used in the preparation of the NDAL teaching materials and support of the teaching process, consultations for interested parties and public lectures for educational, cultural and tourism institutions and organizations.

A. Rožcenkova, the former Head of the DMLS till December 15, 2023., periodically delivered study courses in the military leadership module and conducted scientific research in the field of military psychology, studying the leadership, culture and psychological climate of military organizations and units, soldiers' personality traits, motivation, attitudes and behavioural factors during military training. The results of the research were presented at international conferences of military psychologists - International Military Testing Association (IMTA) and International Applied Military Psychology Symposium (IAMPS).

NDAL associate professor M. A. Lācāne delivers lectures to NDAL Air Forces cadets, as well as conducts scientific research. Her research is in the field of aircraft avionics, exploring the evolution of modern avionics systems, how this evolution affects users, and how initial and follow-up user training needs to be adapted to ensure that changes do not pose a safety risk. The results were presented at the *ICMAE (International Conference on Mechanical and Aerospace Engineering)* in Milan, Italy, in November 2023. A scientific article on the above topic has been accepted for

inclusion in the International *“Journal of Management and Applied Science (IJMAS)”*. One of M.A. Lācāne's research also focuses on changes in air traffic flows and air navigation charges due to geopolitical changes. The results of this research have been accepted for presentation at the *ICAMIT-24 (International Conference on Aviation Management and Information Technology)* in Manchester, UK in March 2024.

NDAL lecturers conduct applied research, participating in the development of NAF military publications and soldiers' manuals, military operations tactics and combat sustainment and support. Restrictions on conducting and publishing research are set out in the laws and regulations of the MoD and the NAF. The list of teaching staff publications, scientific and applied research publications is provided in annex (see Annex 2.4.1 Collection of quantitative data on scientific and applied research activities relevant to the study field, Annex 2.4.2 List of publications, scientific and applied research activities of teaching staff). Academic and scientific staff have access to funding to attend international conferences, as well as stable salaries that allow them to carry out long-term research projects and develop in-depth expertise in specific areas over many years.

2.4.5. Specify how the involvement of the students in scientific research and/ or applied research and/or artistic creation activities is promoted. Provide the assessment and description of the involvement of the students of all-level study programmes in the relevant study field in scientific research and/ or applied research and/or artistic creation activities by giving examples of the opportunities offered to and used by the students.

One of the basic requirements for successful completion of the Military Leadership study programmes and the short-cycle education study programme “Command Staff Officer” is the development and defence of a Bachelor’s thesis and a Diploma paper, within the framework of which cadets carry out scientific research work in the field of military science - leadership, pedagogy, military psychology and political sciences, history, ethics and philosophy of humanities, as well as in the field of military-technical sciences and tactics. Through research, cadets develop the analytical and critical thinking skills they will need in the future to deal effectively with military leadership issues.

Under the guidance of researchers from the NDAL SSRC, cadets study current issues in security policy and defence strategy, including the Comprehensive National Defence Concept, strategic communication, contemporary military conflicts, and the challenges of the new generation of warfare or hybrid warfare. Cadets study the experience of the NAF in NATO, analyse the military cooperation and defence capabilities of *NATO* countries and the role of the Organization for Security and Cooperation in Europe in crisis and conflict resolution. Public perceptions of the role and image of the NAF in the Latvian population are also explored.

In Defence Economics, cadets study the economic aspects of military conflicts and the impact of economic factors on the combat capability of armed forces. The impact of the economic crisis on the defence capabilities of *NATO* members is examined.

The aim of Military History and Warfare research is to study the historical evidence of generations of warfare in order to analyse the tactical manoeuvres of battles, command principles and determine their applicability in modern military conflicts, as well as what military experience can be applied in the Latvian National Armed Forces today. The cadets have studied the military-political aspects of the Latvian Freedom Struggle, the formation of the National Armed Forces and the National Guard, analysed the military conflicts of the 20th century, and, as part of their research,

have drawn conclusions on the inheritance of military traditions in the NAF.

In the field of Combat Operations and Tactics, cadets conduct research on the types of tactical operations, analyse the tactical doctrines of various national armed forces and NATO member states and their application in platoon and company-level operations. In the field of tactics, cadets study the combat techniques of the infantry platoon in depth.

The field of Combat Equipment and Armament studies current issues in the field related to the application of modern combat equipment and armaments, the impact of technology on their development and modernization. Cadets study and critically analyse the combat capabilities of a notional adversary, the NAF and other national units, and draw independent conclusions on their impact on tactical decisions at infantry platoon and company level.

In the field of Combat Support, cadets study combat engineering support, natural and artificial obstacles, troop camouflage and fire support to understand and successfully execute tactical tasks.

In the field of Medical Support, cadets study current issues related to the soldier's attitude towards his or her health, physical fitness and healthy nutrition in order to recommend preventive measures to avoid health problems and injuries during military training. Cadets study aspects of medical support in the field of medical support in the NAF, medical support in combat training and international operations.

In the field of Sports Science cadets study the general physical fitness of soldiers and the military-specific physical fitness requirements in the armed forces of different countries in order to develop proposals for improving the physical fitness of soldiers and to suggest new approaches to the training of soldiers based on the findings of the study.

It is commendable that within the Military Leadership programmes, cadets in the Naval Forces (NF) and Air Forces (AF) flows choose to conduct research related to their force specialization. For example, the cadets of the “Naval Forces Military Leadership” study programme study issues related to the role of the Navy in the defence of the Latvian maritime area from a historical and contemporary perspective, to the study of the operational effectiveness of a certain class of Navy ships, developing practical proposals for the improvement of the ships' technical equipment and armaments. Cadets of the “Air Forces Military Leadership” programme study issues related to the role of AF combat capabilities within the NAF, examining the professional qualifications of AF personnel, or combat support and technical support issues in the context of the Air Forces.

In the field of Military Leadership, cadets study leadership theories and their application in the context of military organizations, as well as the challenges of military leadership in the everyday life of soldiers and in international operations. In their studies, cadets analyse the professional competences of a military leader and explore current issues of the NAF personnel management related to recruitment, selection, retention and career planning of soldiers.

In the field of Military Ethics, cadets study the professional values and ethical behaviour of NAF soldiers, developing practical proposals for the implementation of a Code of Ethics for soldiers. The cadets have been studying NATO leadership guidelines on soldier ethos to try to identify moral aspects of Latvian soldier morale and fighting spirit.

In the field of Military Pedagogy research, the cadets focus on practical research issues related to the quality improvement aspects of the NDAL study programme, as well as analyse the professional competences required by soldiers in the types of forces and current issues related to the individual and collective training process within the framework of the NDAL military training.

Military Psychology research aims to analyse the psychological factors of service that influence soldiers' psychological well-being and combat capability. NDAL cadets study soldiers' identity and

motivational factors, military culture and soldier morale, as well as military communication and conflict management. A particularly relevant topic is soldiers' mental resilience, where cadets conducted empirical and practical research in the context of the NDAL Combat Endurance Course to determine anxiety and stress reactions before, during and after the course, as well as to draw conclusions on the development of cadet leadership personality traits.

Within the Master's study programme, students conduct research in the field of security and defence, which includes military leadership, analysing the factors influencing the international security environment, contemporary forms of war and conflict, as well as the international and national dimensions of security and defence policy of the Baltic States, military operations and operation planning, defence resource management, crisis management and aspects of strategic planning.

NDAL organizes research conferences at least once a year, where students and graduates present the results of their research. BALTDEFCOL's annual international conferences provide an additional opportunity for Master's students to broaden their horizons on current historical, security policy, strategic, leadership and operational issues based on both industry knowledge and academic research. Research activities of NDAL students make a practical contribution to the development of interdisciplinary areas of military science, as the results and proposals of students' research are clearly directed towards the improvement of the content of military service at the NDAL and NAF.

(See Involvement of students in research: <https://www.naa.mil.lv/en/research>).

2.4.6. Provide a brief description and assessment of the forms of innovation (for instance, product, process, marketing, and organisational innovation) generally used in the higher education institution, especially in study field subject to the assessment, by giving the respective examples and assessing their impact on the study process.

To facilitate the development of the defence sector (i.e. the Ministry of Defence and its subordinate institutions, including the Defence Technology and Innovation Centre (DTIC) is gradually being expanded within the National Defence Academy.

Representatives of the DTIC are currently involved in project supervision of the Defence Innovation Research Programme funded by the Ministry of Defence (MoD), project management of the Military Innovation Grant Programme co-funded by the MoD, execution of selected defence R&D contracts funded by the MoD, as well as support of European Defence Fund projects co-funded by the MoD. The Centre is also entrusted with national representation in the NATO Science and Technology Organization, in technology experiments organized by the NATO Transformation Command, in the establishment of the NATO Defence Innovation Accelerator, and in the European Defence Agency's Capability and Technology Development Working Groups. As appropriate, DTIC also delegates working-level national representation for bilateral cooperation with related defence innovation support organizations in other NATO and European Union Member States (e.g. the US Army Combat Capabilities Development Command). The Centre's tasks also include organizing independent military innovation challenge events (also known as "makeathons" or "hackathons" in the industry) in cooperation with other Latvian research institutions.

To build an ecosystem for the development of new defence technologies and solutions, DTIC researchers, NDAL lecturers and students have been participating in "Defence Makeathons" since 2022. The hackathons are organized by the Ministry of Defence and the National Armed Forces in

cooperation with the Riga Technical University Science and Innovation Centre. The hackathon is open to any idea with military applications, but basically offers five main areas: remote, unmanned systems development; armaments; combat equipment maintenance; individual equipment systems and components; cyber security; and information and communication technologies. NDAL academic staff and students gain new experience in defence innovation and technology in collaboration with other hackathon participants - defence, information and communication technology experts, product designers, artists, architects, electronic and mechanical engineers, 3D printing experts, team leaders, marketers and entrepreneurs.

Practically all DTIC defence innovation support projects (support, active participation, organization of related experiments, practical testing activities, analysis of results, etc.) provide opportunities for involvement of other NDAL departments, faculty and students (NDAL cadets). Such internships provide the participating NDAL faculty and cadets with first-hand insight into the processes and challenges associated with the development of innovative defence technologies at virtually all levels of their technological maturity and in their various development ecosystems (research institutions, companies, government institutions, non-governmental/international organizations, etc.) at both the national and international levels. In addition to the above, NDAL students are actively encouraged to use this resource to support their study process, as well as to generate and promote their own innovative ideas - directly or indirectly related to the study process.

Based on the National Armed Forces Development Plan, defence technologies and innovations, the content of study programmes of the NDAL study field "Military Defence" is systematically updated in cooperation with the employer - units of the National Armed Forces Regular Forces, by revising and improving the content of professional study courses in the field.

2.5. Cooperation and Internationalisation

2.5.1. Provide the assessment as to how the cooperation with different institutions from Latvia (higher education institutions/ colleges, employers, employers' organisations, municipalities, non-governmental organisations, scientific institutes, etc.) within the study field contributes to the achievement of the aims and learning outcomes of the study field. Specify the criteria by which the cooperation partners for the study field and the relevant study programmes are selected and how the cooperation is organised by describing the cooperation with employers. In addition, specify the mechanism for the attraction of the cooperation partners.

In accordance with the *NDAL Development Strategy*, the NDAL cooperates with the Ministry of Defence, the Ministry of Education and the employer – the NAF, as well as other state institutions in achieving its military and educational goals.

In the implementation of study programmes in the study field "Military Defence", the NDAL cooperates with higher education institutions of Latvia (University of Latvia, Transport and Communications Institute, Riga Technical University, Latvian Academy of Sport Education, Riga Stradiņš University) both in matters of attracting visiting lecturers and in the exchange of academic work experience, as well as in carrying out scientific and applied research. Defence technology and innovation projects are implemented in cooperation with Latvian state institutions and companies (see Chapter 2.4).

In order to ensure the achievement of the goals and objectives of the bachelor's study programmes "Air Forces Military Leadership" and "Naval Forces Military Leadership", the studies are carried out in cooperation with universities, which every year acquire the right to provide study courses in accordance with the public procurement organized by the NAF Training and Doctrine Command. In this way, the university ensures the implementation of restrictive elective part B study courses at its university within five semesters. This cooperation prepares officers of appropriate qualifications and specializations for Air Forces and Navy units, contributing to the development and capabilities of the NAF and strengthening the prestige of the officer's profession. Therefore, the study programme "Air Forces Military Leadership" was implemented in cooperation with Riga Technical University from 2013 to 2015, and since 2016 it has been implemented in cooperation with the Institute of Transport and Communications. On the other hand, the study programme "Naval Forces Military Leadership" was implemented in cooperation with the Latvian Maritime Academy from 2013 to 2021, and from 2022 it is being implemented in cooperation with the Novikontas Maritime College.

In the implementation of professional and military specialization study courses, as well as collective military training, the NDAL continuously maintains close cooperation with the units of the regular forces of the NAF, which provides the necessary support of military personnel, infrastructure, study resources and material and technical means in the NDAL study process. Study support and organization of student internships are carried out in accordance with the internal regulatory enactments of the NAF. In addition to the implementation of military training, cooperation is carried out with local governments, on the territory of which practical military tactics exercises are organized. It should be noted that the NDAL has not concluded agreements with Latvian institutions separately. Cooperation of the NDAL with the state institutions (Latvijas meži, etc.) takes place through the agreements concluded centrally by the NAF. As a rule, cooperation is carried out in order to organize military exercises outside the NAF training areas or for the organization of various events.

In turn, for the maintenance, improvement of the NDAL infrastructure and provision of study resources, public procurements are organized, as well as service contracts are signed with companies and non-governmental organizations.

In accordance with the guidelines for public relations and civil-military cooperation of the NAF, cooperation with the Latvian mass media is carried out as necessary, as well as regular public information and recruitment campaigns are organized.

Starting from 2022, the NDAL took over all tasks related to the recruitment and selection of cadets from the NAF Recruitment and Selection Centre for studies at the NDAL. In order to increase the efficiency of recruitment and communication, NDAL implements cooperation with SIA ExNOVO. The goal of the collaboration is to develop an effective communication strategy of the NDAL, which is based on the values of the NDAL and the perception of the messages of the target group. Cooperation is based on training and advising NDAL staff for the development and publication of effective communication content. With a continuous and high-quality message, the image of the NAF in society is promoted, emphasizing the profession of a soldier and promoting the recognition of the NDAL as a higher education institution in the educational space of Latvia, as well as explaining the differences and benefits of studying at the NDAL compared to other higher education institutions. NDAL, in cooperation with SIA "Ex NOVO", organizes and participates in various events throughout the year, which strengthens the identity of the NDAL, introduces values and promotes the attraction of students. Most of the events and events are reflected on the NDAL website www.naa.mil.lv , NDAL social networking resources – [Facebook](#), [Youtube](#), [Instagram](#), [Flickr](#).

In order to promote the image of a soldier in society and encourage young people to choose

professional military service, the NDAL organizes and participates in the following events:

- Participation of the NDAL in the exhibition "School" - an opportunity to meet with NDAL faculty and cadets, as well as to find out information about the study process in person;
- On-site excursions at the NDAL - an opportunity to get acquainted with the auditoriums, barracks, canteen and other infrastructures that cadets use on a daily basis;
- Face-to-face meetings - NDAL cadets go on trips to various schools, technical schools and universities of Latvia, with the aim of promoting patriotism, educating and introducing various traditions of the military environment, including educational opportunities in the NDAL;
- Online meetings with Latvian schools - during the meeting, NDAL cadets introduce young people to the course of studies, advantages and benefits;
- NDAL Open Day - provides an opportunity for any interested person to meet with faculty and cadets, learn information about the study process, get acquainted with the infrastructure and selection rules;
- Events organized by the Student Council in cooperation with the Student Corporation "Tervetia" and the Student Union of Latvia and other student self-governments of Latvian higher education institutions, as well as schools.

(The list of cooperation agreements with other institutions is set out in Annex 2.5.1. *List of cooperation agreements with other institutions.*)

2.5.2. Provide the assessment as to how the cooperation with different institutions from abroad (higher education institutions/ colleges, employers, employers' organisations, municipalities, non-governmental organisations, scientific institutes, etc.) within the study field contributes to the achievement of the aims and learning outcomes of the study field. Specify the criteria by which the cooperation partners suitable for the study field and the relevant study programmes are selected and how the cooperation is organised by describing the cooperation with employers. In addition, specify the mechanism for the attraction of the cooperation partners.

By implementing the study programmes and qualification courses accredited by the NDAL, successful and effective cooperation mechanisms have been established with foreign universities for the involvement of qualified visiting professors and visiting lecturers from both civil and military universities. International cooperation within the framework of NATO and partner countries' armed forces facilitates the exchange of experience and knowledge in the military education environment, which ensures the achievement of the aims set for the study field "Military Defence", developing the military competence for service in the NAF and multinational units of the EU and NATO.

Since the end of 2016, when the standard ERASMUS Charter for Higher Education 2014-2020 was awarded to the NDAL, the NDAL has been actively involved in the activities of the ERASMUS+ program in order to promote the growth of international cooperation. In the field of military education, there is a sub-programme, the European initiative for the exchange of young officers inspired by Erasmus (EMILYO), which was created as a result of the declaration signed in 2008 by the European Union Defence Ministers, on the establishment of a working group on "Erasmus-inspired European Union initiative for the exchange of young officers", or military ERASMUS, which aims to increase the capacity for cooperation and harmonize education systems between the Member States of the European Union military higher education institutions and future officers, thus

contributing to a European security and defence culture, the potential and implementation of international cooperation is wider, which provides an opportunity to the students of the NDAL to acquire courses in a partner university, thus gaining experience in international military sphere and broadening their horizon.

NDAL representatives regularly participate in EMILYO working group meetings, during which short-term and long-term learning opportunities offered by other cooperation institutions are presented, international courses offered by the NDAL are presented, as well as representatives of cooperation institutions initiate and cooperate in the creation of new training courses and promote the attraction of internationally qualified lecturers to the NDAL.

Although international cooperation has always been one of the cornerstones in ensuring quality and development at the level of the Latvian army, the idea to develop the international cooperation of the NDAL took time. Approximately in 2016, at the level of the senior management of the Latvian Army, the intention was expressed, which was realized in staff changes in the NDAL – providing for separate specialists who would work with this particular direction of development. Until this period, there were no separate representatives of employed personnel, the performance of international cooperation tasks was entrusted only as additional duties. With the receipt of the ERASMUS+ Charter, the NDAL international cooperation has reached new heights.

NDAL has concluded cooperation agreements with 25 foreign universities which provide military education (see Annex 2.5.1 *List of agreements with other institutions*).

Outside the already mentioned EMILYO platform, cooperation is established individually with the institution and cooperation agreements. In these cases, information on the possibilities and types of international cooperation may be included in the contract. An example is the Helmut Schmidt University (HSU) in Hamburg, Germany, to which NDAL cadets are sent annually to study in the Bachelor of Engineering programme. Cadets receive a high-quality engineering education during their studies in Germany. Returning after graduation from HSU, cadets are admitted to the short-cycle higher education programme "Command Staff Officer" (hereinafter - CSO), since in order, to continue their career as officers they have to graduate the NDAL.

It should be noted that often the exchange of information on opportunities for international cooperation or international training courses for cadets takes place within the framework of the armed forces and sometimes even at the level of the Ministries of Defence (MoD), for example, the MoD signed agreements with the EU and PfP (Partnership for Peace) cooperation countries, these bilateral cooperation agreements include an annual cooperation plan, within the framework of which the NDAL also carries out international cooperation, therefore, international cooperation is implemented by the NDAL through several channels and new collaborative formats and ways to promote the international experience of NDAL cadets and faculty are constantly sought.

All mobility, especially student study mobility, is considered with the NDAL vice-rector, programme directors, heads of study courses and methodologists to find the most optimal and high-quality mobility offers for cadets. Subsequently, a competition is announced on the NDAL website for the possibility to participate in a specific mobility, in the case of study mobility, information is also sent to the programme directors, heads of courses for informing the cadets, and a meeting of the ERASMUS+ commission is held no later than within two weeks after the deadline for submitting application forms. In the case of staff development or teaching mobility, all submitted applications are analysed and a decision is made on the approval or rejection of candidates for participation in a particular mobility. In cadet study mobility, test times for the selection of applicants are planned and only after that, based on the presented results and the decision approved at the meeting, the ERASMUS+ coordinator prepares all the necessary documents, as well as takes over the coordination of further processes with the host country. The ERASMUS+ coordinator controls all

mobility-related processes, both before, during and after mobility, and also acts as a point of support for the mobility participant throughout the period. Although after the end of the mobility the participant must electronically complete the ERASMUS+ report, however, a separate mission report (justification, purpose, benefit and general description of the mission) is also requested from the NDAL, which is then analysed by the NAF Ministry of Defence Policy Department, the NDAL Vice-rector and the Rector and evaluates further participation in the specific event.

International cooperation is carried out in accordance with the intention of the commander of the NAF *"... to continue the development of the NAF, to contribute to the forces of NATO, EU, JEF, to strengthen international military cooperation..."* 02.01.2023. Operational Order No.1/DV of the Commander of the NAF *On the tasks of the NAF TRADOC for 2023*.

In the aforementioned operational order in 2023, the intention of Latvia's cooperation with Ukraine was especially highlighted. The Armed Forces of Latvia and Ukraine have been proud of their truly close cooperation in the field of military training for more than a decade. Since the war in Ukraine launched by Russia, cooperation between the two countries has intensified even more. In 2023, the NDAL has signed cooperation agreements with three Ukrainian military defence institutions, thanks to the leadership of the NAF, an opportunity has been found to welcome Ukrainian cadets in the international courses organized by the NDAL. Knowledge and experience from the Ukrainian front is used to promote the intellectual capacity of the NAF in various fields. The NDAL has hosted several visits to Ukrainian military academies in 2023, during which further steps to improve the military training of both countries have been prepared. For example, in May 2023, the NDAL, in cooperation with the Kiev Defence University, organized a week-long operational level course for NAF personnel on various aspects of the war.

The NDAL organizes the Baltic Naval Intermediate Command and Staff Course (NICSC), where more than 10 officers from all three Baltic States participate annually. In this course, lecturers from the foreign cooperation institutions in Lithuania, Austria and Norway are also involved.

In autumn 2023, the NDAL for the first time implemented an international brigade/division level course, which was delivered by international tutors. In future up to 30 participants from Latvia, Norway, Estonia and Lithuania, Denmark and 14 other nations stationed in Latvia are planned to participate in the course. For the implementation of the course, not only lecturers from Latvia, but also from units located in Norway, Austria, Lithuania and Estonia and in Latvia were addressed. The aim of the course is to strengthen officers' knowledge of theoretical and practical planning procedures, officers of this level mostly work in an international environment, thus it is vital that the course is implemented internationally.

2.5.3. Specify the system or mechanisms, which are used to attract the students and the teaching staff from abroad. Provide the assessment of the incoming and outgoing mobility of the teaching staff in the reporting period, the mobility dynamics, and the issues which the higher education institution/ college faces with regard to the mobility of the teaching staff.

Currently, the NDAL cooperation with foreign institutions takes place in several formats and levels. For attracting foreign students and teaching staff, the EMILYO platform is used, where it is possible to post information about international activities organized by the NDAL, and information is sent individually to partner institutions. Taking into account the specifics of the NDAL curricula and the type and language of training used, currently the NDAL can enrol international students in short-

term trainings or training courses with a duration of up to 2 weeks.

In recent years, the NDAL has offered training courses internationally such as: FIBUA (Fight in Built Up Area), CQB (Closed Quarter Battle), CRO (*Crises Response Operations*), etc. It should be noted that in 2020 and 2021, the COVID-19 pandemic also introduced its own adjustments to the volume of international activities, during which a large part of mobility and exchange trips did not take place. However, despite the pandemic and the ensuing challenges, at the end of 2022, a CMO (*Crises Management Operations*) course was organized at the NDAL, within the framework of which students from 8 partner countries were invited. At the beginning of 2023, 22 cadets from 10 cooperating countries, including Ukraine, participated in the International Cadet Week organized by the NDAL. At the end of 2023, the NDAL will organize two international training modules, FIBUA and CMO, where 17 cadets from eight partner universities and 22 cadets from 11 international military higher education institutions respectively participated. It is very important that cadets from Ukraine also participated in the course and cadets had an opportunity to get an insight into the organization of studies during a war (see Annex 2.5.3 *Inbound and outbound mobility of students*).

In parallel with the above-mentioned international training courses organized by the NDAL, since 2022 the NDAL has been admitting international cadets for internships within the framework of ERASMUS+. In 2022, a total of five students from France, Romania and Poland have had internships at the NDAL. Within the framework of the internship, students developed final papers under the supervision of the NDAL teaching staff, got acquainted with the NDAL and local cadet training process, as well as Latvian history and culture. In the first half of 2023, the NDAL has admitted cadets from France, Greece, Romania, Poland and the USA for an internship, the total number of trainees reaches the figure of nine, thus it can be concluded that the trend in the number of enrolled students/trainees is positive.

The NDAL hosts lectures of guest teaching staff to NDAL cadets and permanent staff several times a year, during which qualified visiting professors or industry specialists provide insight into the latest news, scientific research or any of the topics in the field.

Within the framework of ERASMUS+, the NDAL implements long-term participation of cadets in training activities at the international level. Long-term participation (at least 90 days) has been taking place since 2018 and the amount of long-term training implemented, even despite the restrictions caused by the COVID-19 pandemic in 2020 and 2021, is stable and increasing (4 in 2019; 3 in 2020; 3 in 2021; 7 in 2022, 9 in 2023) (see Annex 2.5.2 *Long term (>90 days) outgoing student and Erasmus teaching mobilities within ERASMUS + framework*).

Long-term mobility is influenced by several factors – the offer of international partner institutions, the compatibility of the offer with the NDAL study and training schedule, etc. It is not always possible to use the offers of other international institutions, since, for example, in a particular institution, training is carried out in modules or it is impossible to provide the necessary courses, or the training is not conducted in English.

Successful cooperation within the framework of ERASMUS+ has been established with the Theresia Military Academy of the Federal Ministry of Defence (Austria), the University of Defence (Czech Republic) and the Norwegian Military Academy within the bachelor's study programme "Land Forces Military Leadership", where cadets are sent for one semester to complete study courses at a foreign university. Besides that, the cadets of the bachelor's study programme "Naval Forces Military Leadership" are sent to the Italian Naval Academy for an internship, during which the cadets gain international experience in their field of specialization.

The short-term mobility of cadet training implemented by the NDAL takes place on average up to 10 times a year and 2-3 cadets go to each of these mobilities. Short-term mobility usually lasts one

to three weeks. Most of the short-term training courses offered on the EMILYO platform, however, information about the international courses organized is often received from the cooperation institution (most often in cases where this institution has not joined the ERASMUS+ programme). A large part of the short-term mobility is annual activities, after the implementation of which good feedback has been received from both the NDAL cadets who participated in them and from the organizing body. Cadet assessment and feedback together with lecturers and study methodologists allows them to choose the mobility that suits best for NDAL cadets and that are most appropriate for the respective study programme.

The mobility of NDAL students has increased from 2022, in 2023 NDAL sent 63 students on international mobility, which is 20% of all students. NDAL accepted 92 students from foreign universities, which is certainly a good indicator and indicates active participation in ensuring international mobility (see Annex 2.5.3. *Outbound and inbound mobility of students*).

In recent years, 59 participants from Poland, the Czech Republic, Romania, Norway, Lithuania, Ukraine, Georgia, Italy, Portugal and other countries have participated in the international courses organized by the NDAL. (20 cadets in the CMO module in 2022, 17 cadets in the FIBUA module and 22 cadets in the CMO module in 2023). Before that, the modules were not implemented due to the restrictions of COVID-19.

Most of the staff exchange takes place via the ERASMUS+ programme. The NDAL has established productive long-term cooperation with several international institutions in Lithuania, Poland, Austria, Portugal, etc. A very successful example is the cooperation of the NDAL with the Theresa Military Academy in Austria. The short-term exchange of teaching staff between the two institutions takes place throughout the year, usually twice a year the NDAL faculty member goes to Austria, and 2 times a year the lecturers from Austria come to the NDAL (see Annex 2.5.4 *Outbound and inbound mobility of teaching staff and personnel*).

It should be noted that the NDAL faculty members are rather reluctant to take advantage of mobility opportunities, however, over time, it has been proven that after the first mobility, the teaching staff is happy to go there again.

From 2018 to December 31, 2023, NDAL has implemented 94 personnel development mobilities within the framework of the Erasmus+ programme (see Annex 2.5.5. *Number of staff development mobilities within the framework of ERASMUS +*).

Regarding the implementation of international cooperation within the framework of ERASMUS +, it should be noted that at the end of 2023, the State Education Development Agency (VIAA) provided an assessment *On the approval of the final report* and the final report of the Erasmus+ programme project submitted by the NDAL meets the qualitative assessment criteria, and its qualitative assessment is 94 points out of 100.

2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures

2.6.1. Assessment of the fulfilment of the plan regarding the implementation of the recommendations provided by the experts during the previous accreditation of the study field, as well as the assessment of the impact of the given recommendations on the study quality or the improvement of the study process within the study field and the relevant study programmes.

In the accreditation of the previous study field "Military Defence" in 2013, experts gave three recommendations:

1. To align study programmes more with regional and European practice by offering students opportunities for international exchanges;
2. Focus more on scientific research and student involvement in projects;
3. Expand study programmes to include more elective courses in the fields of military ethics, international relations, civil education.

All expert recommendations were taken into account and implemented in all study programmes within ten years.

Since the end of 2016, the NDAL has been actively involved in the activities of the ERASMUS+ programme in order to promote the growth of international cooperation. Separate posts were created in the NDAL - public relations specialists, whose task is to promote and develop international cooperation, as well as to provide mobility opportunities for NDAL students and staff. NDAL Professional Bachelor's study programmes are aimed at the development of specific military knowledge and skills, as well as many military study courses cannot be taken independently or remotely, therefore it is very difficult to find foreign study programmes, the content of which would meet the requirements of the NDAL, as well as to ensure that students do not interrupt their studies, as they get into academic debts. The directors of study programmes review curricula and look for opportunities for students to go to foreign universities, aligning study courses as much as possible. Every year the number of students going on exchange programmes is increasing. Details of international cooperation are given in Chapter 2.5 *Cooperation and internationalization*.

Since 2013, the scientific activity of the NDAL has been developed and intensified. The NDAL is registered as a scientific institute, carrying out scientific activities in the field of national security and military defence. Two scientific centres have been established in the NDAL - the Defence Technology and Innovation Centre (DTIC) and the Security and Strategic Research Centre (SSRC), which performs internationally recognized scientific activities, approbated by internationally recognized (cited) scientific publications. The number of scientific staff has been increased. Details of the NDAL scientific activities are given in Chapter 2.4 *Scientific and applied research*.

The study course "Methodology of Research" has been introduced into all professional bachelor's programmes of the NDAL, the purpose of which is to familiarize students with the methodology of scientific research, to systematize knowledge about the prerequisites for the implementation of scientific research in the military field, its logical course, methodology, methods of data collection, processing, analysis. Students have the opportunity to present their research at the NDAL student scientific conference.

Every academic year, elective study courses covering different scientific fields are reviewed and approved. Since 2013, the following C part elective study courses have been offered to NDAL students: Academic Writing, Ballroom Dancing, Basics of Sailing, Air Forces Integration into Land Forces Operations, Influencing Theory and Practice, Introduction to Operational Arts, Introduction to International Politics, Development of Communication Skills, Small States and Conflicts, Basic Course in Unconventional Warfare, In-depth Introduction to Fire Support, Personal Growth Training, Air Defence, Public Speaking Methodology, Basic Explosives and Ammunition Course, and Stress Management.

Free elective study courses are provided by NDAL permanent staff, invited military staff from units, and faculty from other universities.

Annex 2.6.1 *Report on the implementation of recommendations* contains a more detailed account of the implementation of recommendations.

2.6.2. Implementation of the recommendations given by the experts during the evaluation of the changes to the study programmes in the respective study field or licensed study programmes over the reporting period or recommendations received during the procedure for the inclusion of the study programme on the accreditation form of the study field (if applicable).

In 2017, the NDAL received an expert opinion and a decision of the Commission for licensing study programmes on licensing of the Professional Bachelor's study programme "Land Forces Military Leadership".

The experts suggested improvements for the sake of future quality (see Annex 2.6.1 *Report on the implementation of recommendations*). Most of the recommendations were implemented by ensuring the improvement of the quality of the study programme. A separate study model for the formation of professional competence in entrepreneurship has not been included in the curriculum, since these competences are acquired in such study courses as Military Leadership, Military Psychology, Project Management, Document Management, Military Law, Fundamentals of Economics.

The expert recommendation to annually update the creative and scientific biography of lecturers (*Curriculum vitae in the Europass* format) is carried out in the NDAL only in relation to invited civilian teaching staff. Independent personnel undergo an annual assessment in accordance with the *Regulation on Academic Positions in the NDAL*, where their pedagogical, scientific and organizational activities are evaluated. Independent personnel submit a CV when applying for an academic position or preparing documents for the assessment and accreditation of the study field.

Since the previous accreditation of the study field "Military Defence" in 2013 and licensing of the "Land Forces Military Leadership" study programme, changes have been made to the credit point accounting in NDAL study programmes (hereinafter – CP). The CP accounting system complies with ECTS (European Credit Transfer and Accumulation System) and Cabinet of Ministers Regulation No. 305 of 13 June 2023 on *Regulations on the Standard of State Professional Higher Education*.

Annexes

I - Information on the Higher Education Institution/ College		
Information on the implementation of the study field in the branches of the higher education institution/ college (if applicable)		
List of the governing regulatory enactments and regulations of the higher education institution/ college	Annex 1.1 NDAL Main regulatory documents.docx	1.1. pielikums. NAA galvenie normatīvie akti.docx
The management structure of the higher education institution/ college	Annex 1.2 NDAL governance structure.pdf	1.2. pielikums. NAA parvaldības struktūra.pdf
II - Description of the Study Field - 2.1. Management of the Study Field		
Plan for the development of the study field (if applicable)	Annex 2.1.1 Development plan for the study field.pdf	2.1.1. pielikums. Studiju virziena attīstības plans.pdf
The management structure of the study field	Annex 2.1.2 Governance structure of the study field.pdf	2.1.2. pielikums. Studiju virziena parvaldības struktūra.pdf
A document certifying that the higher education institution or college will provide students with opportunities to continue their education in another study programme or another higher education institution/ college (agreement with another accredited higher education institution or college) if the implementation of the study programme is terminated.	Annex 2.1.3 Cooperation documents.pdf	2.1.3. pielikums. Sadarbības dokumenti.pdf
A document certifying that the higher education institution or college guarantees compensation for losses to students if the study programme is not accredited or the study programme license is revoked due to actions (actions or omissions) of the higher education institution or college and the student does not wish to continue studies in another study programme.	Annex 2.1.4 Explanation on compensation of damage.pdf	2.1.4. pielikums. Skaidrojums par zaudējumu kompensāciju.pdf
Standard sample of study agreement	Annex 2.1.5 Sample of a study agreement.pdf	2.1.5. pielikums. Studiju līguma tipveida paraugs.pdf
II - Description of the Study Field - 2.2. Efficiency of the Internal Quality Assurance System		
Analysis of the results of surveys of students, graduates and employers	Annex 2.2 Analysis of survey results.pdf	2.2. pielikums. Aptauju rezultātu analīze.pdf
II - Description of the Study Field - 2.3. Resources and Provision of the Study Field		
Basic information on the teaching staff involved in the implementation of the study field	Annex 2.3.1 Main information about the teaching staff.xlsx	2.3.1. pielikums. Pamatinformācija par macībšpekiem.xlsx
Biographies of the teaching staff members (Curriculum Vitae in Europass format)	Annex 2.3.2 CV ENG.zip	2.3.2. pielikums. CV LV.zip
A statement signed by the rector, director, head of the study programme or field that the knowledge of the state language of the teaching staff involved in the implementation of the study programmes within the study field complies with the regulations on the state language knowledge and state language proficiency test for professional and official duties.	Annex 2.3.3 Attestation of language skills.pdf	2.3.3. pielikums. Apliecinājums par valsts valodu.edoc
A statement of the higher education institution/ college on the respective foreign language skills of the teaching staff involved in the implementation of the study programme at least at B2 level according to the European Language Proficiency Assessment levels (level distribution is available on the website www.europass.lv, if the study programme or part thereof is implemented)	Annex 2.3.4 Attestation of relevant foreign language skills.pdf	2.3.4. pielikums. Apliecinājums par angļu valodas zināšanām.edoc
II - Description of the Study Field - 2.4. Scientific Research and Artistic Creation		
Summary of quantitative data on scientific and/ or applied research and / or artistic creation activities corresponding to the study field in the reporting period.	Annex 2.4.1 Data on research activities.pdf	2.4.1. pielikums. Dati par petniecības aktivitāti.pdf
List of the publications, patents, and artistic creations of the teaching staff over the reporting period.	Annex 2.4.2 List of publications and activities.docx	2.4.2. pielikums. Macībšpeku publikācijas un aktivitātes.docx
II - Description of the Study Field - 2.5. Cooperation and Internationalisation		
List of cooperation agreements, including the agreements for providing internship	Annex 2.5.1 List of Cooperation Agreements.pdf	2.5.1. pielikums. Sadarbības līgumu saraksts.pdf
Statistical data on the teaching staff and the students from abroad	Annex 2.5.2 Long term outgoing student and teaching mobilities.pdf	2.5.2. pielikums. Ilgtermiņa kadetu un docesanas mobilitātes.pdf
Statistical data on the incoming and outgoing mobility of students (by specifying the study programmes)	Annex 2.5.3 Outbound and inbound mobility of students.pdf	2.5.3. pielikums. Studejoso izejosa un ienakosa mobilitāte.pdf
Statistical data on the incoming and outgoing mobility of the teaching staff	Annex 2.5.4 Outbound and inbound mobility of teaching staff and personnel.pdf	2.5.4. pielikums. Macībšpeka un personāla ienakosa un izejosa mobilitāte.pdf
II - Description of the Study Field - 2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures		
Report on the implementation of the recommendations received both in the previous accreditation and in the licensing and/ or change assessment procedures and/ or the procedures for the inclusion of the study programme on the accreditation form of the study field.	Annex 2.6.1 Implementation of recommendations.pdf	2.6.1. pielikums. Rekomendāciju izpildes pārskats.pdf
An application for the evaluation of the study field signed with a secure electronic signature	Akreditācijas_iesniegums_ENG rektors.edoc	Akreditācijas_iesniegums_LV rektors.edoc
III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme		
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period		
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard		
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme		
The curriculum of the study programme (for each type and form of the implementation of the study programme)		

Descriptions of the study courses/ modules		
Description of the organisation of the internship of the students (if applicable)		
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Other annexes

Name of document	Document
ERASMUS + ietvaros realizēto personāla pilnveides mobilitāšu skaits	2.5.5. pielikums. ERASMUS personāla pilnveides mobilitāšu skaits.pdf
Number of staff mobilities for training within the ERASMUS + framework	Annex 2.5.5. Staff mobilities for training within Erasmus.pdf
Cits pielikums. Metodika parejai uz ECTS.pdf	Cits pielikums. Metodika parejai uz ECTS.pdf
Other Annex. Methodology for the transition to ECTS.pdf	Other Annex. Methodology for the transition to ECTS.pdf
Līgums ar Lietuvas Kara akadēmiju.pdf	Līgums ar Lietuvas Kara akadēmiju.pdf
3_pielikums_NAA galveno pasākumu plāns_2024_gadam.xls	3_pielikums_NAA galveno pasākumu plāns_2024_gadam.xls
7_pielikums_sadarbiba_UKR (1).docx	7_pielikums_sadarbiba_UKR (1).docx
Annex 2.5.2 Long term outgoing student and teaching mobilities_Additional info.pdf	Annex 2.5.2 Long term outgoing student and teaching mobilities_Additional info.pdf
Annex 2.5.3 Outbound and inbound mobility of students_Additional info.docx	Annex 2.5.3 Outbound and inbound mobility of students_Additional info.docx
Annex 2.5.4 Outbound and inbound mobility of teaching staff and personnel_Additional info.docx	Annex 2.5.4 Outbound and inbound mobility of teaching staff and personnel_Additional info.docx
Annex 2.5.5 Staff mobilities for training within Erasmus_Additional info.docx	Annex 2.5.5 Staff mobilities for training within Erasmus_Additional info.docx
BALTDEFCOL Development Plan 2024-2032.docx	BALTDEFCOL Development Plan 2024-2032.docx
BDCOL_INT_KPI.docx	BDCOL_INT_KPI.docx
CV_Rector_Maris_Utinans_ENG_short.pdf	CV_Rector_Maris_Utinans_ENG_short.pdf
CV_Rektors_Maris_Utinans_LV_isais.pdf	CV_Rektors_Maris_Utinans_LV_isais.pdf
Ikgadējais internacionalizācijas plāns+KPI.docx	Ikgadējais internacionalizācijas plāns+KPI.docx
Yearly internationalization plan+KPI.docx	Yearly internationalization plan+KPI.docx
MoU_EE_LV_LT_BALTDEFCOL.pdf	MoU_EE_LV_LT_BALTDEFCOL.pdf
NAA_konference_programma_06_06_2024_LV.pdf	NAA_konference_programma_06_06_2024_LV.pdf
NDAL_Conference_program_06_06_2024_EN.pdf	NDAL_Conference_program_06_06_2024_EN.pdf
Recenzijas_Review.zip	Recenzijas_Review.zip

Air Forces Military Leadership (42863)

Study field	<i>Military Defence</i>
ProcedureStudyProgram.Name	<i>Air Forces Military Leadership</i>
Education classification code	<i>42863</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Mārtiņš</i>
Surname of the study programme director	<i>Zābelis</i>
E-mail of the study programme director	<i>martins.zabelis@mil.lv</i>
Title of the study programme director	<i>Maģistra grāds "Transporta sistēmu inženierijā"</i>
Phone of the study programme director	<i>+371 26180743</i>
Goal of the study programme	<i>To prepare students to become mid-level managers/commanders with strong leadership skills, high motivation and professional competence for military service in the NAF, EU/NATO multinational units.</i>
Tasks of the study programme	<ol style="list-style-type: none"> <i>1. It is a priority to consider the formation of the student as a leader and the development of his creative personality.</i> <i>2. To establish a concentration of basic courses for the formation of a military leader in Mandatory Part A, so that students gain theoretical understanding and practical skills in planning, conducting and controlling tasks of a military and non-military nature.</i> <i>3. To develop students' abilities to analytically formulate and make objective decisions in high-risk conditions and crisis situations.</i> <i>4. To acquire leadership and military-technical knowledge, incl. combat engineering support, individual and collective armament, communications and combat equipment that meet the requirements for the professional qualification of an Air Forces lieutenant.</i> <i>5. To provide such a block of interdisciplinary complex Restricted Electives Part B courses of a specific specialization that students acquire knowledge in engineering study courses and aviation industry issues, the practical knowledge of which can be applied to the proper operation of a NAF aircraft.</i> <i>6. To acquire self-education and research work skills by studying industry literature, conducting research, preparing semester, Study and Diploma paper, preparing projects and other types of tasks related to aviation, engineering and national defense.</i> <i>7. To promote further improvement of the content of the study programme and study process in accordance with the development plans, tasks and technological development of the NAF.</i>

Results of the study programme	<p>1. Knows the structure, tasks, maintenance requirements, standards for weapons, equipment, equipment and communication systems of the NAF.</p> <p>2. Knows NATO and EU legislation, NATO structure and core tasks, international treaties and agreements, legislative procedures and professional terms in the national and one of the official languages of NATO.</p> <p>3. Knows national military defence strategy, principles of inter-agency cooperation, NAF, NATO conditional adversary structure, weapons, tactics, CBRN protection, decision-making process and personnel management in daily life and under conditions of increased tension and stress.</p> <p>4. Able to manage subordinate personnel in peacetime and crisis, plan and manage measures to strengthen military discipline and train personnel, take responsibility for decisions and actions, work in psychologically difficult situations and solve problems.</p> <p>5. Able to analyse received tasks and orders, to navigate international issues related to national security and defence, to be familiar with defence legislation and regulations, and to conduct specific military operations appropriate to the level and place of the subunit in the overall military mission plan.</p> <p>6. Knows how to operate military equipment and facilities, use standard operating procedures of the military operating environment, use analytically information available for the performance of official duties.</p> <p>7. Capable of taking decisions, managing subordinate personnel in peace and crisis conditions, ensuring and maintaining the professionalism and combat readiness of the subunit, training subordinate personnel and ensuring discipline and a good psychological climate in the subunit.</p> <p>8. Capable of planning, operating and maintaining combat vehicles, technical means and equipment under their responsibility and of organizing the work of the subordinate personnel.</p> <p>9. Able to acquire and analyse information necessary for the performance of official duties, to formulate and analytically describe it, to orient oneself in the world and national political, economic and military conflict processes, to understand the role of the NAF and the specialty represented in the national defence, society and the role in the overall context of the NAF tasks.</p>
Final examination upon the completion of the study programme	Bachelor's thesis

Study programme forms

Full time studies - 4 years, 6 months - latvian

Study type and form	Full time studies
Duration in full years	4
Duration in month	6
Language	latvian
Amount (CP)	278

Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's degree in Air Forces Military Leadership</i>
Qualification to be obtained (in english)	<i>Lieutenant</i>

Places of implementation

Place name	City	Address
National Defence Academy of Latvia	RĪGA	EZERMALAS IELA 8, ZIEMEĻU RAJONS, RĪGA, LV-1014

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Since the previous accreditation of the study field "Military Defence" in 2013, changes have been made in the implementation of the study programme "Air Forces Military Leadership" (hereinafter- AFML) in order to adapt to the rapidly increasing quality standards of the study process in the military sector, as well as the development of modern technologies in accordance with the requirements of the employer- NAF Air Forces unit. The changes were also made in line with the requirements of the *Regulations on the Standard of State Professional Higher Education*. For example, the course Civil Protection (1 CP) was included.

Taking into account the young people's good knowledge of English, the study course Foreign Language was reduced from 6 CP to 2 CP, transferring to the ECTS system - 3 CP. The course Defence Economics (2 CP) was replaced by the course Introduction to Economics (1 CP) in order to provide students with a general knowledge of economic processes. The title of the study course Fire Support (1 CP) was changed to Introduction to Fire Support (1 CP), switching to ECTS - 2 CP. The new title is more in line with the course content.

To improve the study programme and military skills, the study courses Research Methodology (1 CP), Military Ethics (1 CP), Military Drill Training (1 CP), Information Warfare (3 CP) were included in the Mandatory Part A. The courses Combat Skills Maintenance (Summer Field Camp) (15 CP) and Combat Endurance Course (2 CP), which became relevant after the invasion of Ukraine by the Russian Federation, were also included in the curriculum.

The content of the courses Air Forces Tactics and Air Defence (8 CP) and Introduction to Specialization (1 CP) was included in the course Specialization in Air Forces (5 CP) and Land Forces Tactics (5 CP), changing the title to Platoon Tactics ECTS (11 CP). The title of the study course Land Forces Tactics (1 CP) was changed to Introduction to Land Forces Tactics (1 CP), transferring to ECTS (2 CP). The title is more in line with the content of the course.

The study course Information Technologies (1 CP) was changed to the study course Computer Networks (5 CP), transferring to ECTS (7 CP), and moved to Restricted Electives Part B, which is provided by qualified teaching staff of the cooperating university, thus ensuring knowledge of data acquisition, processing and systemization technologies in accordance with the national standard of professional higher education and the requirements of the professional standard "Lieutenant".

The overall objective of the Restricted Electives Part B courses remains unchanged, but the content is reviewed and updated each year prior to the preparation of the Procurement Requirements and is aligned with the more current requirements of the Air Forces units according to the aviation knowledge required for the lieutenants. During the reporting period, the following subjects have been removed: Special Units of Electronics (2 CP), Special Units of Electrical Engineering (2 CP), Aircraft Radio-electronic Equipment (2 CP), Micro-process Aviation Technology (2 CP), Air Traffic Control Radio Engineering (Dispatcher Programme) (3 CP), Aircraft Automatic Control Systems (3 CP), Aircraft Electrified Systems (3 CP). These courses have been removed from

the curriculum as these courses are provided to individual cadets upon graduation from the NDAL and entry into a unit where this type of specific knowledge is required. Other cadets do not need this knowledge, as most cadets will not be exposed to this type of information in their future service. Instead of these courses, the following courses, which are more in line with the knowledge and professional standards required to successfully perform duties at an Air Forces base, were included in the Restricted Electives Part B: Autocad Basic Course (2 CP), Laboratory Practice (6 CP), Airdrome and its Management (4 CP), Basics of Logistics (3 CP), Aircraft Structure (9 CP), Aircraft Structure Basic Course (12 CP), Management of the Technological Processes for an Airline (3 CP), Technical Mechanics (3 CP).

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex. *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The bachelor's study programme AFML corresponds to the programme group "Military Defence", code 42863, included in the thematic area of education Civil and Military Defence according to the Cabinet of Ministers Regulation No. 322 of 13 June 2017 *Regulations on the Classification of Latvian Education*. Graduates of the programme are awarded the Level 6 professional qualification "Lieutenant".

The study programme is implemented in accordance with the field of study "Military Defence" with the aim to prepare NAF officers with strong leadership skills, high motivation and professional competence for military service in NAF Air Forces units and European Union or NATO multinational units, where after graduation from NDAL the student receives a professional bachelor's degree in Air Forces Military Leadership and the first officer's rank – Lieutenant (see AF Annex 3.1.1 *Sample diploma of the study programme "Air Forces Military Leadership"* and its annexes). The basic principles of the study programme implementation are based on the *NDAL Development Strategy*, *Quality Policy* and regulations, as well as on the staffing needs of the employer - NAF Air Forces (hereinafter - AF).

The NDAL provides high quality professional training for future Air Forces officers, for example, the study programme content includes courses on aviation and aircraft engineering topics required for military needs.

The duration of the study programmes is 4 years and 6 months, which fully enables the study programme to fulfil its aims and objectives in preparing the junior Air Forces officers. The content of the study programme includes all the requirements mentioned in the standard job description for "Lieutenant". As stated in the Cabinet of Ministers' Regulations on the Classification of Occupations, a graduate must be educated in such a way that he or she is first and foremost capable as a military leader:

1. to direct, plan and ensure the execution of the tasks of the subunit in peacetime and in the event of national emergency;
2. to make and formulate his/her own decisions and monitor their implementation;
3. to be familiar with the specific environment of the service in the area assigned and with the relevant regulatory provisions;
4. to be able to carry out official duties in the national language and at least one of the official languages of NATO;
5. to be able to work in psychologically difficult situations and solve problems;
6. to be familiar with international, national and internal laws and regulations related to national security and defence and apply them to the situation;
7. to know the principles of construction and operation of specific military equipment, machinery and installations, as well as maintenance requirements and standards relevant to the specialty.

Admission to studies at the programme takes place after the completion of secondary education and before the commencement of the study period, thus during 4 years and 6 months of studies a student acquires all the necessary knowledge, skills and competences, to perform the duties of a lieutenant (see Annex 2.1.5 *Sample Study Agreement*).

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The NDAL Air Forces Military Leadership programme is directly oriented towards the preparation of future NAF Air Forces officers, which envisages sustainable military service/employment in the NAF Air Forces or officer career in the NAF Regular Forces units in accordance with the Law on Military Service. The NDAL Air Forces Military Leadership study programme is implemented over 4 years and 6 months of study. After graduating the Air Forces Military Leadership study programme, the new lieutenant is able to perform officer duties in NAF Air Forces units.

The first-cycle of professional higher education study programme AFML at the NDAL is unique in the field of military leadership and aviation specialization, as it prepares NAF AF officers, who upon graduation are competitive in the field of competences acquired in the civil aviation sector. In addition, there are a limited number of similar programmes in the international military education space that train AF officers.

In accordance with Article 18 of the *Law on Military Service*, students are bound by a Professional Military Service Contract with the NAF, which, upon graduation from the NDAL AFML study programme, provides lieutenants with at least five years of service as junior officers in the NAF Air Forces. After graduating AFML and obtaining a diploma, a student is eligible to continue his/her studies at Master's level.

The establishment of the AFML study programme is justified because the NAF AF requires officers who have acquired higher education and professional competences, which after graduation from the NDAL allow them to perform their duties in AFML units as commanders.

In line with the relatively small annual growth demand for Air Forces officer positions in the NAF, it is important, but not feasible, for the NDAL to independently provide all AFML study programme courses; therefore, each year a public procurement is organized for the centralized acquisition of the required professional study courses for the Air Forces, selecting a partner university. From 2013

to 2015, the study programme AFML was implemented in cooperation with Riga Technical University (RTU), while from 2016 it is implemented in cooperation with the Institute of Transport and Communications (ITC). The cooperation is based on the public procurement rules, which set out the procedures for procurement. The NDAL is carrying out all the necessary procurement procedures to arrive at the best quality and most cost-effective cooperation option. The focus is on the ability of the collaborating HEI to meet all the requirements of the NDAL procurement process, which are directly related to the professional preparation of students and the completion of specific Air Forces courses. The NDAL, provides Restricted Electives Part B in cooperation with the ITC. The content of the "Air Forces Military Leadership" programme Restricted Electives Part B is similar to the bachelor study programme "Aeronautical Engineering" implemented by the ITC; therefore, the ITC laboratories, technical equipment and qualifications of the teaching staff meet the requirements of the NDAL for the implementation of this part of the programme. According to the annual cadet surveys, the cooperation of the NDAL with the ITC has been productive and is considered by the cadets to be of high quality and added value.

It has been calculated that such a cooperation model is both economically and financially the most cost-effective and qualitatively advantageous for the administration of the state universities and the NDAL, since, based on the relatively small number of students at the "Air Forces Military Leadership", it would be more costly for the NDAL to independently include the necessary qualified lecturers in the staffing lists and to establish and maintain laboratories and teaching resource base. The specifics of the work of military lecturers, as well as the remuneration system of the NDAL, differ from the system of other universities, where the recruitment of civilian employees/assistants on a part-time basis would be more costly for the NDAL than a cooperation model with a cooperating university.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

The career of future officers of the NAF Air Forces is planned in accordance with the procedure stipulated by the *Law on Military Service*, which includes the position of each graduate of the NAF Air Forces Military Leadership study programme as a lieutenant in Air Forces units. In turn, NAF Air Forces unit commanders shall provide further training and refresher courses to the Air Forces lieutenants as required. Each year the required number of Air Forces Military Leadership cadets is determined, which will be up-to-date for the manning of the NAF Air Forces according to the specialization. On average, 20 new cadets are admitted to the NDAL AFML flow each year, with the potential for dropout during the course of their studies predicted. The number of graduating senior cadets may affect the number of cadets to be enrolled. If the number of cadets enrolled in AFML has decreased, the number of cadets enrolled in the new academic year may be increased accordingly. This practice was used when the Covid-19 pandemic resulted in a 50% drop in the number of cadets in one of the courses, when the NAF plan for the number of new officers graduating from the Air Forces was not met, where a decision was taken to increase the number of cadets to be enrolled in 2022 and 2023 in the Air Forces study flow by forecasting the potential "drop-out rate" of cadets.

The number of students enrolled in the Air Forces Military Leadership programme does not coincide with the number of graduates, where the gradation of enrolled students is between 15 and 18,

while the graduation ratio is between 7 and 13. This is confirmed by statistics on the number of cadets enrolled and graduated (see AF Annex 3.1.2 *Statistics on students in the study programme "Air Forces Military Leadership"*).

The duration of studies at NDAL AFML is 4 years and 6 months, during which the cadets not only receive theoretical training, but also practical training, which includes military exercises. Practical training is both physically and morally demanding and challenging, and as a result not all cadets are able to meet the requirements and choose to leave the NDAL. The main reasons for dropping out of the AFML study programme are:

- changes in the health status of cadets during their studies;
- cadets drop out because they are unable to master the content of their studies;
- cadets come to the conclusion during their studies that they do not wish to continue their studies at the NDAL (it should be noted that cadets are often reluctant to disclose the reason for discontinuing their studies);
- cadets lack the commitment to become leaders (officers), preferring to become soldiers and continue their service as instructors.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The structure of the study programme AFML complies with the requirements of the Cabinet of Ministers Regulation of 13 June 2023 No 305 *Regulations on the State Standard of Professional Higher Education* and the *Professional Standard "Lieutenant"* (See *Professional Standard* https://www.niid.lv/files/prof_standartu_registrs/ps0373.pdf (only Latvian)), as well as with the specific regulatory framework of the military sector (see AF Annex 3.2.7 *Compliance of the professional bachelor's study programme Air Forces Military Leadership with the specific regulatory framework of the military sector*).

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex. *Methodology for the*

transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia).

The study programme consists of 278 CP, which includes study courses (228 CP), internship (32 CP) and a state examination - preparation and defence of a Bachelor's thesis (18 CP). During their studies, students of the AFML study programme develop and defend three study papers (study projects). During their projects, students carry out research on aircraft structures and radio navigation systems.

The AF ML study programme by its structure and content is oriented towards the achievement of the aim of the studies (to prepare the student for service in the NAF officer positions) and the achievement of the main study programme learning outcomes expressed in the form of knowledge, skills and competences as specified in subsection 3.1.2 of the programme description. The study programme sets out the outcomes to be achieved for each course, which are derived from the aim of the study programme. The content of the study courses is complementary and aimed at achieving the overall outcomes of the study programme. The interconnectedness and systematic nature of study courses is reflected in the mapping of study courses (see AF Annex 3.2.3 *Mapping of study courses of the study programme "Air Forces Military Leadership"* and AF Annex 3.2.5 *Course descriptions in the study programme "Air Forces Military Leadership"*).

The content of the study programme is based on the contemporary challenges of military defence, where the general and military technology courses are oriented towards the context of the military environment and the specifics of the AF, thus fully corresponding to the Military Defence field of study. The content of the AFML study programme is regularly updated in accordance with the requirements of the employer's (NAF Air Forces) Regular Forces units and complies with the rules of professional higher education and the professional standard (see AF Annex 3.2.1 *Compliance of the study programme "Air Forces Military Leadership" with the Regulations on the Standard of State Professional Higher Education* and AF Annex 3.2.2 *Compliance of the study programme "Air Forces Military Leadership" with the Professional Standards and Professional Qualification Requirements*).

In order to consolidate theoretical knowledge and gain practical experience in the Air Forces military sector, an internship of 20 CP is carried out at the NAF Air Forces base. The aims and objectives of the internship have been developed in cooperation with the employer (NAF Air Forces), thus the learning outcomes are based on the competences required of Air Forces officers - lieutenants. The content of the internship includes requirements where students learn the tasks of the NAF Air Forces units, the specifics of the field positions, etc. The aims and objectives of the internship and the quality of the results to be achieved are set and approved by the NDAL.

In order to bring the programme content as close as possible to the needs of the labour market, guest lecturers - industry representatives and experts who actively participate in both study, methodological and scientific work - are involved in the implementation of the study programme. The academic staff of the study programme, in cooperation with guest lecturers, develops, coordinates and improves the content of AF ML study courses, as well as selects the most appropriate teaching methods.

Qualified representatives of NAF AF units are involved in the final Bachelor's thesis defence committees, which allows to provide an objective assessment and recommendations for future topical research within the AF ML study programme.

3.2.2. In the case of master's and doctoral study programmes, specify and provide the

justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The methods, types and requirements for the delivery and assessment of the AF ML study programme are specified in the description of each study course. General studies and professional military training courses are delivered through face-to-face lectures, seminars, practical classes, as well as self-study or independent work.

The AFML programme is designed to train future managers, future leaders, who have as one of their job responsibilities the management of subordinate staff. To prepare these future professionals as fully and as well as possible, the training focuses on practical issues, not only in technical laboratories, but also in leadership, teamwork, team cohesion and subordination skills. Practical training includes discussions, project work, specific job tasks that vary according to the role assigned, and specific tasks, both individually and as part of a team, where the key challenge is to make timely and appropriate decisions. As this study programme prepares NAF AF officers, who need to be able to speak in public and carry the NAF image, the emphasis is on developing and improving various types of presentation skills. During their studies, cadets have the opportunity to improve their communication and personnel management competences in theoretical courses, as well as to practice the knowledge acquired in theoretical courses in the daily military service in various command roles, such as commanding officer, sergeant major or group commander. By giving cadets the opportunity to participate in the military service and study programme in a variety of roles, students are given the opportunity to experience the study process from different perspectives. This ensures that AFML students are involved in the planning and management of the study process, as well as in obtaining feedback on the quality of the study process from both AFML course members and the course management.

The teaching methods used in each study course are chosen by the lecturer according to the stated learning outcomes. Teaching methods depend on the specific course of study and are aimed at improving students' knowledge, skills and competences in the field. Critical thinking is one of the most important skills that students need to develop. Critical thinking enables to assess the situation and make an informed and objective decision about what action, including cooperation, is needed. It is important to teach students to carry out self-analysis, which enables them to identify their own strengths, which need to be maintained at least at the current level, and weaknesses, which need to be developed. This kind of approach gives students the opportunity to develop as individuals and

as military leaders. The lecturers involved in the implementation of the study courses continuously improve the range of teaching methods and materials used in the study course, taking into account current trends in pedagogy and changes and requirements in the field, which also include the use of modern technologies.

The cooperation university Transport and Telecommunication Institute makes extensive use of various types of laboratories where cadets are required to carry out practical tasks. The laboratories have specialized equipment, systems and work benches with state-of-the-art facilities and instruments for the training of aviation professionals. The equipment available in the Aviation Laboratory is essential for the training of quality aircraft maintenance technicians. In addition, aircraft systems' displays are provided to enhance the perception and quality of the learning material. It is important that Transport and Telecommunication Institute has an An-2 aircraft and the necessary maintenance equipment, because, as we know, An-2 aircraft are used in the NAF AF. This opportunity to practice operations with the An-2 aircraft during their studies improves the students' knowledge, which will be useful in their future service after graduation from the NDAL. The partner HEI also has a maintenance simulator for the Airbus A320, where you can familiarize yourself with the cockpit instrument panel layout, system controls, indications and the actions required by maintenance personnel in the event of a failure.

The NDAL AFML study programme prepares future NAF AF officers with military leadership skills, therefore a small group of students is especially emphasized in the basic principles of a student-centred approach:

- it takes into account the abilities and needs of each cadet in order to facilitate learning;
- mutual respect and understanding between tutors and cadets;
- cadets are motivated to work more independently, but in parallel they are provided with follow-up and support from the instructors;
- various modern programmes are integrated into training, in line with the NDAL capabilities;
- tutors use a variety of pedagogical methods;
- cadets are involved in the development and delivery of the study process;
- NDAL has appropriate procedures in place to address student complaints related to the quality of the study process, lecturers, performance, etc.

The aim of the above activities is to achieve maximum involvement of AFML cadets in the education process, where cadets know and understand the necessity of studying courses and the learning outcomes, and where cadets are given the opportunity to make the learning process more interesting not only for themselves, but also for lecturers and fellow students through their own initiative and ideas. Assessment of academic performance is provided in an optimally fair manner according to the performance criteria set by the courses of study.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

Internship outside the educational institution is an integral part of the study programme of vocational higher education, which students are required to undertake in accordance with the Cabinet of Ministers Regulation of 13 June 2023 No 305 *Regulations on the Standard of State Professional Higher Education*. AFML internships are conducted in accordance with the regulations approved by the NDAL Study Council (see AF Annex 3.2.6 *Regulations on the internship of students of the study programme "Air Forces Military Leadership"*).

The aim of the internship is to systematize, consolidate and expand the theoretical knowledge of the AFML students and to acquire the professional competences of AF officers in their future duty station. AFML students are provided with three internships within the study programme, which amount to 32 CP, credit points are calculated in ECTS accounting units. The first traineeship is part of the "Squad Tactics Course". It is organized in the 2nd year (3rd semester) in the amount of 12 CP, the second or Introductory Internship is organized in the 3rd year (6th semester) in the amount of 7 CP, and the third or the Pre-diploma Internship in the 4th year (8th semester) in the amount of 13 CP.

Within the framework of the study programme, all three internships are conducted under the supervision of the Head of the NDAL field of studies/NDAL Vice-rector and the AF ML study programme director, coordinating the management and execution of the internship with the internship supervisors - NAF AF unit commanders. In addition to the direct collaborative approach with the employer, internships are implemented according to established criteria. During the internship at the NAF AF, the result is that the students get to know the future place of service in the NAF AF units, personnel, tasks and specifics of the units, as well as it allows them to understand during their studies which specialization (mechanic, pilot, air defence officer, airfield specialist, etc.) they want to continue their career in the NAF after graduation from the NDAL. NAF internship supervisors are highly motivated professional military service officers who are interested in the quality of the internship as they train their future NAF AF officers. Each internship has a set of internship tasks, which are developed in cooperation with the NAF AF training centre and unit supervisors, as well as the head of the NDAL Land Forces "Squad Tactics Course". The aim and objectives of the internship are closely linked to the duties and tasks specified in the professional standards, which ensure that theoretical knowledge is consolidated and applied in practice. The supervisor at the placement site provides feedback (a feedback form), giving an assessment of the trainee's knowledge, theoretical background, communication skills, etc. Close contact with the NAF AF is maintained on a continuous basis, thus creating an opportunity to develop and improve the training programme even more qualitatively and in line with the NAF AF requirements.

The first internship is organized in the framework of the NDAL own "Squad Tactics Course". The duration is 8 weeks. During the internship, students consolidate and improve their knowledge and skills to be able to independently lead the personnel of an infantry unit in a platoon during various tactical, training and daily (administrative) tasks. This kind of knowledge needs to be developed, as students, as future officers and military specialists, need to be able to perform not only their direct duties in the NAF AF, related to aviation or any other field, but also to be able to perform combat tasks in the battlefield and to lead their staff and train them. During the internship, AFML students acquire the necessary leadership skills to command and lead infantry units in full-spectrum military operations and, if necessary, to replace their superiors in the planning, preparation and execution of combat.

The second or Introductory Internship takes place at the NAF AF. It lasts for 10 weeks, during which the students are provided with general information about the NAF AF units, their tasks and specifics of their work. Students spend a specific period of time with each of the NAF AF units. The main aim of the internship is to introduce students to the NAF AF, as most of the students have not had the slightest contact with these units so far. At the end of the introduction, students have to pass an

integrated test on questions prepared by the NAF AF Training Centre. The test is made up of questions from all the study material covered.

The third or Pre-diploma Internship is organized by the NAF AF and lasts for nine weeks. Unlike in the "Introductory Internship", the students are already conditionally assigned to units, as determined by the Personnel Department of the NAF Joint Headquarters in accordance with the NAF AF plans for filling junior officer-lieutenant posts. During the internship, the students receive additional training and practice the duties they will have to perform after graduation as young lieutenants. At the end of the internship, students are required to prepare an internship report, which is presented and defended in front of a panel. The composition of the commission shall be approved by order of the rector.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

The student in the AFML study programme independently chooses the topic of the Bachelor's thesis in accordance with the scientific and applied research topicalities in the field of study "Military Defence". Students conduct research in the interdisciplinary fields of military defence sciences: military leadership, pedagogy, psychology, military history, operational art, combat support and sustainment, as well as political, economic and social issues of defence and security. Each year, NDAL lecturers, in cooperation with the employer - NAF AF, recommend research topics to students based on changes in the professional field, innovations in the military industry, combat tactics, as well as general security geopolitical, economic and contemporary military operations and warfare issues related to the management of military personnel and the aviation industry in general.

The final examination papers of the AFML study programme are evaluated by the State Examination Board, which consists of representatives of the professional fields of the NAF AF, who evaluate the relevance of the bachelor thesis research, the quality of the thesis execution and the student's presentation skills.

Based on the quality policy of the NDAL and the recruitment of highly qualified lecturers to supervise the Bachelor's theses of AFML students, the average academic grade for the bachelor thesis defence is in the grades 7 to 10 and has increased from 6.6 points to 9 points during the reporting period. In recent years, the NDAL has placed great emphasis on improving the quality of Bachelor's theses, with increased monitoring of students by course supervisors and regular reporting to supervisors on students progress in their Bachelor's theses development. The quality and positive aspect of this approach is reflected in the average grade statistics; 7 in 2019, 6.7 in 2020, 6.6 in 2021, 7.7 in 2022 and 9 in 2023.

As can be seen from the themes of the bachelor's thesis, the students mostly choose them based on current events in the world and their own experience in the service. In recent years, since news

headlines have been flooded with stories about the wars in Nagorno-Karabakh, Ukraine, Syria, Israel, the migrant crisis on Latvia's borders, etc., it has been observed that students often choose to link their work to these topics. The students seek solutions and explanations to these problems, thus finding their own answers to the issues at stake. Students often relate their Bachelor's thesis to their service experience. During their internships in the units or during their studies at the NDAL, they may have come across some issues that the cadets consider relevant and see the need to analyse in more depth. The undergraduate themes are clearly relevant to the field and broaden the students' knowledge of current affairs.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

The resources and facilities of the study programme fully comply with the conditions for the implementation of the study programme of NDAL AFML, as described in Chapters 2.3.2, 2.3.3 and 2.3.4 of the self-assessment.

Taking into account that NDAL cadets study aviation-related subjects at the partner university - ITC, in the process of implementation of study courses at AF ML students are provided with access to ITC laboratories, library, classrooms and auditoriums, which are necessary for quality study programme completion in accordance with the concluded cooperation agreement.

During the Introductory and Pre-Diploma Internship, students make full use of the NAF AF unit infrastructure, which includes aircraft repair workshops and hangars, training classrooms, large halls. During the internship, students are provided with meals in the canteen of the NAF AF base. In addition, in their free time, they can do sports activities on the grounds of the NAF AF base and in one of the four weightlifting halls.

It should also be noted that the cadets studying at the AF ML are soldiers in the professional service, who, in accordance with the Military Service Law, are paid a professional soldier's allowance, which the students may use at their discretion to upgrade or adapt the military equipment issued to their needs or to purchase additional necessary material and technical means.

The NDAL library complex, part of the NDAL Welfare Center, opened in 2022, is also available to the NDAL students. The library is in the library registry and provides several reading rooms (24 hours, silent, audiovisual and classic), a depository and access to various databases - Lursoft, Letonika, Newspaper Library, EBSCO "*Military&Government Collection*", EBSCO "*Ebook Collection*", EBSCO National Package, Taylor and Francis "*Military&Strategic Studies*", SIPRI Yearbook online etc A subscription is also available.

Evaluating the resource, informational and material technical base, NDAL students are fully provided with everything necessary to achieve the study results.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The AF ML study programme is implemented with state budget funds, which are included in the NAF AF funding. NDAL is a component of the National Armed Forces (hereinafter – NAF) which does not have a separate funding for utilities and building maintenance costs, all costs related to the maintenance of NDAL are covered from NAF budget. Military instructors are paid by NAF and assigned to NDAL for delivering study courses.

Students shall reimburse their studies in accordance with Mod Regulation NR-13 *Procedures for compiling information on the total maintenance expenditures of military educational institutions, as well as for calculating and approving expenditures directly related to the acquisition of education or further education, and entering into a contract for the acquisition of education or further education*. Each year expenses of the study programmes are calculated, including direct expenses for the acquisition of soldier's education. Restricted Electives Part B subjects of the AFML study programme are implemented in a civilian institution of higher education, which complies best with the requirements of the NDAL and wins the procurement organized by the NAF.

Costs of the study programmes are in Annex (see AF Other annexes. *Finances*)

According to the Cabinet of Ministers regulations No. 643 *Regulations of Procedure of the National Defence Academy of Latvia*, the number of students is planned by the Ministry of Defence in the medium term, but determined by the Chief of Defence for each academic year, therefore, the minimum number of students is not set for the academy to ensure the profitability of the study programmes.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the

learning outcomes.

The AFML study programme is implemented by both academic staff and highly qualified NAF specialists. There are 37 lecturers, 10 of whom are lecturers of the ITC involved in the implementation of the reported study programme. Among the faculty of the ITC, six hold Doctoral degree and four hold Master's degree. The study process at NDAL AFML is provided by 27 lecturers, six of whom have Doctoral degree and 13 of whom have Master's degree. In addition to military experience and ranks, five lecturers have a Bachelor's degree and the course assistants are professional military service personnel, one with a vocational secondary education and two with a secondary education. Overall, 34% of the academic staff involved in the programme hold a PhD and 45% a Master's degree. The study programme also involves NAF personnel (specialists in specific fields) who conduct specialized study courses and military training in accordance with the study plan. For detailed information on the teaching staff involved in the implementation of the AF ML study programme, see Annex 2.3.1 *Basic information about the teaching staff involved in the implementation of study field* and Annex 2.3.2 *Biographies of the teaching staff (Curriculum Vitae in Europass format)*

The national language proficiency of the teaching staff involved in the programme is in line with 08.03.2022. Cabinet of Ministers Regulation No 157 *Regulations on the Scope of Knowledge of the State Language, the Procedure for Testing Proficiency in the State Language and the State Fee for Testing Proficiency in the State Language* (see Annex 2.3.3 *Confirmation attesting the language knowledge of the teaching staff*).

The NDAL implements professional development of civilian and military academic staff, as well as provides competitive remuneration within the NAF. NDAL provides opportunities for the AF ML study programme academic staff to improve their qualifications - participation in courses, seminars and conferences both in Latvia and abroad. Although cadet studies are conducted in Latvian, all personnel working in the NAF system are provided with the opportunity to improve and develop their English language skills at the NAF Language School. In addition, various refresher courses in the military field are offered to NAF civilian staff and specialists, which provide trainers and instructors with the opportunity to develop their skills in lifelong learning programmes.

Based on the quality results of the AF ML studies, the change of teaching staff is carried out as necessary, attracting new qualified teaching staff for the implementation of individual study courses.

It is significant that the AF ML study process involves not only the academic staff of the field of study, but also NAF AF specialists, who with their professional experience deepen the knowledge, skills and competences of students within the study course. Student surveys show that the involvement of experts of the military field in the study process is highly valued. The qualifications of the teaching staff involved in the implementation of the AF ML study programme meet the objectives of the study programme, the results to be achieved and the requirements of the regulatory enactments.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Since the previous accreditation, the faculty of the AF ML study programme has changed. Changes have been made both in the cooperation universities and in the composition of the military and academic staff of the NDAL.

From 2011 to 2015, NDAL collaborated with RTU as a partner university in the implementation of the AF ML, and since 2016 it has been collaborating with ITC. The choice of partner universities justifies the changes in the study programme lecturers. Currently, 10 lecturers provide training to ITC students, six of whom have Doctoral degree and four of whom have Master's degree. Lecturers are highly qualified specialists in their fields who, alongside their academic work, hold important and highly-qualified positions in various companies. Currently, the AF ML cadet studies are mainly provided by NAF NDAL lecturers and 17 military lecturers.

The *Military Service Law* establishes the rotation of military posts and positions, which has an impact on the composition of the NDAL military teaching staff. This procedure is followed to maintain the high professionalism of the NAF soldiers, to prevent the personnel from falling into routine, and the institutional system ensures the continuous intellectual development of the soldiers, as they have to acquire new professional knowledge and skills at each new duty station.

The rotation of military lecturers does not affect the course of studies, but enriches it, because the study process is planned, where a specific course of study in one field is led by one lecturer and passed on to the next lecturer for development according to the military experience. Civilian tutors are not changed in the middle of the teaching process. The NDAL management ensures that the quality of studies is not affected by the change of lecturers, but, on the contrary, improved.

The number of guest lecturers varies from year to year of the AF ML study programme, because in addition to the mandatory study courses, free elective study courses related to students' health maintenance and general physical training, as well as the acquisition of other competences necessary for military service are implemented. It should be admitted that the number of lecturers involved in the AFML study programme actually exceeds the number of cadets, however, this highlights the fact that the NDAL in the implementation of military higher education highly values the quality of studies in order to prepare future NAF AF officers.

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding.

Provide information on the reporting period (if applicable).

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

The teaching staff involved in the implementation of the AF ML study programme cooperate by synchronizing the content of study courses under the supervision of the study programme director and the head of the field of study/NDAL vice-rector, thus ensuring the quality of studies. It is important that there is a continuous internal and external quality control of studies in cooperation with the employer - NAF AF - where many experts in the field are involved in the implementation of study courses as well as in the development of applied research.

The partner university ITC runs study courses in the field of aviation, where the knowledge gained after graduation will be vital for the future NAF AF pilots and mechanics. The free elective study courses of the programme include subjects related to aviation, which provides additional knowledge in the field of aviation.

The NDAL provides systematic management procedures to maintain the cooperation of academic staff in the implementation of the study programmes of the study field "Military Defence" by organizing general meetings of academic staff, seminars and refresher courses.

At the time of submission of the self-assessment report, the ratio of students and teaching staff at the AF ML study programme is 1.5 students to 1 teaching staff.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	AF Annex 3.1.1 Sample diploma and its annexes.pdf	GS 3.1.1. pielikums. Diploms un ta pielikumi.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	AF Annex 3.1.2 Statistics on students.pdf	GS 3.1.2. pielikums. Statistika par studejosajiem.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	AF Annex 3.2.1 Compliance with the State Education Standard.pdf	GS 3.2.1. pielikums. Atbilstiba valsts izglitibas standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	AF Annex 3.2.2 Compliance with the professional standard.pdf	GS 3.2.2. pielikums. Atbilstiba profesijas standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)	AF Annex 3.2.7 Compliance with the specific regulatory framework.pdf	GS 3.2.7. pielikums. Atbilstiba specifiskajam normativajam regulejumam.pdf
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	AF Annex 3.2.3 Mapping of study courses.pdf	GS 3.2.3. pielikums. Studiju kursu kartejums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	AF Annex 3.2.4 Plan of the study programme.pdf	GS 3.2.4. pielikums. Studiju programmas plans.pdf
Descriptions of the study courses/ modules	AF Annex 3.2.5 Course descriptions.doc	GS 3.2.5. pielikums. Studiju kursu apraksti.doc
Description of the organisation of the internship of the students (if applicable)	AF Annex 3.2.6 Internship regulation.pdf	GS 3.2.6. pielikums. Prakses nolikums.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Military Leadership and Security (47863)

Study field	<i>Military Defence</i>
ProcedureStudyProgram.Name	<i>Military Leadership and Security</i>
Education classification code	<i>47863</i>
Type of the study programme	<i>Professional master study programme</i>
Name of the study programme director	<i>Sandis</i>
Surname of the study programme director	<i>Šrāders</i>
E-mail of the study programme director	<i>sandis.sraders@baltdefcol.org</i>
Title of the study programme director	<i>1. Academic degree: PhD in international relations (Old Dominion University, Norfolk, VA, the United States) 2. MA in international affairs-European studies (Riga Stradins University, Riga, Latvia) 3. BA in international relations-European studies (Riga</i>
Phone of the study programme director	<i>+371 26145518</i>
Goal of the study programme	<i>To improve and develop the competences of senior officers and security sector employees in the field of military leadership and security on national and international levels.</i>
Tasks of the study programme	<i>1. To deliver modern and high-level knowledge and analytical skills in the field of collective security and defense. 2. To develop analytical and research. skills in the security and military sector as well as with interdisciplinary research. 3. To develop students' leadership and management ability as well as development of critical thinking qualities. 4. To deliver quality knowledge and skills in the field of digital transformation, information technologies, and cyber security. 5. To promote students' further interest in research, lifelong learning, and the opportunity to continue their doctoral studies in other academic institutions.</i>
Results of the study programme	<i>The study courses included in the master's program "Military leadership and security" ensure the theoretical and practical achievement of the learning outcomes in accordance with the seventh level qualification framework: 1. Capable of analyzing international security environment, modern ways of war and synthesize the security and defense policy of the Baltic States; 2. Capable of analyzing NATO joint force operations and apply NATO operational planning principles in NATO scenarios and operations; 3. Capable of demonstrating critical thinking and effective communication skills in an academic and professional environment; 4. Capable of using military leadership and business management methods to resolve complex problems in national and international headquarters and organizations; 5. Capable of conducting scientific research on the chosen topic, solving contemporary security and defense issues.</i>

Final examination upon the completion of the study programme	<i>Master degree thesis</i>
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Study programme forms

Full time studies - 1 years, 6 months - english

Study type and form	<i>Full time studies</i>
Duration in full years	<i>1</i>
Duration in month	<i>6</i>
Language	<i>english</i>
Amount (CP)	<i>113</i>
Admission requirements (in English)	<i>Obtained BA, professional BA or professional higher education.</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional master degree in military leadership and security</i>
Qualification to be obtained (in english)	<i>-</i>

Places of implementation

Place name	City	Address
National Defence Academy of Latvia	RĪGA	EZERMALAS IELA 8, ZIEMEĻU RAJONS, RĪGA, LV-1014

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Since the initial accreditation of the study programme in 2013., the most significant changes are related to the updating, merging, or renaming the content of individual courses, thus promoting mutual synergy between the courses both clarifying the terminology and, course titles, as well as updating the content of the programme in accordance with changes in the international security environment.

Every year, the director of the professional master's study programme, in close cooperation with BALTDEFCOL's (Baltic Defence College) academic personnel and course coordinators, as well as representatives from the security sectors of Latvia, Lithuania, Estonia, carries out the updating of the study programme in order to meet the requirements of employers, namely, the National armed forces of Latvia, NATO's members as well as allied militaries.

Regular changes have been made that do not exceed the limits of the initially accredited study programme in relation to the scope and content of it. As a result of regular adjustments, two courses are no longer available, but their content and topics are included in other study courses such as "Crisis Response Operations - Peacekeeping Operations" and "Militant Warfare and Anti-militant Operations".

Major changes in the content of the study programme are related to regular coordination to ensure that the content of the study courses does not overlap and the content is updated according to changes in the international security environment and operational planning - especially since 2014 when the Russian Federation launched a hybrid war against Ukraine, and also since 2022 the full-scale war, as well as the withdrawal of NATO's (ISAF) forces from Afghanistan.

Compared to the previous period of the self-assessment report, the military planning blocks of the current study programme have an emphasis on NATO crisis response operations and NATO's Article 3 and 5 provision since there is less emphasis on peacekeeping operations and irregular combatant warfare. According to the emphasis on NATO operations and crisis management, there is a different approach to teaching. There is a separation of crisis management and strategic political aspects from the planning of military operations in accordance with NATO's crisis response mechanisms. There is a salient focus on the coordination of national security structures to ensure the convergence with NATO's operational and strategic objectives. This refined approach is embedded in the study course "Modern Crisis Management".

According to the international expert recommendations from 2012, the program has been supplemented with socio-political, historical, legal topics and with the current affairs of modern society (civil and military cooperation), which are included in the elective courses in the first and second semesters (part C), making a total of 4 CPs (thus slightly reducing the total study volume of military subjects in terms of credit points).

In order to promote effective communication skills and critical thinking, analyzing both operational

problems and strategic political issues, the study programme includes an individual research project in the amount of 8 CPs. This educational and learning activity supports the educational requirements and standards of the state - including interdisciplinary approach and innovative projects in the content of the compulsory programme.

Furthermore, the study programme has been supplemented with such courses as "Civil and Environmental Protection" in accordance with the requirements of the national mandatory standard (in the amount of 1 CP) and the methodology course "Research Theory and Practice" (in the amount of 2 CPs).

To ensure the compliance of the study programme with the Cabinet of Ministers' regulations of June 20, 2023, No. 305 " Regulations on the State professional Higher Education Standard", there is a need to ensure internship in the amount of 9 or 39 CPs accordingly

The necessity to earn 9 CP are for the students who have completed a professional higher education program or a professional bachelor's study program.

On the other hand, students who have completed the academic bachelor's study program undergo an internship in the amount of 39 CP.

With the introduction of internships, the study programme's volume increases from 60 to 66 CPs (99 CPs when approximating to ECTS).

In academic year 2023./2024., to increase the number of graduates, structural changes have been made within the programme organization (without changing the content). The adjustment has been the relocation of the module "Research Theories and Practice" from spring semester to the fall semester. This allows for the students to sooner begin their MA thesis writing and research activities. The graduation of the study programme heavily depends on the timely research and writing of the Master's thesis - now organized at the beginning of the Master's programme, rather than at the end of it.

Starting from 2025, it is planned to implement the study programme in different study durations:

- 3 semesters for those students who have completed professional higher education or a professional bachelor's study programme.
- 4 semesters for those students who have completed the academic bachelor's study programme.

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex. *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The professional master's study program "Military Leadership and Security" - a component of the Latvian National Defence Academy (LNDA) study direction "Military defense" - delivers important results for national security and sustainable development - the preparation of military leaders/senior officers to fulfill the tasks defined in Section 2, Part 2 of the National Armed Forces of Latvia law: to protect the sovereignty of Latvian, ensure territorial coherence and ensure the security to its inhabitants from external aggression.

To achieve this goal, Latvia must provide what is stipulated in the Section 2 - Part 1 of the same law, which is the development of a set of military formations, which consists of militarily organized, educated, and trained armed units.

This achieve these overarching objectives for the Latvian, NATO and allied forces, this professional master's program is developed in accordance with the LNDA mission embedded in the Development Strategy, and Quality Policy. The mission dwells on the achievement of strategic goals and sustainable development in the field of higher professional military education in the Latvian and European military education space. The overarching goal the LNDA study direction "Military Defense" is to improve and develop the competences of senior officers and security sector employees in the field of military leadership and security on national and international levels.

Tasks:

1. To deliver modern and high-level knowledge and analytical skills in the field of collective security and defense.
2. To develop analytical and research. Skills in the security and military sector as well as with interdisciplinary research.
3. To develop students' leadership and management ability as well as development of critical thinking qualities.
4. To deliver quality knowledge and skills in the field of digital transformation, information technologies, and cyber security.
5. To promote students' further interest in research, lifelong learning, and the opportunity to continue their doctoral studies in other academic institutions.

The study courses included in the master's program "Military leadership and security" ensure the achievement of the below-mentioned **learning outcomes** in accordance with the seventh level Latvian qualification framework/European qualification framework:

1. Capable of analyzing international security environment, modern ways of war and synthesize the security and defense policy of the Baltic States;
2. Capable of analyzing NATO joint force operations and apply NATO operational planning principles in NATO scenarios and operations;
3. Capable of demonstrating critical thinking and effective communication skills in an academic and professional environment;
4. Capable of using military leadership and business management methods to resolve complex problems in national and international headquarters and organizations;
5. Capable of conducting scientific research on the chosen topic, solving contemporary security and defense issues.

There are the tasks and learning outcomes of the professional master's study program that are subordinated to the main goal of the LNDA study direction.

The content of the study program "Military Leadership and Security" corresponds to the purpose and tasks of the LNDA study direction.

This program is composed of courses delivering knowledge about orthodox and modern military

domains as well as military leadership, which are essential for graduates to successfully continue their service at the operational and strategic levels at the higher command level at headquarters of the armed forces in national and international organizations (such as NATO and the EU).

The name of the professional master's study program clearly reflects its content (through specific educational activities and areas) in accordance with the program's aim, tasks and learning outcomes.

The code of the professional master's study program in the Latvian education classification is "47863", where "47" denotes second-level professional higher education, "863" - military defense (in accordance with the Regulations of Cabinet of the Ministers No. 322 "Rules for the classification of Latvian education"). The degree is awarded for the completing of the program "Military Leadership and Security".

When completing the program, students receive the professional master's degree diploma (see MLS Annex 3.1.1. *Diploma sample and its annex*).

This academic achievement allows for the graduates to continue their education in an academic or professional doctoral study programs at other academic institutions.

To achieve the goals set by the study direction and the professional master's study program, there are particular admission requirements for students to enroll in the professional master's study program "Military Leadership and Security". The procedures for admission are determined in the Admission requirements Saapproved by the LNDA Senate. These rules are subject to change and reviewed by November 30 of each academic year.

They outline the right to apply for the professional master's study program:

1. For citizens with BA, professional BA or professional higher education from the Republic of Latvia, NATO's members and allied countries who are students or graduates of the Joint Command General Staff Course at BALTDEFCOL (hereinafter - BALTDEFCOL)
2. Citizens of the Republic of Latvia, NATO, the EU and partner countries who are not BALTDEFCOL students or BALTDEFCOL graduates can be admitted to the program if the candidate can show sufficient amount the CPs (each case is considered individually by the Admissions Committee).
3. Master's program candidates must submit an application which is evaluated by the Admissions Commission which contains:
 - Obtained BA, professional BA, or professional higher education.
 - Research prospect which includes the research topic and goal, its importance, as well as theoretical and practical significance.
 - Each Application for foreign students must comply with the requirements of the Academic Information Center of Latvia.
 - In addition to the submitted documents, students must meet certain English language proficiency requirements – results that are not lower than 61 (Oxford Online Placement Test result).

According to the decision of the Admissions Commission, students are enrolled in the master's program. LNDA concludes a contract with each student for the acquisition of education (see Annex 2.1.5. *Sample of the Study Contract*).

The knowledge and learning outcomes acquired from the professional master's study program "Military Leadership and Security" enable its graduates to continue their service in the units and headquarters of national military structures as higher-level command staff – or to work at various international structures.

In accordance with the stated aim and learning outcomes of the professional master's study program "Military Leadership and Security", the program provides graduates with versatile competences – the skills and abilities of a military leader, as well as knowledge in international operations and military security, which is a significant benefit for the Baltic States as NATO members and members of various other international organizations.

According to the national standard, the total duration of the professional master's program is three semesters (1 year and 6 month).

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

Latvia and other NATO members must spend 0.3% of their defense budgets on maintaining NATO institutions and upholding collective security coordination tasks. The rest of the military expenses are carried out within each member state individually, but with the purpose and coordination to promote and maintain the common goal of NATO's collective defense and capability development.

Therefore, the task for each NATO member state is to invest in military equipment, infrastructure, but most importantly, human resources.

Before but especially during the NATO Vilnius Summit in 2023, all member states agreed to adjust their defense budgets to spend no less than 20% on modernization and research (the target group is future military leaders and security sector managers).

A member of NATO, the tasks set by Latvia place great emphasis on personnel issues (similar priorities are shared among other NATO partners). In 2024 for example, Latvia has allocated 38% of the defense budget funds for the human resources. Such a decision obliges to implement the national security system which delivers sufficient quantity and quality of military leaders and instructors for the National Armed Forces.

Thus, the main task for allied countries is precisely the provision of well-educated leadership in military and civilian security structures to meet NATO's short-term, medium-term, and long-term development plans.

Thus, the LNDA's master's programme and Baltic Defence College (BALTDEFCOL) support is of fundamental importance for the sustainable and effective integration of Latvia (as well as other NATO members) into the transatlantic security structures. This academic institution and the study program have been established at a time when Latvia and the other Baltic states were facing the need to transform its military structures and adapt the commanding staff, especially senior officers and leaders, in accordance with NATO requirements, so that Latvia, as a NATO member, is successfully included in the collective security system.

This transformation of human resources has not ended. The Baltic States must strive to provide educated personnel to fulfill tasks of a collective security organization.

Here, the master's program of LNDA at BALTDEFCOL is like a platform that provides the best academic staff, infrastructure, academic resources (support staff for the learning process, libraries and databases) and information management systems needed for the program.

The program "Military Leadership and Security" is based on the BALTDEFCOL operational level program - the Joint Command General Staff Course - which forms two semesters of the professional

master's program.

BALTDEFOL provides a support base for the study and learning process for one academic year. After completing the learning process at BALTDEFOL, students write and defend their master's thesis. LNDA and BALTDEFOL implement the professional master's program based on the memorandum of understanding concluded in 2010 (see MLS 2. Other Annex – Memorandum of Understanding).

In accordance with the levels of professional military education agreed upon by the Baltic States, BALTDEFOL implements training programs at two levels - operational and strategic. Based on the assessment of education content, quality, and standards, NATO has accredited BALTDEFOL as a NATO training institution in 2022 (see MLS 1. Other Annex – NATO Accreditation Certificate).

To ensure a high-quality training process and the attraction of highly qualified personnel, BALTDEFOL has concluded cooperation agreements with more than 20 educational institutions, including the University of Tartu and the Estonian Military Academy. In addition to this significant network, BALTDEFOL's faculty consists of academic and military personnel units seconded to BALTDEFOL on a rotating basis.

BALTDEFOL receives funding for the implementation of its programs from the defense budgets of the three Baltic States. To Latvia as well as other NATO member states and partner countries, this professional master's program delivers knowledge and skills that are vital for the planning and implementing national security and defense policies that are dwelling on NATO's collective defense principles.

Moreover, professional military education delivers the competencies, knowledge and skills to senior officers and leaders (especially in matters of national and international security cooperation planning), which are based on leadership/management abilities and competencies). Such qualities are not important just during any crisis management but to deliver outstanding commanding qualities during the development of military capabilities or wartime.

Upon successful completion of this program, officers receive skillset that equip them for higher ranks, positions and successful service in the armed forces or private sector.

Graduates of the program from the national military structure of Latvia must comply with the Military Service Law. This law imposes minimum five year service requirement after the completion of the program -Latvian soldiers sign a contract which stipulates the service of no less than five years at Latvian National Armed Forces.

The future of foreign students in their military structures is determined by similar regulations after the completion of the program. Information about the careers of Latvian and foreign students can be obtained through a special Alumni program. This program invites all master's program graduates to inform about their future professional careers as well as share their contact information. Moreover, graduates of the master's program are invited and are regular guests of the BALTDEFOL activities such as conferences or various research projects organized in the framework of the program.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

From 2013/2014 until 2022/2023, there has been a stable number of students admitted in the reported study programme on yearly basis. During the whole reporting period, a total of 160 master's students were enrolled in the study programme (an average of 15 students per year) and considering the number of study places financed by the state, it has been possible to provide studies with state support for all applicants. Since 2023/2024, the interest about the reported study programme has increased (there were 23 students admitted to the program, 12 from Latvia).

The reported study programme is implemented in English as full-time studies. Every year there were an average of 35 students in the study programme. During the reporting period, 51 student has successfully completed the study programme receiving Master's degree.

In general, previously mentioned number does not meet the needs of the industry, as the military industry requires an increasing number of highly qualified and educated specialists (in Latvia, in connection with the development of the national defence service, and within NATO - the agreement of the NATO member states on the increase of defence budgets and the development of military capabilities). Therefore, options for increasing the annual number of graduates and the number of students in the study programme, especially from Latvia and the Baltic States, are being considered.

In the previous academic years, the number of expelled students varied every year and remained high. This trend is related to the specifics of the military sector and students' inability to combine studies with service duties. If students do not manage to develop and defend their MA thesis at the end of the 3rd semester, the probability of their graduation is low. Some other aspects have contributed to the low graduation rate. For example, the Ukrainian students involved in the study programme were forced to return to Ukraine to defend their country especially after the start of full-scale war by Russia against Ukraine in 2022 (among the students of the program are also those who have been killed in action).

Considering the salient importance of security and military affairs, it is possible to forecast the increase of the number of students in the study programme. Both, public military and security structures as well as private sector (military industry) are in a need for highly qualified leaders and experts in military and security domains. Higher academic and professional qualifications will be essential for the future careers of the program graduates - in the public sector to obtain a higher rank or position, or when competing for private sector vacancies.

For detailed descriptive statistics of students and graduates see in the appendix (MLS Annex 3.1.2 *Statistics on students in the study program "Military Leadership and Security"*).

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The aim of the professional Master's study programme, its subordinate tasks and the intended learning outcomes meet the needs of the Latvian, Baltic and allies' security and military sectors as well as complies with the LNDA study direction.

The topicality of the reported study programme and its course content, their relevance to the needs of employers and peculiarities of the profession, are reviewed annually in specially organised seminars, where personnel and education planning officials from BALTDEFCOL, in cooperation with the Ministry of Defense and National Armed Forces, who represent employers in the sector, update the educational content.

This program dwells on the requirement for the senior officers to obtain a broad set of knowledge and skills in security policy, international relations, leadership and management, military arts and components and operations. The content of the study programme is planned to improve the knowledge and the leadership skills especially considering the increasing role of technology and digital transformation in the security realm. Significant attention is paid to the development of critical thinking skills and effective communication to prepare officers for the resolution of complex challenges.

In accordance with the qualifications required for senior officers and the specifics of the service, both general education and professional specific study courses are implemented in the study programme (see MLS Annex 3.2.1 *Compliance of the study program "Military Leadership and Security" with the State Education Standard*).

The aim of the study programme and the intended learning outcomes are achieved by providing 16 mandatory courses and two optional (electives) courses (see MLS Annex 3.2.4 *Study programs "Military Leadership and Security" Course Descriptions*).

Part A delivers 11 study courses, part B – five study courses and part C – two study courses (a choice from 15 different options - electives).

In addition, students develop and defend their master's thesis and complete their internship (see MLS Annex 3.2.3 *Plan of the study programme "Military Leadership and Security"*).

To ensure the compliance of the content of the study program with the industry requirements, both practitioners of the industry (representatives of the Ministry of Defense of Latvia, Baltic national armed forces, NATO, the EU, and other organizations), as well as specialists from Latvian and foreign educational and research institutions are invited to deliver lectures and coordinate courses.

The academic staff of BALTDEFCOL and LNDA are responsible for updating the theoretical subjects of the study programme in accordance with the needs of the industry and current scientific affairs on a yearly basis. The course plans are approved by the employers – the Baltic ministries of defense and national armed forces. When planning the study courses in more detail, taking into consideration changing security environment, the academic staff updates the list of literature to be

used, as well as representatives from the industry are invited to deliver the courses.

Part C of the study programme includes optional study courses where students become in-depth familiar with the most current literature and findings in the relevant industry topics for instance, leadership, security policy, military history, Russian foreign policy and threats. Likewise, the latest industry topicalities are covered in the electives delivered during the 2nd semester that allows for the engagement of, for example, NATO experts from centers of excellence (for detailed course descriptions, see MLS Annex 3.2.4 *Descriptions of the courses of the study program "Military Leadership and Security"*).

The updated study course descriptions are reviewed and approved by the Education Council. The Directors of the reported study programme ensures compliance of the study programme content with the internal regulatory documents of Latvia and NDAL. Making changes to the study programme takes place in accordance with the *NDAL Internal Studies Quality Assurance Regulations*.

There are annual international conferences organized by BALTDEFCOL that provide an additional opportunity for students to broaden their knowledge in the security affairs, strategic leadership and operational issues, or history. For example, the Baltic military history conference takes place in the 1st semester of the master's program, but the conference dedicated to Russia - in the 2nd semester of the master's program. The participation at these conferences is mandatory for all the professional master's study programme students. These students are given the opportunity to participate in discussions, as speakers in panels (by applying voluntarily before each conference where each request is considered separately). More detailed information about the conferences can be found from the BALTDEFCOL website, www.baltdefcol.org.

The content of the study programme meets the requirements of employers from the Ministry of Defence Republic of Latvia and National Armed Forces, as well as the requirements of other NATO member states and partner countries to ensure the education and training of future military leaders and security sector experts, according to the latest scientific and educational standards. The implementation of the studies is oriented towards the defined aim and the achievement of the set tasks and learning outcomes. These achievements depend on the interaction between students and qualified lecturers (and module coordinators) who regularly acquire in-depth knowledge in military leadership and security areas, as well as regularly raise their qualifications and pursue research in the contemporary security challenges.

Implementation of the study programme at NDAL and BALTDEFCOL ensures the involvement of leading international military teaching staff in the implementation of the programme, which contributes to the achievement of the programme's goals and allows foreign students to be admitted to the study programme.

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

The master's program delivers specific methodological rules for the development of the master's thesis (see MLS 4. Other Annex. *Guidelines for the development and presentation of master's*

thesis).

This is the necessary final milestone for obtaining the professional master's degree from the program "Military Leadership and Security". When pursuing research and writing of the master's theses, supervisors from LNDA and BALTDEF COL with apt academic qualifications share advice and provide guidance to help students navigate through security realm and academic research requirements.

The master's degree is awarded if all study courses have been successfully completed and a master's thesis has been written, submitted, and defended in accordance with the methodological requirements.

The development of master's thesis requires combining theoretical and empirical literature. Students use qualitative and quantitative scientific research methods to develop their master's thesis. This final task requires combining structured research skills, theoretical knowledge and resources together with academic, periodical and normative information resources. To obtain professional master's degree from the "Military Leadership and Security" program, students must show theoretical knowledge, present new policy recommendations and come up with sound conclusions. These outcomes are proof of robust analytical insight and research skills into international relations challenges for the military domain.

The success of the MA supervision dwells on the efficient attracting of academic and military experts and industry experts. Since the daily work of the program participants relates mainly to security challenges, civilian and military experts (for example, retired military personnel) are involved in the development of master's theses. The director of the master's study program can identify the most suitable supervisors from BALTDEF COL or LNDA expert pool. As a result, students gain the best guidance, knowledge about military, economic, political, and social topics at the local, national, or international levels.

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

To uphold the goal of the study program, the program applies combined methods to learning processes. These methods are suitable for advanced level military leadership and security studies and therefore deliver the necessary learning outcomes, knowledge, and skills. All students represent their national armed forces or security structures, but their interest and expertise is mostly based on a specific sectors such as army, navy, air force, logistics and supply, development of national and international defense plans (short and long term), planning and development of critical military capabilities and projects.

Considering the varying demand for the knowledge and skills by different employers, the program, especially with research projects, emphasizes in-depth interdisciplinary research and matters are areas that are linked to the needs of the student and the industry.

The teaching methods of the program include lectures, seminars, work in small groups (syndicates), exercises and study trips. These methods are combined with the sufficient infrastructure to utilize modern learning environment and individual approach.

Students can individually access learning materials remotely through specific coordination platform called ILIAS. There are pre-prepared online study materials and presentation on the top of classroom lectures and discussions as well as learning materials each lecturer suggests to students individually.

There are various forms that promote applied research and learning such as student collaboration through group work as well as the delivery of lectures by subject matter experts (and classroom discussions). An essential role for the acquisition of theoretical and practical knowledge dwells on the debates about literature during seminars between students and faculty members.

To enhance leadership skills in military and security areas, common approach is the simulation of tasks and work at headquarters and military structures. Thus, the program ensures the closest possible environment as well as sources for applying, demonstrating, analyzing and presenting practical skills and knowledge to practical future work environment.

On the top of that, individual research projects, written assignments such as policy papers or essays, uphold critical thinking, presentations, and effective communication skills among students. To provide knowledge about the military history and security and defense policy of the Baltic States, there are study trips to various security structures of the Baltic States that are organized for the students. In order to gain a deeper understanding of the work in international structures, the planning of international operations and current international security challenges, an international study trip is organized outside the Baltic states (to NATO's structures).

In the implementation of the reported study programme, great emphasis is placed on student-centered principles, namely, their academic and personal needs are taken into account and respected. For instance, the deadlines for the development and defence of the Master's thesis are discussed with each student individually, as well as the study breaks are offered, if necessary. In the first session, the academic staff introduces students to the evaluation criteria, intended learning outcomes of the study course and the application of pedagogical methods. Feedback from students is provided for each study course.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

During the study program, students carry out internships in accordance with the procedures and requirements established by the LNDA (see MLS Annex 3.2.5. *Internship regulations. Professional Master's study programme "Military Leadership and Security"*).

The internship takes place in the third semester of the master's program with the next appointment and employment of the student. All students are employed and appointed to their duties after the

first two semester's at BALTDEFCOL. Internships can take place both in Latvia and outside of Latvia - for foreign and Latvian students - depending on the place of their next assignment.

At the end of the internship, students submit an internship report, which includes the number of CPs, a description of what was complete during the internship. This report indicates the relevance of the education and learning outcomes (theory) obtained by the students to their practical work needs. Based on the internship report, it is possible to evaluate the compliance of the internship tasks with the learning outcomes of the program. The internship supervisor assesses and grades the internship.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

In accordance with the aim of the program as well as learning outcomes, the program suggests the following thematic directions for the development of master's theses:

1. Military theory and history (reflection of modern military doctrines and operational theoretical knowledge and practice);
2. Military management and leadership (management process, resources, leadership, personnel management);
3. International relations and international security (strategic environment; conflict and cooperation, crisis management, military and non-military threats);
4. Russian threats, capabilities, strategy and operations;
5. Current Baltic security policies and defense;
6. National security and civil and military cooperation;
7. Defense policy, planning and decision-making;
8. NATO's and allied joint operations;
9. Military components and capabilities - their application in joint operations;
10. Operational planning and trends, technological development;
11. Development of military capabilities, military provision.

Students have the opportunity to choose research topics that are relevant to their past and future positions, correspond with their work and interests as well as the necessities of the military realm in the Baltic States, NATO or internationally. Each student, during the development of their master's theses, receives subject matter experts as their supervisors of their MA thesis. MA thesis topics must correspond with the needs of the defense sector and must be relevant to the regional security affairs. In cooperation with supervisors, each student defines their topic, hypothesis and research questions as well as the most appropriate methodology for the research of particular challenges. The methodology course at the beginning of the program as well as regular interaction with the program faculty allows for the regular consultations and the best definition of the research topic, main questions and hypothesis, or methodological requirements until the defense of the

master's thesis.

During the reporting period, 51 graduates completed the study program with a diploma. Considering the interests of students of the program, the largest share of topics is about various international relations issues (17%) and about security and defense policies of the Baltic States, including Latvia (26%). There is a substantial interest in operational issues (15%) and the Russian threat and policy analysis (10%). Each year, at least some students choose the military leadership as their area of research. There is a lower interest in military capabilities and domains. The average grade of student final theses is 7.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

To obtain the necessary literature for studies and research, students can use both the LNDA and the BALTDEFCOL libraries as well as the international databases. The collection and organisation policy of the LNDA library stipulates the collection is assembled in accordance with BALTDEFCOL research and LNDA study direction, including the topics for the development of scientific works recommended by the Master's programme. Selection of the necessary study materials and resources is coordinated with the faculty and researchers as well as professionals from LNDA and BALTDEFCOL libraries (this also includes access to particular data bases). Also users have the opportunity to propose the purchase of publications that would be necessary for studies or research expansion. Such study materials as books are procured both internationally and locally depending on the allocation of financial resources and needs. Gifted and donated publications are carefully evaluated before being included in the library's collection. The LNDA library has a collection of about 45,000 academic sources.

There are subscriptions to such databases as Letonika, Nozare.lv, Newspaper NEWS.lv, Lursoft. LNDA library allows access to such data bases as EBSCO Military & Government Collection, EBSCO eBook Collection (multidisciplinary book database), EBSCO National Package (multidisciplinary full-text database), Taylor and Francis Military & Strategic Studies, SIPRI Yearbook Online, as well as other open access databases. The library also regularly offers free trials of other databases.

The first two semesters of the reported study programme and the initial phase of the development of the Master's thesis is provided in cooperation with BALTDEFCOL, using BALTDEFCOL's infrastructure, library and library resources.

BALTDEFCOL is situated in Tartu, Estonia. It shares its premises with Estonian Military Academy.

BALTDEFCOL has two large auditoriums (capacity up to about 87 people) and smaller auditoriums suitable for seminars and group work, which fully support the study process. All rooms are furnished with modern infrastructure and facilities can support different types of lectures, video conferences and remote online learning. There are printers in every seminar room and corridors, but, in

addition, the college has dedicated copiers for larger study materials such as maps. During the study process, BALTDEFCOL provides each student with a laptop, but student dormitories are equipped with the Internet and a desktop computer for individual project development.

To support specific teaching and research activities, the BALTDEFCOL library specializes in security, defence and military issues. The areas of library specialization meet the needs of the professional master's degree programme. BALTDEFCOL's databases and academic literature collections are mainly in English, and there is also an access to databases and catalogs of Estonian research libraries. The library provides access to the following online databases (EBSCO Research Databases, ProQuest Military Collection, Taylor & Francis Collection of Strategic, Defense & Security Studies) and two electronic book databases (ProQuest Ebook Central, EBSCO eBook Academic Collection). The library's agreement with the University of Tartu (TU) provides the opportunity to use TU's library resources, such as books and databases. Additional information about the library and databases is available on the BALTDEFCOL website, www.baltdefcol.org.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The study programme is implemented with state budget funds, which are included in the NAF AF funding. NDAL is a component of the National Armed Forces (hereinafter – NAF) which does not have a separate funding for utilities and building maintenance costs, all costs related to the maintenance of NDAL are covered from NAF budget. Military instructors are paid by NAF and assigned to NDAL for delivering study courses.

The study program is financed by Latvian National Armed Forces. It provides all the necessary resources to ensure quality studies. The costs of the study program are calculated in accordance with the regulations of the Ministry of Defense of July 5, 2012 No. 13-NOT "The procedure for gathering information on the total maintenance expenses of military educational institutions, as well as calculating and approving the expenses directly related to the acquisition of education or upgrading of qualifications, and conclude a contract for obtaining education or improving qualifications". The costs of the study program are recalculated every year. (MLS 3. Other Annex. *Costs of the study programme "Military Leadership and Security".*)

According to the Cabinet of Ministers regulations No. 643 *Regulations of Procedure of the National Defence Academy of Latvia*, the number of students is planned by the Ministry of Defence in the medium term, but determined by the Chief of Defence for each academic year, therefore, the

minimum number of students is not set for the academy to ensure the profitability of the study programmes.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The selection of faculty dwells on the Cabinet of Ministers regulations no. 643 "Rules of operation of the Latvian National Defense Academy" and the memorandum of understanding between LNDA and BALTDEFCOL concluded in 2010 on the implementation of the LNDA professional master's program.

The implementation of the study program rests on the selection of BALTDEFCOL military and civilian staff as guest lecturers with the necessary military experience, education and qualification in the relevant study area. There are additional staff members that are selected from LNDA to carry out supervision, scientific and applied research during the development of master's thesis. Most lecturers and military realm experts and lecturers have doctoral or master's diplomas. Most faculty can share their knowledge which is based on long-term work experience in the military education and defense sector, as well as quality pedagogical work experience and education. The program can boast about the military personnel with more than 20 years of service experience as well as civilian experts in the field of military defense and security with sufficient qualifications for the professional master's study program. The professional qualification of the lecturers are enhanced at regular professional development events and support activities to ensure the achievement of the learning outcomes. 24 academic staff members are involved in the implementation of the study courses, of which 7 are PhD holders, that makes 29% of the entire academic staff of the reported study programme. 19 lecturers are from BALTDEFCOL, 5 lecturers are from NDAL who provide delivering of the study courses. Both, BALTDEFCOL and NDAL lecturers are involved in supervising and reviewing the Master's thesis.

See the CVs for the lecturers involved in the study program enclosed in the appendix (see Annex 2.3.2. *Biographies of the teaching staff (Curriculum Vitae in Europass format)*).

The lecturers involved in the program constantly maintain and supplement their professional qualifications at faculty development activities organized by LNDA and BALTDEFCOL or individual research, professional and scientific conferences.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Since the previous accreditation, there are three main changes that improve the quality of the program. First, the number of involved military and civilian lecturers with doctorate degrees. Second, the number of lecturers at the Baltic Defense College with permanent non-terminated contracts ensure the continuity and quality of the program. Third, LNDA and BALTDEFCOL lecturers and military instructors uphold a systemic improvement of the quality of military professional education through professional development and research (for example, application of new technology and methods, e-learning and mixed research).

For the master's program, two types of personnel units are provided. The first is the military experts who have been sent to work at BALTDEFCOL and deliver education for Joint Command and General Staff Course (JCGSC) students. These experts rotate every three years. The other group consists of military and civilian experts with open-ended contracts who teach subjects in military leadership and security on regular basis.

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

The promotion of the cooperation between the faculty members applies diverse approaches. Regarding military study courses, the linking of military and civilian lecturers (both in terms of content and achievable results, as well as in terms of assessment methods) is considered at the

annual programme review and planning seminars at LNDA and BALTDEFCOL. Both institutions hold joint discussion relating to the assessment criteria and other issues to better pedagogical skills at the beginning of each academic year and during the implementation of the programme, if necessary. The lessons learned during each academic year, including the possibilities to improve synergy between the educational and research activities, , as well as, what concerns the courses of military defence sector based on the Memorandum of Cooperation between LNDA and BALTDEFCOL on the implementation of the professional Mater's study programme, are discussed at the final academic year meeting

The cooperation between LNDA and BALTDEFCOL lecturers take place in the framework of various educational and scientific events, mutually involving each other in providing lectures, jointly implementing Master's methodology course lectures and lessons, as well as, participating in professional and scientific conferences For example, the exchange of guest lectures, joint implementation of master's degree methodology course and civil protection course, or participating at professional and scientific conferences. LNDA lecturers are regularly invited both to annual conferences organized by BALTDEFCOL and to participate with publications in academic journals such as BALTDEFCOL's "Baltic Defence Review."

During 2023-2024 academic year, 23 students joined the program. Seven master's theses supervisors were assigned to the students Each supervisor is responsible for guiding on the average 3 students on the top of additional 3 who have taken academic leaves before. There are approximately 35 active students currently at the master's degree program.

The program implementation is divided in A, B and C parts. This task dwells on the contribution from 24 lecturers. Additionally, to ensure specific knowledge and expertise, BALTDEFCOL is inviting guest lecturers and experts. The number of lecturers/supervisors is approximately twice as large as the number of students in the program. Thus, it is possible to ensure individual approach to each master's student.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	MLS Annex 3.1.1 Sample diploma and its annexes.pdf	MVD 3.1.1. pielikums. Diploms un ta pielikumi.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	MLS Annex 3.1.2 Statistics on students.pdf	MVD 3.1.2. pielikums. Statistika par studejosajiem.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	MLS Annex 3.2.1 Compliance with the State Education Standard.pdf	MVD 3.2.1. pielikums. Atbilstiba valsts izglitibas standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	MLS Annex 3.2.6 Explanation of the qualification of the Master's study programme.pdf	MVD 3.2.6. pielikums. Skaidrojums par magistra studiju programmas kvalifikaciju.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)	MLS Annex 3.2.7 Compliance with the specific regulatory framework.pdf	MVD 3.2.7. pielikums. Atbilstiba specifiskajam normativajam regulejumam.pdf
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	MLS Annex 3.2.2 Mapping of study courses.pdf	MVD 3.2.2. pielikums. Studiju kursu kartejums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	MLS Annex 3.2.3 Plan of study courses.pdf	MVD 3.2.3. pielikums. Studiju programmas plans.pdf
Descriptions of the study courses/ modules	MLS Annex 3.2.4 Course descriptions.doc	MVD 3.2.4. pielikums. Studiju kursu apraksti.docx
Description of the organisation of the internship of the students (if applicable)	MLS Annex 3.2.5 Internship regulations.pdf	MVD 3.2.5. pielikums. Prakses nolikums.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Land Forces Military Leadership (42863)

Study field	<i>Military Defence</i>
ProcedureStudyProgram.Name	<i>Land Forces Military Leadership</i>
Education classification code	<i>42863</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Ēriks</i>
Surname of the study programme director	<i>Keisters</i>
E-mail of the study programme director	<i>eriks.keisters@mil.lv</i>
Title of the study programme director	<i>prof. maģistra grāds militārajā vadībā un drošībā; soc. zin. maģistra grāds vadībzinātnē</i>
Phone of the study programme director	<i>+371 27078900</i>
Goal of the study programme	<i>To prepare middle level leaders/commanders with strong leadership abilities, high motivation and professional competence for military service in NAF and EU/NATO multinational units.</i>
Tasks of the study programme	<ol style="list-style-type: none"> <i>1. It is a priority to consider the formation of the student as a leader and the development of his creative personality.</i> <i>2. To develop students' abilities to analytically formulate and make objective decisions in high-risk conditions and crisis situations.</i> <i>3. To acquire leadership and military-technical knowledge, incl. combat engineering support, individual and collective armament, communications and combat equipment that meet the requirements for the professional qualification of a Lieutenant.</i> <i>4. To acquire self-study and research skills by studying industry literature, conducting research, preparing semester, Study and Diploma paper, preparing projects and other types of tasks related to seafaring, engineering and national defence.</i> <i>5. To promote further improvement of the content of the study programme and study process in accordance with the development plans, tasks and technological development of the NAF.</i>

Results of the study programme	<p>1. Knows NAF structure, tasks, armament, equipment, and standards and maintenance of communication systems.</p> <p>2. Knows NATO and EU legislation, NATO structure and main tasks.</p> <p>3. Is familiar with the national military defence strategy, the principles of cooperation between various forces, the structure, armament, tactics of the conditional adversary of the NAF and NATO, CBRN protection.</p> <p>4. Knows how to lead subordinate personnel in times of peace and crisis, plan and lead measures to strengthen military discipline and personnel training, take responsibility for one's decisions and actions, work in psychologically difficult situations and solve problems.</p> <p>5. Knows how to analyse the tasks and orders received, familiar with international, national and defence regulatory acts related to national security and defence and conducts specific military operations according to the level and place of the subordinate unit in the overall military task plan.</p> <p>6. Able to use military equipment and armament, use standard operation procedures for the military environment, analytically use information available for the fulfilment of service duties.</p> <p>7. Able to make decisions, lead subordinate personnel in peace and crisis conditions, ensures and maintains the professionalism and combat readiness of the subordinate unit, carries out training of subordinate personnel and ensures discipline and a good psychological microclimate in the unit.</p> <p>8. Able to plan, use and maintain the combat equipment, technical means and equipment in charge and organize the work of subordinate personnel.</p> <p>9. Able to obtain and analyse the information necessary for the performance of official duties, formulate and analytically describe it, familiar with global and state political, economic and military conflict processes, understands the role of the NAF and the represented specialty in national defence, society and the role in the overall context of the tasks of the NAF.</p>
Final examination upon the completion of the study programme	Bachelor's thesis

Study programme forms

Full time studies - 4 years - latvian

Study type and form	Full time studies
Duration in full years	4
Duration in month	0
Language	latvian
Amount (CP)	242
Admission requirements (in English)	Secondary education

Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's degree in Land Forces Military Leadership</i>
Qualification to be obtained (in english)	<i>Lieutenant</i>

Places of implementation

Place name	City	Address
National Defence Academy of Latvia	RĪGA	EZERMALAS IELA 8, ZIEMEĻU RAJONS, RĪGA, LV-1014

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Since the licensing of the Bachelor's study programme "Land Forces Military Leadership" (hereinafter – LFML) in 2017, several changes have been made to the content of the study programme thus improving the content of the reported programme.

Taking into account the good English knowledge of young people after graduating from secondary school, the volume of the study course Professional English was reduced from 5 CP to 3 CP, transferring to ECTS system – 4 CP. For those students who need to improve their English proficiency in order to pass English for a lieutenant's rank, optional courses outside of studies at the NDAL are offered.

In order to be able to ensure the acquisition and maintenance of combat skills, which are vitally necessary for all military personnel, it was decided to revise the content and duration of the study course Maintenance of Combat Skills (Summer Field Camp). From 3 CP this course was increased to 9 CP by transferring to the ECTS system – 15 CP. The study course is implemented in the first, second and third years at the end of the spring semester for 4 weeks.

In order to equalize the overall scope of the programme, the study courses Stylistics of the Latvian Language 1 CP and Unconventional Warfare 2 CP were transferred to Free Electives (Part C).

The content of the study course Rhetoric in the amount of 1 CP was integrated into the study course Military Leadership, in this way the volume of the study course Military Leadership was increased from 6 CP to 7 CP, transferring to ECTS system – 10 CP.

In order to ensure the Cabinet of Ministers Regulation of December 5, 2017 No. 716 "Minimum requirements for the content of the compulsory civil protection course and the content of civil protection training of employees", the content of the study courses Environmental Protection 1 CP and Work Safety and Civil Protection 1 CP content were revised and changed with the introduction of study courses Environmental Protection and Work Safety 1 CP and Civil Protection 1CP.

The course Fundamentals of Defence Economics (2 CP) was changed to the study course Fundamentals of Economics (2 CP), transferring to ECTS – 3 CP to provide students with general knowledge of economic processes.

The content of the study course Fundamentals of Munitions and Blasting (2 CP) was included in the study course Combat Engineering Support (2 CP), increasing it to 3 CP, switching to ECTS — 5 CP, which ensured the exclusion of duplication of topics in various study courses.

Study courses Applied Military Physical Training (1 CP) and Conducting General Physical Training Classes (1 CP) was added to the study course General Physical Training (2 CP), increasing it to 4 CP. In order to ensure the level of physical fitness of students and taking into account the impact of Covid-19 on the decline in the physical level of young people, the study course General Physical Training was increased to 6 CP and by transferring to ECTS – 9 CP.

The study course Advanced First Aid (1 CP) was removed from the study programme, since this study course is taught at the pre-study stage.

The study course Artillery/ Mortar Front Fire Observer (3 CP) was removed from the study programme because the content of this course is taught in the study course Fire Support Platoon Commander's Course.

The study course Communication Theory (2 CP) was removed from the study programme because this material is taught in the study course Organization of Communications and Communications Platoon Commander's Course. Instead of this course, a new study course Information Warfare was developed in the amount of 3 ECTS, which is very relevant in the conditions of modern information abundance.

The study course Infantry Arms Construction and Capabilities was renamed to Small Arms Construction and Capabilities, which is more in line with the course content.

The study course Fundamentals of Military Geospatial Information and Meteorology (1 CP) was removed because this content of the study course is taught at the pre-study stage. Instead, the study course Military Drill Course (1 CP), which was recommended by a licensing expert and which is necessary for every officer, was introduced into the study content.

Study courses Medical Support (1 CP) and Combat Sustainment (1 CP) were combined into one study course Sustainment (Logistics) (2 CP), transferring to ECTS – 3 CP, thus improving the study process.

All changes were introduced to improve the content of the study programme.

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The study programme complies with the Cabinet of Ministers Regulation No. 322 *Regulations on the Classification of Education of Latvia* for the programme group Military Defence, code 46863, included in the thematic area of education Civil and Military Defence. Graduates of the programme are awarded the professional qualification of the 6th level "Lieutenant".

The aim of the Professional Bachelor's study programme LFML is to prepare students for service in units and headquarters of the National Armed Forces (NAF) Land Forces (LF) in positions of command staff of the middle level, as well as in EU/NATO multinational units, with pronounced leadership abilities, high motivation and professional competence. The purpose of the programme is fully consistent with the field and purpose of the study field "Military Defence", ensuring the preparation of junior officers.

To achieve the goal of the study programme, the following tasks are set:

1. To consider as a priority the formation of the student's competence as a military leader and the development of his/her personality;
2. Develop students' ability to analytically formulate and make objective decisions in high-risk and crisis situations;
3. Acquire leadership and military-technical knowledge, including combat engineering support, individual and collective armament, communications and combat equipment, which meet the requirements of the professional qualification of a lieutenant;
4. Acquire the skills of self-education and research work by studying the literature of the military sector, conducting research, completing semester, coursework and study papers, preparing projects and other tasks related to state defence;
5. To promote further improvement of the content of the study programme and the study process in accordance with the NAF development plans, tasks and technology development.

The content of the study program LFML is designed taking into consideration the modern challenges of military defence, where the general and basic courses of the military industry and military technology, specialization study courses are oriented to the context of the military environment, thus fully corresponding to the field of studies "Military Defence" and is aimed at the achievement of learning outcomes, emphasizing the development of leadership competences.

The content of the study programme is devised so that after graduating from the study program LFML, the new officer will have acquired the following professional competences:

1. know NATO and EU guidelines on defence issues; government policy in the field of national defence; air, naval and land forces cooperation in national, international and NATO operations; requirements of documents regulating military services and services in the National Guard; combat readiness and mobilization of subordinate units (subunits), their individual tasks and tasks in the system of collective protection; basic principles of personnel leadership; requirements of regulations in the field of state defence; labour protection and environmental protection requirements of regulatory enactments; basic principles of professional ethics and norms of behaviour,
2. will be able to plan the execution of daily and combat tasks of the unit (subunit), its provision with personnel and material-technical resources; ensure the combat and mobilization readiness of the subordinate unit (subunit); develop plans for the development of the unit (subunit) and its personnel,
3. able to be responsible for the combat readiness and mobilization of the subordinate unit (subunit), the military training, upbringing, military discipline and moral condition of the subordinate unit (subunit), the condition and preservation of the material-technical means of the subordinate unit (subunit), the supply of material-technical means and funding, the requirement of safety equipment compliance.

The duration of the study programme for 4 years fully allows to realize the set goals and objectives, fully achieving the desired results after graduation. The plan of the reported study programme covers the requirements that are mentioned in the Standard of Profession "Lieutenant". As stated in the Regulations of the Cabinet of Ministers of the Republic of Latvia on the *Classification of Occupations*, it is necessary to obtain education so that the graduate as a military leader, first of all, is able to:

- lead, plan and ensure the execution of the tasks of the subordinate subunit in peacetime and in the case of national danger,
- make and formulate one's decision and control its execution,
- be familiar with the specifics of the service environment in the specified area and related

- regulatory enactments,
- be able to perform official duties in the official language and in at least one of the official languages of NATO,
- able to work in psychologically difficult situations and solve problems,
- be familiar with the international and national defence laws and regulations relating to national security and defence and to apply them in accordance with the situation,
- know the principles of construction and operation of specific military equipment, mechanisms, as well as maintenance requirements and standards according to the specialty.

Upon fulfilling the requirements of the study programme, the professional Bachelor's degree in Land Forces Military Leadership and professional qualification of the Land Forces Lieutenant (see LF Annex 3.1.1 *Sample diploma of the study programme "Land Forces Military Leadership" and its annexes*).

Admission to the study programme takes place after completion of secondary education and pre-study stage, thus, in 4 years of study, the student achieves all the necessary knowledge, skills and competences to perform professional service as a lieutenant (see Annex 2.1.5 *Sample of the study agreement*).

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The NDAL is the only higher education institution in Latvia that prepares officers for the needs of the NAF. Since the NDAL is a part of the NAF, the latest trends in the military field are constantly introduced into the study programme, representatives of the employer participate in the provision of the study programme by delivering classes, internships and participate in the work of State Examination Boards. In this way, the study programme and its compliance with modern challenges in the military environment are constantly being improved.

All NDAL students are professional service soldiers who perform service duties outside of their studies in accordance with the Military Regulations. Starting from the 1st year, they get acquainted with the military field and its specifics. Upon graduation from the academy, they are ready to continue their service in the unit, as they have a good understanding of the military structure, duties and tasks of service.

Graduates of the study programme "Land Forces Military Leadership" are provided with service (work) places in the units of the NAF. Upon completion of studies at the NDAL, graduates obtain a professional Bachelor's degree and the first officer's service rank — lieutenant.

On the basis of the tasks of the Ministry of Defence and the NAF Development Plan, the NDAL should prepare a larger number of officers of LF, thus orienting in the preparation of cadets on the execution of the NAF staffing plan, as well as the guidelines of the employer - NAF LF - on the development of professional competences in accordance with the challenges of the modern military sector.

Pursuant to Article 18 of the *Military Service Law*, students are bound by a Professional Military Service Contract with the Commander of the National Armed Forces, which provides for at least five years of service in the Armed Forces units in the positions of junior officers.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Studies in the NDAL LF ML study programme are implemented in Latvian, full-time studies in the form of face-to-face studies. The number of study places shall be determined in accordance with the officer preparation plan approved by the commander of the NAF. Only state-funded places are available in the programme.

The implementation of the LF ML study programme was started in the spring semester of 2018, when 47 students were immatriculated into the programme, of which 17 students were transferred from the previous professional undergraduate study programme “Land Forces Military Leadership”, implemented in cooperation with RTU, and its duration was 4 years and 6 months. In 2019 and 2020, 64 and 61 students were immatriculated in the study programme, which indicated the interest of young people in this study programme. In 2021, the number of immatriculated students fell to 33 students, which could be due to the impact of Covid-19, as high schools switched to remote training and the physical fitness of young people deteriorated. In 2022, the number of immatriculated students increased to 47 students, and in 2023, 64 students and in 2024 70 students were immatriculated in the study programme. Taking into account the data mentioned above, it can be concluded that the average number of immatriculated students in the programme is 55 students per year.

The number of cadets immatriculated in the study programme is influenced by the number of young people who applied for studies, underwent a medical and psycho-diagnostic examination in order to be able to start the cadet candidate's stage — Basic Training course at the NAF Infantry School and the Junior Leader's Course. These courses provide for high physical exertion, adherence to discipline and the acquisition of specific training material related to military service. A cadet candidate may be deducted from the said courses due to health problems, discipline violations and academic failure, as well as at his own discretion. All of the above mentioned factors affect the number of cadet candidates up to the time of immatriculation.

The number of students dropping out after immatriculation is up to 40%. Student dropout is determined by several factors: high physical exertion, adherence to discipline and acquisition of the study material. The reasons for which cadets are exmatriculated are the same as at the pre-study stage, namely health problems, violations of discipline and academic failure. In addition to the reasons mentioned, a large part of the cadets are exmatriculated by their own choice. The cadets themselves explain that before entering the NDAL, they were not informed enough about the professional military service and the study programme, there were other perceptions about studying, as well as the courses of study are too difficult, or the cadets understand that studies do not interest them and they have other life goals.

The first graduation of the study programme took place in 2022, when 29 students graduated from the programme, i.e. 62% of those who started this study programme. In 2023, 39 students graduated from the study programme, which constitutes 61% of those who started their studies in this programme. In 2024 22 students graduated the programme, 33% of those who started studies in this programme. The small number of graduates in this year is connected with the impact of Covid-19 on the studies as many students had to discontinue their studies because they were not able to pass exams in military subjects as they are run very intensively during one or two weeks and attendance of classes is a mandatory requirement for the completion of the course. The

statistics of students is provided in LF Annex 3.1.2 *Statistics on students in the study programme "Land Forces Military Leadership"*.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The structure of the study programme LFML complies with Cabinet of Ministers Regulation No. 305 *Regulations on the Standard of State Professional Higher Education* requirements and the Standard of the Profession "Lieutenant" https://www.niid.lv/files/prof_standartu_registrs/ps0373.pdf (only Latvian) (see LF Annex 3.2.1 *Compliance of the study programme "Land Forces Military Leadership" with the Regulations on the Standard of State Professional Higher Education* and Annex 3.2.2 of the LF *Compliance of the study programme "Land Forces Military Leadership" with the Professional Standards and Professional Qualification Requirements*), as well as with the specific regulatory framework of the military sector (see LF Annex 3.2.7 *Compliance of the professional bachelor's study programme Land Forces Military Leadership with the specific regulatory framework of the military sector*). According to its structure and content, the LF ML study programme is oriented towards the achievement of the goal of the studies (to prepare the student for service in the positions of NAF officers) and the achievement of the main study programme outcomes expressed in the form of knowledge, skills and competences as specified in sub-section 3.1.2. All study courses of the study programme have certain learning outcomes that result from the goal of the study programme. The contents of the study courses complement each other and are aimed at achieving the overall outcomes of the study programme. The interconnectedness and systematicity of study courses is reflected in the mapping of study courses (see LF Annex 3.2.3 *Mapping of study courses of the study programme "Land Forces Military Leadership"*), using the study courses included in the programme (see LF Annex 3.2.5 *Course descriptions of the study programme "Land Forces Military Leadership"*). Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

In total, the study programme consists of 58 study courses (242 CP), which constitute four modules of the Mandatory part (A): 1) Language and Formal Communication Module — 10 CP, 2) Social Sciences and Humanities Module — 20 CP, 3) Military Leadership Module — 26 CP and 4) Military Technology Module — 21 CP. In Mandatory Part A, there are a total of 29 study courses — 77 CP; The four modules of the Restricted Electives part B consist of: 1) Physical Health Maintenance Module — 10 CP, 2) Tactics Module — 62 CP, 3) Combat Support and Sustainment Module — 24 KP and 4) Professional Specialization Module — 10 KP (in Part B a total 26 study courses — 105 CP); Free electives Part (C) includes Humanities/Social Sciences courses, Leadership and Communication study courses, as well as additional courses of study of professional specialization. Within the framework of the LF ML programme, the student must complete three free elective courses of study — 9 CP and Internship (D) part in the amount of 32 CP. Part of the state examination/bachelor thesis — 18 CP. The plan of the study programme is provided in LF Annex 3.2.4 *Plan of the study programme "Land Forces Military Leadership"*.

The content of the study programme meets the requirements of the employer — NAF LF, as well as the quality of studies in general meets the requirements of the professional service in the NAF. The implementation of the studies is oriented towards the specified goal and the provision of the employer's demand, so that the students acquire in-depth knowledge and necessary competencies in planning and conducting combat operations from the platoon to company/battalion level and are able to lead/command the LF structural unit in the daily service, as well as in the international military operations, in a crisis situation and in a wartime.

About four-fifths of the content of the study programme is devoted to the preparation of the commander of the Light Infantry Platoon and about one-fifth of the content of the program is intended to prepare future LF officers for service in specialties.

There are several combat branches in the NAF land forces component — mechanized infantry, reconnaissance, indirect fire support specialists, engineers, communications, sustainment specialists, etc. Soldiers of these branches and graduates of the NDAL require specific training so that they can fully use the weaponry, equipment and knowledge of tactical procedures. Given the small size of the NAF and the limitation of personnel resources, the NDAL cannot establish separate training units for soldiers of said branches, in which cadets would be trained in a particular specialty for four years. As a result, the NDAL found the optimal solution — since 2021, specialization has been implemented for LF ML cadets during the 8th semester (10 CP). During the 7th semester cadets are divided into groups according to the planned place of service and position of each cadet. Planned service positions are determined by the NAF Joint Staff according to the NAF officers' plan, while the Head of the course divides the cadets into specializations, taking into account their interests, abilities and rating. Specialization courses are conducted by the NDAL permanent staff, as well as the field specialists from NAF units. The specialization course is followed by the Pre-diploma Internship, which the cadet undergoes in the planned unit in order to get acquainted with his/her future service duties and replenish his/her knowledge. Prior to the introduction of the LFML study programme licensing specialization courses, cadets began training in the LF weapon class only after graduating from the NDAL. It is planned to develop the area of specialization of Land Forces by identifying and developing additional training groups in accordance with the demand of NAF units, the development of armament and equipment.

After completing the study courses, students provide feedback in the form of surveys on the work performance of the teachers of the study course, as well as recommendations for improving the study course and supplementing it with up-to-date information. Within the framework of the study courses, individual lectures are given by officers of the NAF maneuver, combat support or combat sustainment units, thus ensuring the integration of the most current information and industry knowledge into the study course.

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process is implemented in a way that students are systematically provided with both theoretical and practical knowledge. In the course of studies, various teaching methods are used — lectures, seminars, discussions, tests and assessments, as well as group work. Interactive teaching methods and various organizational forms of training are used to facilitate the learning of professional field study courses, e.g., historical trips to the First and Second World War sites (historical case study analysis), war games, decision forcing cases, as well as combat simulators of weapons and systems (simulators of requesting and correcting weapons and *fire*). In addition, it can be emphasized that during the Covid-19 phase, NDAL perfected the form of distance learning studies by providing tutor's consultations to students remotely on various e-platforms (MS TEAMS, ZOOM), which are also currently being used.

For studying courses, tutors use a system approach, where initially the students are given the theoretical introductory part, followed by the students' practical work, in addition, cadets have the opportunity to conduct practical classes themselves, using and consolidating the previously acquired theoretical knowledge. In order to keep the knowledge gained relevant to the industry, NAF guest lecturers — officers and specialists — are regularly invited to deliver lectures. Each of the study courses begins with a presentation of the description of the study course, where the results of the studies to be achieved are determined, as well as an explanation of the criteria for mastering the study course is given.

To obtain the final assessment, exams are organized and the method of differentiated assessment (summative evaluation system) is used, where students have to obtain the final grade, which consists of successfully passed assignments within the framework of the study course. For example, the assessment can be formed from the independent evaluation of the work, the evaluation of the work of the group, as well as the assessment of the final examination. In each of the study courses, the percentage of requirements that affect the final grade may vary.

In order to motivate students to obtain the highest possible rating in each of the study courses, the cadet rating system is maintained for students of LFML, which is determined by the internal regulatory act (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.22 *Regulation on the NDAL*

Cadet Rating System). The cadet rating system assumes that the grades obtained by each student in each of the courses of study affect the position of the student in the overall cadet rating. On the basis of the obtained rating, students can choose their next places of service from the list of service places offered by the NAF. The proposed service positions are located throughout the territory of Latvia in accordance with the career planning guidelines and requirements of the NAF Joint Headquarters Planning Department.

Given that NDAL graduates must be able to lead enlisted soldiers in both peacetime and war, certain study courses provide that the mark “Passed” is posted if the student has obtained a grade of not less than 80% or 90%. For example, the study course “Fire Support” stipulates that the student must pass the practical exercise of indirect fire request with a score of 80% and above in order to the study course to be passed. The claims are justified by the fact that non-compliance with the procedures for calling indirect fire can lead to the death of soldiers during training sessions or in combat conditions. Similar requirements are for the study courses “Organization of Stationary Shooting Classes” and “Organization of Tactical Shooting Classes”, where students are required to demonstrate impeccable knowledge of safety procedures in working with combat weapons.

In order for the acquisition of education in NDAL to conform to a student-centred approach, emphasis is placed on the following factors:

1. Involvement of students in the improvement of the content and process of studies — after each of the study courses, cadets fill out a questionnaire about the performance of professors and lecturers (how understandable the theory of the subject of the training was presented, whether guest lecturers should continue to be invited and other questions).
2. Ensuring student mobility — long-term goal of the NDAL is that each student has participated at least once in the student mobility programme ERASMUS+ (EMILYO). Student mobility is offered at partner military universities in Europe and the United States. The duration of the mobility depends on the students' participation in the International Cadet Week, participation in one of the international modules, participation in an exchange semester or internship. Given the restrictions caused by Covid-19, the data collected show that around 50% of students have taken part in one of the mobility opportunities offered by ERASMUS+.
3. Extracurricular activities of students characterize the concept of officer preparation, where it is intended to develop the personality, physical and intellectual abilities of cadets, as well as to promote their patriotism. Cadets are offered various opportunities for self-growth, such as participating in the annual Military industry hackathon hosted by the Ministry of Defence, where cadets help industry representatives create new innovation and technology products for the military environment. In addition to this, the NDAL Library offers a 24-hour reading room for cadets. In turn, in order to develop the physical abilities of cadets, students have the opportunity to participate in various sports activities. The sports concept provides that no less than 90 minutes are devoted to sports activities on a cadet's daily basis, as well as students can use the territory of the NDAL for individual sports activities. With regard to patriotism promotion activities, cadets are invited to participate in commemorative events organized by retired generals of the NAF, as well as other nationally significant commemorative events.
4. From this year, the NDAL is introducing a mentoring programme, the aim of which is to improve the capabilities of the NAF with the most capable, motivated soldiers to occupy positions according to the soldier's knowledge, experience, skills, as well as according to the desired career growth of the soldier. Thus, promoting the support, development and informal training of NDAL cadets already during the NDAL studies, which would promote the preparation of the future officer for future service in NAF units also by taking over experience from senior service members.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

Students' internship in the LF ML study programme is regulated by the *Regulations on Internship of the Professional Bachelor's Study Programme "Land Forces Military Leadership"* approved by the NDAL Study Council (see LF Annex 3.2.6 *Description of the organization of the internship of students of the study programme "Land Forces Military Leadership"*). Students are provided with internship opportunities in the NDAL and NAF units, participation in the internship is mandatory and is practiced from the 2nd year of study. The purpose, content, duration of each internship are subordinated and correspond to the military competencies that the students have already mastered. For example, in the 2nd year of study, students have theoretically mastered and understand the conduct of classes at the squad level, so the internship of the 2nd year is based on the level of military leadership of a squad. In the 4th year, students have mastered the level of military leadership, as a result of which the internship includes conducting classes for a squad.

The total amount of internship is 32 CP and includes the following internships in the LF ML study programme:

1. Internship within the Infantry Squad Tactics Course (STC) — 12 CP. The internship is implemented in the spring semester of the 2nd year to practice the leadership of the infantry squad and the execution of daily tasks (students practice the knowledge gained by leading/commanding cadets of the 1st year). During the internship, students must use the acquired theoretical knowledge of conducting classes, military leadership, psychology and pedagogy. In addition to the assessment, trainees receive advice and recommendations for the further development of personality and leadership qualities.
2. Internship in the Junior Leader's Course or Squad Tactics Course — 6 CP. The internship is implemented in the spring semester of the 4th year, dividing the cadets into two groups. One group works with cadet candidates in the Junior Leader's Course, while the other group works with the 2nd year cadets in the Squad Tactics Course. During the internship, trainees use and continue to consolidate knowledge of the preparation and conduct of classes, the basics of military leadership, psychology and pedagogy. During the internship, the trainee performs administrative and tactical tasks, as well as develops the skills and competences of staff training and leading.
3. Internship in the Organization of Stationary Shooting Classes and Tactical Shooting Classes - 15 CP. The internship is implemented in the spring semester of the 4th year. In the course of the internship, trainees, after successfully completing theoretical training on the organization of shooting classes, prepare and conduct combat shooting classes (classes of increased danger) for other cadets. During the internship, combat shooting classes are organized for cadets of the junior year, under the supervision of qualified officers and instructors. The assessment is based on compliance with safety instructions, the basics of conducting the lesson and military pedagogy.
4. Leadership Skills Development Internship during the Summer Field Camp — 6 CP. The

internship is implemented in the spring semester of the 4th year. During the internship, the cadets of the 4th year evaluate the cadets of the 2nd year who practice conducting classes for cadets of the 1st year. As a goal, the ability to manage and evaluate the work of the teaching cadet is defined. In addition, 4th year cadets lead administrative and tactical assignments for junior courses, as well as plan and conduct combat shooting classes. The purpose of the internship is to strengthen the theoretical and practical knowledge of military psychology, pedagogy, conducting classes, as well as to give trainees the opportunity to improve leadership competences.

5. Pre-diploma Internship — 5 CP. The internship is implemented in the autumn semester of the 4th year. The purpose of the internship is to introduce cadets to the next place of service on the basis of the allocation of service places approved by the Joint Headquarters of the NAF. During the internship, the future graduate consolidates his/her theoretical knowledge, as well as studies the structure, tasks and functions of the future place of service. The Pre-diploma Internship concludes with a submitted internship report.

The criteria for the evaluation of the internship are determined in accordance with the Regulation on the Internship. In addition to the assessment of the internship, the cadet receives recommendations from the supervisor of the internship for further self-development in order to improve the competences of the leader.

In all internships, emphasis is placed on the formation and development of the student's competence as a leader, improving the ability to analytically formulate and make objective decisions.

Internships are organized according to the results to be achieved by the study programme. During these internships, students acquire the skill and competence to manage and train subordinate personnel, ensuring the maintenance of military discipline, as well as to take responsibility for the decisions and actions taken, working in psychologically difficult situations and solving problems. Students are trained during internships to analyse the tasks and orders received, to plan and implement guided tactical operations. During the internship, students improve the ability to handle military equipment and equipment, use standard operating procedures of the military environment, analytically use the information available for the performance of service duties.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

At the end of the Professional Bachelor's study program LF ML, students develop a bachelor thesis. The development and defence of the bachelor's thesis is organized in accordance with the *Regulations on State Examinations at the National Defence Academy of Latvia* approved by the Senate of the NDAL on 17.01.2023 (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.20 *Regulations on State Examinations at the National Defence Academy of Latvia*). At the end of the

studies, the development of the bachelor thesis allows to evaluate how the goal of the programme and the initially set learning outcomes are achieved in the study courses. In this stage of study, it is assessed how the student uses the previously acquired competencies, knowledge and skills to prepare his/her final research paper.

During the development of the Bachelor's thesis, the student has access to the international and national scientific databases and registers (an access is provided by the NDAL Library subscription) — EBSCO, Newspaper Library News.lv, LETONIKA, LURSOFT, Nozare.lv, ProQuest Military and Social Sciences Database, SIPRI, Taylor & Francis military research database.

The theme of the Bachelor's thesis is chosen by the student independently, however, it must correspond to the specifics of the field of study "Military Defence" and the professional field of the study programme. In the process of selecting the theme of the cadet's paper, NDAL academic staff (Centre for Security and Strategic Research, Department of Military Leadership Studies), commanders of NAF branches and unit commanders are also involved, who are invited to make proposals on cadet research topics based on current military research problems and challenges in the units. The list of themes submitted by the students is approved by the Study Council and also coordinated with the rector of the NDAL and the leadership of the NAF to exclude cases in which the student chooses to write the thesis on a topic where the required research data may be classified.

The topics of the thesis must correspond to the study courses covered during the study process, as well as attention is paid to the topicality of the thesis theme. The theme of the thesis include studies of Military Psychology, Military Pedagogy, Military History and Warfare, Security Policy and Defence Strategy, Combat Sustainment and Medical Support, Combat Equipment and Armament, Combat Operations and Tactics, Combat Engineering Support, Military Law.

Supervisors of the thesis are selected from the NDAL academic environment, researchers, as well as, in individual cases, representatives of units with appropriate education and professional qualifications are involved. Both the theme of the thesis and the supervisor of the thesis are approved at the meeting of the Study Council.

Starting from 2023, a Cadet Research Conference is being organized, which aims to report to a wider audience on the research developed by cadets and their results. Cadets of junior courses have the opportunity to listen to research presentations, find out what topics of the final thesis will be chosen by cadets of the last courses and what should the research methodology be. The 2023 Cadet Conference was attended by cadets from all bachelor's and professional study programmes, as well as invited representatives of NAF units and branches. After the conference survey results show, 65% of the visitors agreed that the conference should continue to be held at least once a year, and 60% of the audience rated the conference as very good or excellent.

The final theses of the programme cadets are evaluated by the State Examination Board, which consists of the chairman of the commission, the deputy chairman and at least three members. The chairman of the board and at least two members of the board shall be representatives of the military sector.

The analysis of the final thesis evaluations within the framework of the LF ML indicates that the highest grade of 10 (excellent) is obtained relatively rarely, for example, the mark 10 was obtained by two student in the defence of the final bachelor thesis of 2023. However, in 2024 none of the Bachelor's papers was given the highest mark 10. In these cases, the cadets really demonstrated a very high level of knowledge and ability to navigate the chosen theme of the final thesis. The average grade of the final thesis in the LF ML study programme is 7.4.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

The available resources and provision meet the conditions for the implementation of the reported study programme and contribute to the achievement of the results of the study programme. Students and faculty have access to the NDAL infrastructure and learning base — classrooms and halls, canteen and cafeteria, data copying, dormitory, sports infrastructure (outdoor and indoor), as well as access to vending machines where one can buy soft drinks, coffee and various kinds of snacks for cash. The NDAL Canteen provides lunches based on an application, where cadets are billed at the end of the month, which is sent to accounting for inclusion in the payroll calculation. Guest lecturers are provided with access to the territory, including temporary provision of a car pass, as well as a workplace with equipment (computer with Internet access, printer, etc.). For a more detailed description of infrastructure and technical support, see in Chapter 2.3.2 of the Report.

In order to ensure the cadet study process, the preparation of study papers and final papers, the NDAL Library complex is available. The methodological and informational provision is described in more detail in subsections 2.3.3 and 3.3.4.

Part of the study courses take place in the field. As the main training infrastructure used for tactical training are NAF Ādaži Training Range and Ādaži Military Base. The training ground is equipped with shooting ranges and training places of various levels (squad, platoon, company). Despite the fact that Ādaži Military Training Ground is the busiest military training ground in Latvia, the NDAL reserves the entire landfill infrastructure for the month of July to organize a summer camp during which cadets learn military skills, improve individual shooting skills, conduct classes and tactical leadership of military units.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The study programme is implemented from the funds of the NAF, providing all the necessary resources for the provision of quality studies.

NDAL is a component of the National Armed Forces (hereinafter – NAF) which does not have a separate funding for utilities and building maintenance costs, all costs related to the maintenance of NDAL are covered from NAF budget. Military instructors are paid by NAF and assigned to NDAL for delivering study courses.

The cost of the study programme is calculated in accordance with the regulations of the Ministry of Defence No. 13-Note of July 5, 2012 “Procedure for collecting information on the total maintenance expenses of military educational institutions, as well as calculating and approving expenses directly related to obtaining education or upgrading of qualifications, and concluding a contract for obtaining education or upgrading of qualifications”. Each year, the cost of the study programme is calculated, including expenses directly related to obtaining a soldier's education. The cost of the study programme is given in the annex (see LF Other Annex *Finance*).

According to the Cabinet of Ministers regulations No. 643 *Regulations of Procedure of the National Defence Academy of Latvia*, the number of students is planned by the Ministry of Defence in the medium term, but determined by the Chief of Defence for each academic year, therefore, the minimum number of students is not set for the academy to ensure the profitability of the study programmes.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

44 highly qualified teaching staff members are involved in the implementation of the study programme “Land Forces Military Leadership”. Ten of them (23%) have a Doctoral degree, three of whom have been elected to the NDAL as lead researchers.

The two faculty members are retired military personnel and have been elected to the posts of assistant professor on the basis of the Cabinet of Ministers Regulations No. 643 of 07.11.2023, *Rules of Procedure of the National Defence Academy of Latvia* Section 16. One member of faculty is from the NDAL Sports Center, which provides teaching of the study course “General Physical Preparation”.

Eleven lecturers are invited from other universities (University of Latvia, Riga Technical University, RISEBA University of Applied Sciences) or whose education meets the requirements of teaching staff at a higher education institution, four of them have a doctoral degree. Two lecturers with a

doctoral degree are from the NAF TRADOC Language School, who provide provision of the study course “Professional English”.

Nine faculty members are military personnel whose place of service is the NDAL. Fourteen faculty members, on the other hand, are military persons assigned by order of the NAF commander to deliver specific courses of study.

Inviting specialists in the military field from combat units increases the quality of studies, giving students the opportunity to gain wider knowledge and the most up-to-date information. Student surveys show that it is the invitation of specialists from the military sector that is highly appreciated by students.

Further information on the teaching staff involved is reflected in the Annex (see Annex 2.3.1 *Basic information about the teaching staff involved in the implementation of study field* and CVs included in the Annex 2.3.2 *Biographies of the teaching staff (Curriculum Vitae in Europass format)*).

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Comparing the composition of the teaching staff in 2017 and 2023, it should be noted that it has changed by 58%. The change is due to the fact that in the implementation of the programme 56% of the teaching staff are military personnel who rotate from one unit to another during the specified periods, as well as participate in military missions or military exercises. Consequently, the composition of the military has changed, but the impact on the quality of studies has not been affected, since all military personnel are professionals in their field and are able to provide study courses at a high level.

Some faculty were replaced because students assessed their performance in surveys as very low. For example, the lecturer in the study course “Logics” was replaced, because the students pointed out that the teaching methods used by the teacher did not contribute to the quality of the course and that the lecturer was unable to communicate and answer the questions asked by the students. Since this tutor was only invited to deliver this course, then the NDAL management decided to look for another suitable tutor. Since 2020, this course has been taught by another tutor, whose performance is highly appreciated by the students. Low marks were received from students for tutors of Applied Mathematics. This could be due to the fact that the level of Mathematics knowledge in the secondary school is very low, but in the higher education the faculty must be able to ensure that the results are achieved for students with poor mathematical knowledge. Consequently, the third teacher who also teaches in a secondary school and who has good experience in working with young people has been invited to teach Applied Mathematics at present. By replacing these tutors, the quality of studies was improved, which was also appreciated by the students of the programme.

For some study course, faculty were replaced because previous faculty terminated working relationships with the NDAL. In their place, other equivalent teaching staff were found, which ensure the acquisition of study courses at a high level.

Changes in the composition of teaching staff have not worsened the quality of studies, since high-class specialists and professionals in their field are attracted to the implementation of the study programme. Prior the study courses, the teaching staff is sent a description of the study course with options for supplementing it, ensuring compliance with the requirements of higher education

studies.

The NDAL goal set by its management is to ensure high quality studies, independently monitor the performance of the teaching staff and analyse the results of the student survey.

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

To encourage faculty collaboration, an NDAL Planning Workshop is held annually in the 2nd semester. In the course of the seminar, the schedule of the previous academic year is analysed, as well as adjustments to the study plan for the next academic year are made. In addition to the teaching staff, informative lectures are held on the changes in regulatory enactments, as well as the exchange of experiences between the heads of departments of the NDAL structural units, methodologists and invited teaching staff is facilitated. As an additional criterion when creating a study plan, it is to check whether the content of the study courses supports the objectives of the study programme and the achievement of results. Under the leadership of the Department of Military Leadership Studies, general meetings of academic staff are regularly held, where discussions are conducted on academic issues, such as synchronization of the content of various study courses, quality of studies and results achieved by students, novelties in the fields of science,

as well as supervision of student research papers.

Within the framework of the LF ML study programme in February 2024, the ratio of the number of students and faculty is 156 students to 44 faculty members.

At the time of submission of the self-assessment report, the ratio of students and teaching staff at the LF ML study programme is 4 students to 1 teaching staff.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	LF Annex 3.1.1 Sample diploma and its annexes.pdf	SZS 3.1.1. pielikums. Diploms un tā pielikumi.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	LF Annex 3.1.2 Statistics on students.pdf	SZS 3.1.2. pielikums. Statistika par studejosajiem.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	LF Annex 3.2.1 Compliance with the State Education Standard.pdf	SZS 3.2.1. pielikums. Atbilstība valsts izglītības standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	LF Annex 3.2.2 Compliance with the professional standard.pdf	SZS 3.2.2. pielikums. Atbilstība profesijas standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)	LF Annex 3.2.7 Compliance with the specific regulatory framework.pdf	SZS 3.2.7. pielikums. Atbilstība specifiskajam normatīvajam regulējumam.pdf
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	LF Annex 3.2.3 Mapping of study courses.pdf	SZS 3.2.3. pielikums. Studiju kursu kartējums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	LF Annex 3.2.4 Plan of the study programme.pdf	SZS 3.2.4. pielikums. Studiju programmas plans.pdf
Descriptions of the study courses/ modules	LF Annex 3.2.5 Course descriptions.doc	SZS 3.2.5.pielikums. Studiju kursu apraksti.doc
Description of the organisation of the internship of the students (if applicable)	LF Annex 3.2.6 Internship regulation.pdf	SZS 3.2.6. pielikums. Prakses nolikums.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Command Staff Officer (46863)

Study field	<i>Military Defence</i>
ProcedureStudyProgram.Name	<i>Command Staff Officer</i>
Education classification code	<i>46863</i>
Type of the study programme	<i>Second level professional higher education programme (after bachelor, professional bachelor, second level professional higher education study programme) (short programme)</i>
Name of the study programme director	<i>Ēriks</i>
Surname of the study programme director	<i>Keisters</i>
E-mail of the study programme director	<i>eriks.keisters@mil.lv</i>
Title of the study programme director	<i>prof. maģistra grāds militārajā vadībā un drošībā; soc. zin. maģistra grāds vadībzinātnē</i>
Phone of the study programme director	<i>+371 27078900</i>
Goal of the study programme	<i>To prepare students as mid-level managers for service in the National Armed Forces (NAF), the North Atlantic Treaty Organization and the European Union multinational units with pronounced leadership abilities, high motivation and professional competence.</i>
Tasks of the study programme	<i>1. To ensure the acquisition of knowledge and skills necessary in the field of military leadership.</i> <i>2. To develop in students the ability to make decisions, solve problems and lead the personnel of the subordinate subunit in various and constantly changing or uncertain conditions, in peacetime and in the event of national danger, including in extreme and dangerous environments, contributing to the comprehensive development of the personality.</i> <i>3. To prepare competent, internationally competitive military leaders of various levels, who are able to use their knowledge, acquired skills and demonstrate understanding and professionalism.</i>

Results of the study programme	<p>1. Knows the requirements and standards of the NAF structure, tasks, armament, machinery, equipment and communication systems maintenance.</p> <p>2. Familiar with NATO and EU legislation, NATO structure and main tasks, international treaties and agreements, regulatory enactment procedures and professional terms in national and one of NATO's official languages.</p> <p>3. Familiar with the national military defence strategy, principles of cooperation between units of different forces, NAF, NATO conditional enemy structure, armament, tactics, CBRN protection, decision-making process and personnel management in everyday life and in conditions of increased tension and stress.</p> <p>4. Knows how to manage subordinate personnel in times of peace and crisis, plan and conduct measures to strengthen military discipline and train personnel, take responsibility for decisions and actions taken, work in psychologically difficult situations and solve problems.</p> <p>5. Can analyse received tasks and orders, navigate international, national and defence regulations related to national security and defence, and manage specific military operations according to the level and place of subordinate subunit in the overall military task plan.</p> <p>6. Is able to handle military equipment and equipment used in the specified environment, use standard operating procedures of the military operating environment, analytically use the information available for the performance of service duties.</p> <p>7. Able to make decisions, manage subordinate personnel in conditions of peace and crisis, ensure and maintain the professionalism and combat readiness of the subordinate subunit, implement the training of subordinate personnel, and ensure discipline and a good psychological microclimate in the subunit.</p> <p>8. Able to plan, use and maintain the combat equipment, technical means and equipment under the responsibility and organize the work of subordinate personnel.</p> <p>9. Able to obtain and analyse the information necessary for the performance of service duties, formulate and analytically describe it, navigate the processes of world and national political, economic and military conflicts, understand the role of the NAF and the represented specialty in the defence of the state, society and the role in the general context of the tasks of the NAF.</p>
Final examination upon the completion of the study programme	Diploma thesis

Study programme forms

Full time studies - 1 years, 5 months - latvian

Study type and form	Full time studies
Duration in full years	1
Duration in month	5
Language	latvian
Amount (CP)	101

Admission requirements (in English)	<i>Completed Academic Bachelor's study programme, first-cycle professional higher education study programme</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	-
Qualification to be obtained (in english)	<i>Professional qualification of a lieutenant</i>

Places of implementation

Place name	City	Address
National Defence Academy of Latvia	RĪGA	EZERMALAS IELA 8, ZIEMEĻU RAJONS, RĪGA, LV-1014

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Since the previous accreditation of the study programme “Command Staff Officer” (hereinafter referred to as CSO) in 2013, the content of the study programme has undergone a number of changes.

The scope of the internship was changed in accordance with the Cabinet Regulation No. 512 *Regulations on the State Standard of Vocational Higher Education of the Second Level*, providing internship in the amount of 20 CP. In the study programme, 5 internships were introduced, which ensured the fulfilment of the Regulations of the Cabinet of Ministers. With the introduction of internships, the volume of the study programme increased from 52 CP to 66 CP. When switching to the ECTS system — 101 CP.

From the content of the study programme, the State (qualification) Examination was removed, introducing examination requirements for the exam at the conclusion of the Tactics Course.

In the study programme, the study course Combat Endurance Course was introduced, which is aimed at testing the mental resilience of future NAF officers when performing tasks under conditions of increased workload, stress and fatigue, in order to analyse the endurance threshold of each participant of the course and give them recommendations for improvement in the future service.

Due to the fact that young people with higher education and good knowledge of English are studying in the programme, the study course Foreign Language 5 CP was removed from the content of the study programme, replacing this course with internship in the development of leadership skills in accordance with the requirements of the Cabinet of Ministers regulations. If students need to improve their knowledge of English in order to obtain the rank of lieutenant, optional courses outside of studies at the NDAL are provided.

During the reporting period, minor changes were additionally made to the content of the study programme. Study courses Medical Sustainment in the amount of 1 CP and Land Forces Sustainment (1 CP) were combined into one study course Sustainment (Logistics) Support (2 CP). When transferring to the ECTS system — 3 CP. The title of the study course Fire Support (1 CP) was changed to Introduction to Fire Support (1 CP), transferring to ECTS — 2 CP. The title of the study course Small Arms Construction and Capabilities (1 CP) was renamed to Basic Course in Small Arms Construction and Capabilities (1 CP), transferring to ECTS — 2CP. In this way, the titles of the course of study are more consistent with their content.

The study course Tactics/Internship was changed to the study course Platoon Tactics (incl. study paper) (18 CP), transferring to ECTS — 26 CP. Thus, this study course was synchronized with the study course of the undergraduate study programme “Land Forces Military Leadership”.

In accordance with Cabinet of Ministers Regulation No. 322 on the Latvian Educational Classification, programme is implemented in the educational thematic area “Civil and Military

Defence”, changing the programme group from “Labour Protection and Security”, code 862, to “Military Defence”, code 863. This group of programmes more accurately describes the content of the programme itself.

In accordance with the development plan of the field of study “Military Defence”, the study programme provides for consideration of the possibility of introducing specialization — the Naval Forces Command Staff Officer from 2025.

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The study programme “Command Staff Officer” complies with the Cabinet of Ministers Regulation No. 322 *Regulations on the Classification of Education of Latvia* for the programme group Military Defence. code 46863, included in the thematic area of education “Civil and Military Defence”. Graduates of the programme are awarded the professional qualification of the 6th level Lieutenant.

The CSO study programme is implemented in accordance with the Cabinet of Ministers Regulation No. 305 *Regulations on the State Standard of Professional Higher Education*.

CSO study programme fully corresponds to the field of study “Military Defence” and the defined purpose, providing students with the acquisition of military defence industry and professional competences for the needs of the National Armed Forces (hereinafter - NAF) Land Forces (hereinafter - LF). The duration of studies is 1 year and 5 months. The programme welcomes young people with previous higher education who have acquired knowledge, skills and competences corresponding to the level 6 of the Latvian Qualifications Framework (LQF). Prior to immatriculation, applicants must complete a pre-study training phase consisting of a basic military training course and a Junior Leader’s Course (see Section 2.1.4 of the Report).

The aim of the CSO study programme is to prepare students for service in the units and headquarters of the NAF LF in positions of the mid-level command staff, as well as in EU/NATO multinational units, with pronounced leadership abilities, high motivation and professional competence, which fully corresponds to the defined goal of the field of study “Military Defence”.

In order to achieve the goal of the CSO study programme, the following tasks are set:

1. to ensure the acquisition of knowledge and skills necessary in the field of military leadership;
2. to develop in students the ability to make decisions, solve problems and manage the staff of the subordinate unit in various and constantly changing or uncertain conditions, in peacetime and in the event of national danger, including in extreme and dangerous environments, contributing to the comprehensive development of the personality;

3. to prepare competent, internationally competitive military leaders of various levels who are able to use their knowledge, acquired skills and demonstrate understanding and professionalism.

Fulfilling the requirements of the study programme, students are awarded diplomas attesting the completion of professional higher education and the qualification of a lieutenant (see CSO Annex 3.1.1 *Sample diploma of the study programme "Commanding Staff Officer"* and its annexes).

Admission to studies at the reported programme is organized after the completion of higher education and before the commencement of studies, thus during 1 year and 5 months a student acquires all the necessary knowledge, skills and competences to perform his/her duties of a lieutenant (see Annex 2.1.5 *Sample of a study agreement*).

In general, the content of the CSO study programme is primarily intended for the professional preparation of the commander of the Light Infantry Rifle Platoon, where the duration of studies fully allows to realize the goal and tasks set by the NAF, achieving the desired study results of graduates, which correspond to the Standard of the Profession of Lieutenant.

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

CSO study programme is implemented in accordance with the regulations of the Ministry of Defence No. 24 *Rules for the basic training of officers in the professional service*, which stipulate the procedures for organizing the basic training of officers in order to prepare the officers required for professional service in the National Armed Forces (NAF). The CSO study programme provides an opportunity for young people with higher education to obtain the rank of junior officer in a short period of time and build their career in the military field.

Today, the state defence sector has become a priority, so it is important for the NAF to prepare professionally trained officers and soldiers who will be able to protect the sovereignty and territorial inseparability of the Latvian state in the event of a state threat.

The goal of the CSO, similar to the bachelor's study programme "Land Forces Military Leadership", is to prepare officers for the needs of the NAF LF, thus the economic and social justification of the CSO study programme is described in Chapter III. Subchapter 3.1.3 of the description of the study programme "Land Forces Military Leadership".

Graduates of the study programme "Command Staff Officer" are provided with service (work) places in the units of the National Armed Forces.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Studies in the NDAL CSO study programme take place in Latvian in the form of face-to-face studies. The number of study places shall be determined in accordance with the officer preparation plan

approved by the commander of the NAF. Studies are conducted at the expense of state funds.

During the reporting period, the number of students enrolled in the CSO study programme varies from 13 to 28 students per year. The number of students depends on how many young people with previous higher education show interest in this programme and apply for studies, then how many of those who applied will pass the selection process by passing a medical and psycho-diagnostic examination. Another part does not pass the pre-study stage — the Basic Training Course and the Junior Leader's Course — which is a mandatory requirement to start their studies at NDAL. Taking into account the state of health of the enrolled cadet- candidates, the general physical fitness, as well as the motivation to serve in the NAF, the number of cadet -candidates deducted is variable, but in fact makes up one third of the number of selected soldiers. After immatriculation, the number of students continues to change over the years, since the number of cadets deducted is influenced by a number of objective factors: health problems, general physical fitness, adherence to military discipline, inability to complete courses of study and failure, as well as other personal reasons. In order to reduce the number of cadets deducted, then a Sports Concept has been developed to improve health and physical fitness. On the other hand, if the student's failure occurred for objective reasons, for example, temporary health problems, then an individual curriculum is developed for the student to master the course which has not been acquired. In cases of significant health disorders, the student is exmatriculated from the NDAL, maintaining the status of a soldier with the right to resume studies in the CSO study programme after one year. The largest student drop-out was in the academic year 2020./2021, 21% of students were deducted from the total number of students. Most of these students were deducted for health reasons that could be due to the impact of Covid-19.

The study programme is completed by 78-90% of the students of the immatriculated, which is a good indicator. Only in 2020 56% of the number of immatriculated students graduated in academic year 2020/2021. The dynamics of the number of students can be seen in Annex 3.1.2 of the CSO *"Statistics on students in the study programme "Command Staff Officer"*.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The structure of the study programme “Command Staff Officer” complies with the Cabinet Regulation No. 305 “Regulations on the State Standard of Professional Higher Education” to the requirements of Part VIII and the standard of the profession “Lieutenant” https://www.niid.lv/files/prof_standartu_registrs/ps0373.pdf (Latvian only) (see Annex 3.2.1 of the CSO “Compliance of the study programme “Command Staff Officer” with the Regulations on the Standard of State Professional Higher Education” and Annex 3.2.2 of the CSO “Compliance of the study programme “Command Staff Officer” with the Professional Standards and Professional Qualification Requirements), as well as with the specific regulatory framework of the military sector (see CSO Annex 3.2.7 *Compliance of the professional study programme “Command Staff Officer” with the specific regulatory framework of the military sector*).

The content of the study programme has been developed according to its aim — to prepare students as mid-level managers for service in the National Armed Forces (NAF), the North Atlantic Treaty Organization and the European Union multinational units with pronounced leadership abilities, high motivation and professional competence. When determining the results to be achieved in the study programme, the competencies and knowledge specified in the standard of the profession “Lieutenant” were taken into account.

The study programme consists of 10 mandatory study courses (Mandatory Part A) and 6 restricted elective study courses (Restricted Electives Part B), and two additional study courses in accordance with the requirements of the Law Environmental Protection Law and the Civil Protection and Disaster Management Law. In accordance with the “State Standard of Professional Higher Education”, the study programme includes internships and the development and defence of a Diploma thesis (see CSO Annex 3.2.4 *Plan of the study programme “Command Staff Officer”*).

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

When developing study courses, their compliance with the objectives of the programme and the results to be achieved is checked, and the interrelation and consistency of the study courses are observed. In order to evaluate the correlation of the results achieved in the study courses with the results determined by the study programme, a mapping of the study courses was carried out (see Annex 3.2.3 of the CSO *Mapping of study courses of the study programme “Command Staff Officer”* using the descriptions of the study courses included in the study programme (see Annex 3.2.3). Annex 3.2.5 of the CSO *Course descriptions of the study programme “Command Staff Officer”*). The study course mapping consists of the learning outcomes of the study programme, which are defined in achievable knowledge, skills and competences, and the learning outcomes of each study course — knowledge, skills and competences.

The content of the study programme is focused on mastering professional study courses in the field of military service. The study programme is implemented in 1 year and 5 months, in 3 semesters.

In the first year of study, students undergo the second most intensive military training of officers in Latvia after the training of officers of the NAF Special Task Unit. Initially, knowledge and skills are acquired necessary for the junior leader, the commander of an infantry squad are acquired. After that, knowledge of the structure and capabilities of small arms, combat techniques and armament is improved, the basics of combat support and combat sustainment are acquired. Then follows the examination of the acquired knowledge of military leadership, physical and psychological abilities, perseverance and suitability for the profession of an officer in the Combat Endurance Course. At the

end of the academic year, during internship, students learn to plan and practically lead infantry platoon operations.

In the second year of study, the knowledge necessary for the younger leader in military leadership, psychology, pedagogy and military law is acquired, as well as knowledge in the history of the art of war is acquired. At the end of the study programme, students undergo an internship in NAF units and defend their thesis.

The content of the programme is constantly updated according to the request of the employer - NAF.

Assessing the relationship between the goal of the study programme and the outcomes to be achieved with the objectives and results of the study courses, it can be concluded that the content of the programme and the study courses make it possible to achieve both the goal of the programme and the outcomes envisaged in the programme. By successfully mastering the programme, students achieve the expected results of the programme, acquire knowledge, skills and competence, which allows to effectively perform the service in the NAF.

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study programme is implemented according to an approved study plan. The study courses are planned in the form of modules, when the students fully master one or some of the study courses, then the next study courses follow. In this way, students focus on mastering a certain subject, as well as military instructors are invited to deliver a study course in the given period. Such a layout also facilitates the provision of a training range for the realization of military courses.

The study courses are realized according to their volume determined in the credit points. The amount of 1 credit point — from 25 to 30 academic hours. The number of contact hours depends on the content of a particular course of study. For military courses of study, contact hours can be composed up to 80% of the volume of the study course.

The methods of implementation of studies in each study course are selected according to the specifics of the course, the goals and objectives set, the peculiarities of achieving the intended

study results and the general orientation of the study programme.

To ensure the study process, both theoretical and practical knowledge are provided in a systematic way. In the study courses, various teaching methods are used — lectures, seminars, discussions, tests and assessments, as well as group work. Interactive teaching methods and various organizational forms of training are used to facilitate the learning of professional field study courses, e.g., historic case study analysis, war games, decision forcing games, as well as military operations simulators of weapons and systems (simulators of fire and weapons support request and correction).

For studying courses, tutors use a system approach, where initially the students are given the theoretical introductory part, followed by the students' practical work, in addition, cadets have the opportunity to conduct practical classes themselves, using and consolidating the previously acquired theoretical knowledge. A more detailed description of the methods is given in Sections 2.1.5 and 3.2.2.

All course materials are available in the NDAL electronic system ILIAS, which is constantly updated.

In order to keep the knowledge gained relevant to the industry, NAF guest lecturers — officers and specialists — are regularly invited to deliver lectures. Each of the study courses begins with a presentation of the description of the study course, where the learning outcomes to be achieved are determined, as well as an explanation of the criteria for mastering the study course is given.

To ensure that the acquisition of education at the NDAL corresponds to a student-centred approach, emphasis is placed on the involvement of students in the improvement of the study content and process — after each of the study course, cadets fill out a questionnaire about the performance of tutors and lecturers. During the studies, general meetings are constantly held, where cadets can ask topical questions to the management. In turn, at the end of the programme, the Rector and Vice-Rector meet with the graduates and discuss aspects that should be improved or changed.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

The student internship in the CSO study programme is determined by the Internship Regulations approved by the NDAL Study Council (see Annex 3.2.6 of the *CSO Description of the organization of student internship in the study programme "Command Staff Officer"*). Students are provided with internship opportunities in NAF units, participation in the internship is mandatory and is started already in the first year of study. The internship is divided into several stages according to the systematicity of studying courses and the goals of improvement of military competencies. The total amount of practice of the CSO study programme is 30 CP and includes the following stages:

1. Internship within the Squad Tactics Course (12 CP), duration is eight weeks. The internship is implemented in the spring semester of the 1st year. Its purpose is to consolidate the theoretical knowledge gained at the pre-study stage and to practice military skills at the level

of the infantry squad. In addition to the assessment of military skills, trainees receive recommendations for the improvement of personality leadership traits;

2. Leadership Skills Development Internship during the Summer Camp (6 CP). The internship is implemented in the spring semester of the 1st year. Similar to the students of the Land Forces Military Leadership study programme, during the internship, CSO cadets exercise and strengthen individual and collective military skills, as well as practice leadership functions;
3. Internship in military exercises “Silver Arrow” or “Namejs” and “Crystal Arrow” (6 CP). The internship is in the 2nd and 3rd semesters. In the course of internship, CSO cadets strengthen practical skills in the command of platoon and company tactics, independently leading and participating in tactical maneuvers of the subunit in battlefield conditions. The purpose of the internship is to strengthen the theoretical and practical knowledge of infantry platoon and company tactics, military psychology, pedagogy, class delivery, as well as improving the personality traits of the leader;
4. Pre-diploma Internship (6 CP). The internship is implemented in the 3rd semester. The purpose of the internship is to familiarize the cadets with the next place of service. The Pre-diploma internship concludes with a submitted internship report.

The criteria for evaluating the internship are set out in the *Regulations on Internship*. In internships, students are evaluated according to several criteria that help to objectively assess the student's performance throughout the internship. In addition to tactical and technical knowledge, personal qualities are also evaluated, such as attitude, discipline, cooperation with colleagues, ability to make decisions and others. The student receives an assessment at each stage of the internship.

All stages of internship ensure the consolidation of theoretical knowledge, the development of leadership skills and the acquisition of competencies in decision-making, personnel management, as well as in the use of combat equipment, technical means and equipment. The goals and objectives set by the stages of the internship provide for the achievement of the outcomes of the study programme.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

At the end of the programme “Command Staff Officer” students develop a qualification paper — a Diploma thesis. The development and defence of the qualification paper is organized in accordance with the *Regulations on State Examinations of the National Defence Academy of Latvia* approved by the Senate of the NDAL on 17.01.2023 (see Annex 1.1 *NDAL Main Regulatory Documents* – 1.1.20 *Regulations on State Examinations at the National Defence Academy of Latvia*).

The development of the thesis is carried out in accordance with the Methodological Instructions for the development and defence of the thesis. The theme of the diploma thesis is chosen by the CSO student independently according to the research areas of the field of study “Military Defence”,

which are described in subchapter 2.4.5 of the Report. Thesis topics are related to topical issues in the military sector. For example, in 2023, two theses on the implementation of the State Defence Service were defended. In 2021, a diploma thesis on psycho-emotional risk factors and stress in remote training was defended, which was a very topical issue in connection with Covid-19 restrictions. During the development of the Final thesis the consultations of the supervisors of their thesis are available, as well as international scientific databases subscribed by the NDAL. Theses are supervised both by NDAL academic and military staff with appropriate education.

The final theses of the programme are evaluated by the State Examination Board, which consists of the chairman of the board, the deputy chairman, at least three members of the board and the secretary. The chairman of the board and half of the members of the board are representatives from NAF units who engage with great interest in discussions with cadets about their research.

The analysis of the final assignment evaluations shows that the highest grade 10 (excellent) is obtained relatively rarely (5% of the total number of graduates in the CSO programme), for example, 10 points were obtained by two cadets in 2021, one cadet in 2022, one cadet in 2023. During the reporting period, there is a tendency for the academic result of CSO study programme students to increase, where the average mark rating for diploma theses in the period from 2018 to 2023 is in the range of 6.9 to 8.

Starting from 2023 a "Cadet Research Conference", where CSO graduates have an opportunity to present the best research, is held.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

For the implementation of the CSO study programme, the NDAL infrastructure and material technical support are used, which are described in detail in Chapter 2.3.2 of the Report. Part of the CSO study courses take place in rural conditions, where the NAF Ādaži training range is used for tactical training and combat shooting, as well as the infrastructure of the Ādaži military base. In addition to the implementation of military training, the infrastructure of the NAF Infantry School and the NAF Non-commissioned Officers School is also used.

The NDAL library complex, part of the NDAL Welfare Center, opened in 2022, is also available to the NDAL students. The library is in the library registry and provides several reading rooms (24 hours, silent, audiovisual and classic), a depository and access to various databases - Lursoft, Letonika, Newspaper Library, EBSCO "*Military&Government Collection*", EBSCO "*Ebook Collection*", EBSCO National Package, Taylor and Francis "*Military&Strategic Studies*", SIPRI Yearbook online etc A subscription is also available.

Evaluating the resource, informational and material technical base, NDAL students are fully provided with everything necessary to achieve the study results.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The study programme is implemented from the funds of the NAF, providing all the necessary resources for the provision of quality studies.

NDAL is a component of the National Armed Forces (hereinafter – NAF) which does not have a separate funding for utilities and building maintenance costs, all costs related to the maintenance of NDAL are covered from NAF budget. Military instructors are paid by NAF and assigned to NDAL for delivering study courses.

The cost of the study programme is calculated in accordance with the regulations of the Ministry of Defence No. 13-NOT of July 5, 2012 “Procedure for collecting information on the total maintenance expenses of military educational institutions, as well as calculating and approving expenses directly related to obtaining education or upgrading of qualifications, and concluding a contract for obtaining education or upgrading of qualifications”. Each year, the cost of the study programme is calculated, including expenses directly related to obtaining a soldier's education.

The costs of the study programme are given in annex (see CSO Other Annex *Finance*).

According to the Cabinet of Ministers regulations No. 643 *Regulations of Procedure of the National Defence Academy of Latvia*, the number of students is planned by the Ministry of Defence in the medium term, but determined by the Chief of Defence for each academic year, therefore, the minimum number of students is not set for the academy to ensure the profitability of the study programmes.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on

how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The teaching staff of the study programme is provided by 22 members of the teaching staff. Since the study programme mainly consists of military courses of study, 73% of the teaching staff are soldiers of professional military service or military personnel retired from active service, whose qualifications fully meet the requirements of the programme and ensure the necessary quality. Four members of the teaching staff (18%) with Doctoral degrees participate in the implementation of the study programme, of which three are elected to NDAL academic positions as leading researchers. Two lecturers are visiting lecturers from the University of Latvia, who provide study courses "Military Pedagogy" and "Environmental Protection and Labour Protection", one of whom is a professor. One faculty member is a retired military person elected to the post of an assistant professor of the NDAL in accordance with Cabinet of Ministers Regulations No. 643 of 07.11.2023, Rules of Procedure of the National Defense Academy of Latvia, and who provides the study course "Engineering Support". 5 members of the teaching staff (23%) are military personnel whose place of service is the National Defence Academy of Latvia, while 8 members of the teaching staff (36%) are military personnel assigned by order of the NAF Commander to deliver certain courses of study who have appropriate military or professional competence.

The qualifications of the teaching staff involved in the implementation of the programme are fully consistent with the achievement of the goal and objectives of the study programme, since all teaching staff are specialists in their field. All military instructors have long service experience and appropriate qualifications in the provision of study courses, which helps to achieve the set learning outcomes.

Data on the provision of teaching staff of the CSO study programme are given in Annex (see Annex 2.3.2 *Biographies of the teaching staff (Curriculum Vitae in Europass format)*).

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Since 73% of the teaching staff are soldiers of the professional military service who rotate from one unit to another during the specified periods, as well as participate in military missions or military exercises, the composition of the military faculty has changed significantly since the previous accreditation in 2013. Only 26% or 6 lecturers of all the teaching staff involved in the study programme have remained, which ensured the realization of the study courses throughout the reporting period. Three of them are civilian lecturers who have been elected as lead researchers at the NDAL. One is a retired military person who is elected to the post of an assistant professor and provides the study course "Engineering Support", one is an NDAL military person who is a senior lecturer and provides the study course "Military Psychology". One military person who is independently commissioned in the provision of the study course "Basic Course in Small Arms Capabilities and Construction".

Changes in the composition of teaching staff have not worsened the quality of studies, since high-class specialists and professionals in their field are attracted to the implementation of the study programme. Prior the study courses, the teaching staff is sent a description of the course of study

with options for supplementing it, ensuring compliance with the requirements of higher education studies. The quality of studies in the NDAL is assessed independently, thus no degradation of quality is allowed.

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

In order to synchronize the content of the study courses of the CSO study programme and ensure the quality of studies in accordance with the NDAL Quality Policy and the NDAL Regulation on Internal Study Quality Assurance, topical study issues are analysed at the meetings of the Study Council, general meetings of the NDAL staff and academic staff, as well as in working seminars of the management group. In order to ensure the implementation of professional courses of study in the field according to the needs of the employer, special attention is paid to the cooperation of the independent academic staff of the NDAL with the visiting lecturers of the regular units of the NAF — soldiers of the professional service who are involved in the delivery CSO study courses and military training.

At the time of submission of the self-assessment report, the ratio of students and teaching staff at the CSO study programme is 1.5 students to 1 teaching staff.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	CSO Annex 3.1.1 Sample diploma and its annexes.pdf	KSV_Diploms_un_ta_pielikums_LV.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	CSO Annex 3.1.2 Statistics on students.pdf	KSV 3.1.2. pielikums. Statistika par studejosajiem.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	CSO Annex 3.2.1 Compliance with the State Education Standard.pdf	KSV 3.2.1. pielikums. Atbilstiba valsts izglitibas standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	CSO Annex 3.2.2 Compliance with the professional standard.pdf	KSV 3.2.2. pielikums. Atbilstiba profesijas standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)	CSO Annex 3.2.7 Compliance with the specific regulatory framework.pdf	KSV 3.2.7. pielikums. Atbilstiba specifiskajam normativajam regulejumam.pdf
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	CSO Annex 3.2.3 Mapping of study courses.pdf	KSV 3.2.3. pielikums. Studiju kursu kartejums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	CSO Annex 3.2.4 Plan of the study programme.pdf	KSV 3.2.4. pielikums. Studiju programmas plans.pdf
Descriptions of the study courses/ modules	CSO Annex 3.2.5 Course descriptions.doc	KSV 3.2.5. pielikums. Studiju kursu apraksti.doc
Description of the organisation of the internship of the students (if applicable)	CSO Annex 3.2.6 Internship regulation.pdf	KSV 3.2.6. pielikums. Prakses nolikums.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Naval Forces Military Leadership (42863)

Study field	<i>Military Defence</i>
ProcedureStudyProgram.Name	<i>Naval Forces Military Leadership</i>
Education classification code	<i>42863</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Artis</i>
Surname of the study programme director	<i>Strautiņš</i>
E-mail of the study programme director	<i>artis.strautins@mil.lv</i>
Title of the study programme director	<i>profesionālais maģistra grāds jūras transportā</i>
Phone of the study programme director	<i>+371 29902332</i>
Goal of the study programme	<i>To prepare students as mid-level managers for service in the National Armed Forces (NAF), North Atlantic Treaty Organization and European Union multinational units with strong leadership abilities, high motivation and professional competence.</i>
Tasks of the study programme	<ol style="list-style-type: none"> <i>1. It is a priority to consider the formation of the student as a leader and the development of his creative personality.</i> <i>2. To establish a concentration of basic courses for the formation of a military leader in Mandatory Part A, so that students gain theoretical understanding and practical skills in planning, conducting and controlling tasks of a military and non-military nature.</i> <i>3. To develop students' abilities to analytically formulate and make objective decisions in high-risk conditions and crisis situations.</i> <i>4. To acquire leadership and military-technical knowledge, incl. combat engineering support, individual and collective armament, communications and combat equipment that meet the requirements for the professional qualification of a Lieutenant of the ship crew.</i> <i>5. To provide such a block of interdisciplinary complex Restricted Electives Part B courses of a specific specialization that students acquire knowledge in engineering study courses and aviation industry issues, the practical knowledge of which can be applied to the proper driving and use of NAF vessels.</i> <i>6. To acquire self-education and research work skills by studying industry literature, conducting research, preparing semester, Study and Diploma paper, preparing projects and other types of tasks related to seafaring, engineering engineering and national defense.</i> <i>7. To promote further improvement of the content of the study programme and study process in accordance with the development plans, tasks and technological development of the NAF.</i>

Results of the study programme	<p>1. Knows NAF structure, tasks, armament, equipment, and standards and maintenance of communication systems.</p> <p>2. Knows NATO and EU legislation, NATO structure and main tasks.</p> <p>3. Is familiar with the national military defense strategy, the principles of cooperation between various forces, the structure, armament, tactics of the conditional adversary of the NAF and NATO, CBRN protection.</p> <p>4. Knows how to lead subordinate personnel in times of peace and crisis, plan and lead measures to strengthen military discipline and personnel training, take responsibility for one's decisions and actions, work in psychologically difficult situations and solve problems.</p> <p>5. Knows how to analyse the tasks and orders received, familiar with international, national and defence regulatory acts related to national security and defence and conducts specific military operations according to the level and place of the subordinate unit in the overall military task plan.</p> <p>6. Knows how to handle the military equipment and equipment used in the specified environment, uses the standard operating procedures of the military operating environment, analytically uses the information available for the performance of official duties.</p> <p>7. Able to make decisions, lead subordinate personnel in peace and crisis conditions, ensures and maintains the professionalism and combat readiness of the subordinate unit, carries out training of subordinate personnel and ensures discipline and a good psychological microclimate in the unit.</p> <p>8. Able to plan, use and maintain the combat equipment, technical means and equipment in charge and organize the work of subordinate personnel.</p> <p>9. Able to obtain and analyse the information necessary for the performance of official duties, formulate and analytically describe it, familiar with global and state political, economic and military conflict processes, understands the role of the NAF and the represented specialty in national defence, society and the role in the overall context of the tasks of the NAF.</p>
Final examination upon the completion of the study programme	Bachelor's Thesis

Study programme forms

Full time studies - 4 years, 6 months - latvian

Study type and form	Full time studies
Duration in full years	4
Duration in month	6
Language	latvian
Amount (CP)	273
Admission requirements (in English)	Secondary education
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Bachelor's degree in Naval Forces Military Leadership
Qualification to be obtained (in english)	Lieutenant

Places of implementation

Place name	City	Address
National Defence Academy of Latvia	RĪGA	EZERMALAS IELA 8, ZIEMEĻU RAJONS, RĪGA, LV-1014

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Based on the regulations of the Cabinet of Ministers of June 21, 2023 No. 305 *Regulations on the Standard of State Professional Higher Education*, the structure of the study programme "Naval Forces Military Leadership" has not changed, but the mandatory content has changed in accordance with the requirements of the law. In the last accreditation in 2013, the Mandatory part A of the study programme consisted of courses related to General Education and Humanities, Military Studies, Industry professional specialization courses, Economics and Leadership study courses, Free Electives Part C and the State examinations. The programme Naval Forces Military Leadership is provided in two specializations - "Vessel Driving" and "Ship Mechanics" - the contents of which consist of the Mandatory Part A, Restricted Electives Part B, Free Electives Part C, Internship and the State examination.

The study courses of the Restricted Electives Part B of the study programme are revised in accordance with the requirements of *the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (hereinafter - STCW)* regarding the education of seafarers. Those studying the study programme specializations "Vessel Driving" and "Ship Mechanics" must be competent in relation to the international requirements for seafarers when driving ships and ensuring the operation of ships.

As the regulations on the mandatory content of the study programme have changed, the study courses were rearranged to the relevant part of the study programme. The most significant changes in the study courses of the study programme were made in the clarification of their titles, new study courses were added and the former were combined or separated.

The Mandatory Part A of the study programme consists of 90 CP (ECTS), Restricted Electives Part B 110 CP, Free Electives Part of 9 CP, Internship of 46 CP and the State examination of 18 CP. Total 273 CP.

The following changes were made during the reporting period in the Mandatory Part (A) of the study program Naval Forces Military Leadership specialization "Vessel Driving" and "Ship Mechanics":

- The study course Mathematics in the amount of 9 CP was reduced to 6 CP (9 ECTS) and a new study course Introduction to Physics was introduced in the amount of 2 CP (3 ECTS) in order to strengthen the students' weak knowledge in Sciences before learning the study courses of the Restricted Electives Part B. Physical training for young people is also in an unsatisfactory state, and the volume of the Physical Training course was increased from 2 CP to 3 CP (4 ECTS). On the other hand, the knowledge of the English language is significantly better for those enrolled in the study programme, so the volume of the foreign language study course English was reduced from 6 CP to 2 CP (3 ECTS);
- The study course Military Pedagogy and Psychology in the amount of 2 CP was divided into two separate study courses: Military Pedagogy 2 credits (3 ECTS), and Military Psychology 2 credits (3 ECTS). The scope of the topics of these courses is justified by the growing

psychological interaction of people in the modern work and training environment, where it is necessary to strengthen the ability to work and learn under conditions of stress and discomfort;

- The volumes of some Land Forces courses were reduced in order to include new tactical study courses in the study programme to improve the military skills of the students. The study course Fire Support in the amount of 2 CP was specified as Introduction to Fire Support with 1 CP (2 ECTS). The study course Combat Engineer Support in the amount of 4 CP was specified as Engineer Support with 1 CP (2 ECTS). The study course Geospatial Information and Meteorology in the amount of 2 CP was specified as Fundamentals of Military Geospatial Information and Meteorology with 1 CP (2 ECTS);
- The descriptions of the study courses and their topics were revised, where the study course Medical Support with 2 CP was reduced to 1 CP (1 ECTS), as part of the topics are learned in the study course Maritime Safety and Security 5 CP (7 ECTS). The study course Naval Forces Sustainment was revised and optimized in the amount of 2 CP for 1 CP (2 ECTS) and the study course Economics in the amount of 2 CP was renamed as Introduction to Economics for 1 CP (1 ECTS). The study course Financial Fundamentals in the amount of 2 CP was removed from the study programme;
- Insignificant changes have only been made by dividing the study course Military Equipment and the Small Arms Construction in the amount of 2 CP into two separate study courses: Combat Equipment and Armament 1 CP (2 ECTS) and Basic Course in the Small Arms Construction and Capabilities 1 CP (2 ECTS);
- Titles of study courses were specified: Leadership Theory as Military Leadership in the amount of 3 CP (4 ECTS); Chemical, Biological, Radiological and Nuclear (CBRN) Defence as Chemical, Biological, Radiological and Nuclear (CBRN) Defence for Naval Forces in the amount of 1 CP (2 ECTS).
- Analysing employer surveys, professional standards, national education standards, modern military trends and the field of military operations on the battlefield, the Mandatory Part (A) of the study programme was supplemented with the following study courses: Military Ethics 1 CP (1 ECTS), Naval Forces Basic Training Course 6 CP (8 ECTS), Civil Protection 1 CP (1 ECTS), Latvian Military History 2 CP (3 ECTS), Military Drill Training 1 CP (1 ECTS), Combat Skills Maintenance (Summer Field Camp) 3 CP (5 ECTS), Combat Endurance Course 1 KP (2 ECTS) , Introduction to Land Forces Tactics 1 CP (2 ECTS), Research Methodology 1 CP (1 ECTS) and Information Warfare 2 CP (3 ECTS). The introduction of these study courses in the study programme promotes both theoretical knowledge and practical skills in the formation of a modern military leader and builds competencies for a military sailor.

The total changes in the study programme Naval Forces Military Leadership in the “Vessel Driving” specialization were made in the amount of 34 CP, which is 12% of the total 273 CP. The number of credit points since the last accreditation has increased from 180 to 182 credit points (270-273 ECTS).

Study courses of the study programme Naval Forces Military Leadership specialization “Vessel Driving” Restricted Electives Part B are reviewed according to STCW requirements:

- new study courses Bridge Resource Management 2 CP (3 ECTS) and ECDIS 2 CP (3 ECTS) were introduced;
- The titles were specified also for Environmental Protection/Environment Pollution Protection to Maritime Safety and Security in the amount of 1 CP (1 ECTS); GMDSS, ARPA/RADAR courses to Organization of Communications and GMDSS in the amount of 4 CP (6 ECTS); Ship Navigation to Technical Navigation Aids in the amount of 2 CP (3 ECTS); Ship power and electrical equipment to Ship's Power Plants and Electrical Systems in the amount of 2 CP (3

ECTS); Organization of Communications, and Radiolocation (RLS) systems to the Use of Radio Navigation and RLS in Vessel Driving in the amount of 3 CP (4 ECTS); Maritime Law to Military Maritime Law in the amount of 1 CP (2 ECTS); Cargo Handling on Ships to Cargo Handling and Stowage in the amount of 1 CP (2 ECTS);

- The title of the study course Tactics was changed to Naval Forces Tactics in the amount of 9 CP (12 ECTS), the content of which was adapted to each specialization individually in order to prepare students for the Pre-diploma Internship. The content of the course includes topics from the study courses Warship Viability 1 CP, Tactical Maneuvering 2 CP, Naval Combat Equipment 1 CP and Military Seamanship 1 CP.
- The amount of credit points for the study courses Celestial Navigation was changed from 3 CP to 2 CP (3 ECTS); Maritime Safety and Security from 4 CP to 5 CP (7 ECTS); Ship Construction and Stability (with Qualification Paper) from 6 CP to 4 CP (5 ECTS).

The Internship part of the study programme Naval Forces Military Leadership specialization “Vessel Driving” was reduced from 32 CP to 30 CP (46 ECTS) and the State examination part was reduced from 14 CP to 12 CP (18 ECTS).

The total changes in the “Naval Forces Military Leadership” study programme in the specialization “Ship Mechanics” were made in the amount of 47 credit points, which is 17% of the total 273 CP. The number of credit points since the last accreditation has been reduced from 188 to 182 credit points (282-273 ECTS)

The study courses of the “Naval Forces Military Leadership” specialization “Ship Mechanics” Restricted Electives B Part are reviewed according to the STCW requirements:

- new study courses Maritime Safety and Security 5 CP (7 ECTS); Bridge Resource Management 2 CP (3 ECTS) and Ship Handling Basics 1 CP (2 ECTS) were introduced;
- Study courses Welding 1 CP, Metrology 1 CP, Basics of Hydromechanics 1 CP and Ship System Diagnostics 1 CP combined under the study course Internship in Workshops 4 CP (6 ECTS);
- The title of the study course Graphic Geometry and technical drawing 1 CP was changed to Technical Drawing 2 CP (3 ECTS); Environmental protection/Protection of environmental pollution 2 CP to Maritime Safety and Security 1 CP (1 ECTS);
- the amount of credit points was changed for Theoretical Mechanics study courses from 3 CP to 2 CP (3 ECTS); Material Science from 1 CP to 2 CP (3 ECTS); Ship Repair Technology from 1 CP to 2 CP (3 ECTS); Thermodynamics and Heat Transfer from 3 CP to 2 CP (3 ECTS);
- The title of the course Tactics was changed to Naval Forces Tactics in the amount of 9 CP (12 ECTS), the content of which was adapted to each specialization individually in order to prepare students for the Pre-diploma Internship. The course content collected topics from the study courses Maritime Law 1 CP and Military Seamanship 1 CP.

The Ship Mechanics part of the study programme “Naval Forces Military Leadership” specialization “Ship Mechanics” was reduced from 44 CP to 30 CP (46 ECTS) and the State examination part was reduced from 14 CP to 12 CP (18 ECTS). The Internship was significantly reduced to include new courses of study in the military field and those prescribed by STCW, without significantly changing the existing study courses of the study programme.

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (Details are given in Other Annex. *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The study programme "Naval Forces Military Leadership" (hereinafter - NFML) corresponds to the programme group Military Defence, code 46863, of the Cabinet of Ministers Regulation No. 322 *Regulations on the Classification of Latvian Education*, which is included in the thematic field of education Civil and military defence. Graduates of the programme are awarded the 6th level professional qualification "Lieutenant".

NFML prepares students to become mid-level managers with strong leadership abilities, high motivation and professional competence for service in the NAF NF units, NAF, EU/NATO multinational units.

After successful completion of the Bachelor's study programme of professional higher education and the development and defence of the Bachelor's thesis, the Professional Bachelor's degree in Naval Military Leadership, professional qualification - Lieutenant of the National Armed Forces is awarded. (see NF Annex 3.1.1 *Sample diploma of the study programme "Air Forces Military Leadership" and its annexes*). The aim of the programme fully corresponds to the scope and aim of the study field "Military Defence".

In order to achieve the goal of the study programme, the following tasks are set:

1. Consider the formation of the student as a leader and the development of his creative personality as a priority;
2. Create a concentration of basic military leader training courses in Block A, so that students gain theoretical understanding and practical skills in planning, managing and controlling tasks of a military and non-military nature;
3. To develop students' abilities to analytically formulate and make objective decisions in conditions of increased risk and in crisis situations;
4. Learn management/leadership and military technical knowledge, incl. combat engineering support, individual and collective armament, communications and combat equipment that meet the professional qualification requirements of the crew commander;
5. To provide such a block of interdisciplinary complex B courses of a specific specialization, so that students acquire knowledge in engineering group study courses and maritime industry issues, the practical knowledge of which can be applied to the management and proper operation of NAF ships, as well as possible further studies at the Latvian Maritime Academy of Riga Technical University for obtaining a professional bachelor's degree in sub-programmes "Vessel Driving", "Ship Mechanics" or for master's degree studies;
6. To acquire the skills of self-education and research work by studying industry literature, conducting research, completing study and bachelor's papers, preparing projects, etc. tasks related to seafaring, engineering and national defence;
7. Promote further improvement of the study programme content and study process in accordance with the NAF development plans, tasks and technological development.

The knowledge and practical skills acquired in the professional higher education bachelor's study

programme "Naval Forces Military Leadership" enable graduates to serve in the Naval units and headquarters of the National Armed Forces in junior command positions.

The study programme provides skills and abilities in the military leadership, tactics, combat support and provision of the Navy. Thus, as indicated in the regulations of the Cabinet of Ministers of the Republic of Latvia on the Classifier of Professions, it is necessary to obtain such an education that he/she, as a military leader, is, first of all, capable of:

1. Leading, planning and ensuring the execution of the tasks of the subordinate unit in peacetime and in case of national threat;
2. Adopting and formulating one's decision and control its execution;
3. Knowing the specific service environment in the defined area, and related regulatory acts;
4. Performing official duties in the national language and at least one of NATO's official languages;
5. Working in psychologically difficult situations and solving problems;
6. Is familiar with the international, national and internal regulatory acts related to national security and defence and apply them according to the situation;
7. Knows the construction and operation principles of specific military equipment, mechanisms and equipment, as well as maintenance requirements and standards according to the specialty.

The aim of the study programme "Naval Forces Military Leadership" fully complies with the field of "Military Defence", which, in turn, is based on the Professional Classifier for the lieutenant profession standard. The goals of the study programme, their tasks and the learning outcomes are directly related to the standard professional competences of the profession, the required skills and the level of knowledge.

Admission to studies at the programme takes place after the completion of secondary education and before the commencement of the study period, thus during 4 years and 6 months students acquire all the necessary knowledge, skills and competences, to perform the duties of a lieutenant (see Annex 2.1.5 *Sample Study Agreement*).

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The aim of the study programme is to prepare junior officers-specialists in the fields of vessel driving and ship mechanics specialization in order to be able to manage, plan and ensure the execution of the tasks of the subordinate unit in peacetime and in the case of national threat. The demand for specialists of the study programme "Naval Forces Military Leadership" is determined by the employer, namely the need of the NAF Naval Forces for officers - shipmasters and ship mechanics. The number of study places is determined in accordance with the officer training plan approved by the NAF Commander.

In close cooperation with the NAF Naval Forces command and headquarters, potential jobs for the NDAL students are planned one year before the NDAL graduation. Personnel and Administration Department of the Naval Forces headquarters carries out personnel planning for at least the next five years, where the career vision of students of the NDAL NF ML study programme with a potential employer after studies at the NDAL is already outlined.

After graduating the NDAL Professional Bachelor's programme "Naval Forces Military Leadership",

the student receives the first officer rank of lieutenant and a guaranteed position in the Latvian National Armed Forces. In accordance with Article 18 of the *Military Service Law*, students are bound by a professional service contract with the commander of the Latvian National Armed Forces, which ensures at least five years of service in the units of the National Armed Forces as junior officers.

The study programme is implemented in cooperation with the partner universities in accordance with the Public Procurement. During the reporting period, cooperation was with Riga Technical University (RTU) Latvian Maritime Academy (LJA) or Novikontas Maritime College (NJK), where students acquire the Restricted Electives Part B of the study programme. Cooperation with the maritime educational institution is organized in order to acquire part of the study courses of the specialization of the study programme (vessel driving or mechanics) in an educational institution corresponding to the sector, thus ensuring the high quality of the study programme also in the maritime sector, which is necessary for service in a NF unit.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Every year, 10-15 students are admitted to the NFML programme according to the request of the NAF. Since the content of the study programme includes both military study courses, which require good physical preparation, and technical specialization study courses, the study of which requires good high school mathematics and physics prerequisites, there is a rather large dropout rate of students every year.

The success of students is examined individually according to the internal regulations of the NDAL, where the most common reasons for exmatriculation of students is academic failure, because enrolled cadets have weak prior knowledge in STEM or physical fitness and health problems. The percentage of graduates in the period from 2017 to 2023 compared to the number of enrolled students is 55% on the average. A significant decrease in the number of NF ML students was found in 2019, 2020 and 2021, which is also reflected in the decrease in the number of graduates in 2023. In the implementation of the study programme, the ratio of enrolled and ex-matriculated students in each study course is different (see NF Annex 3.1.2 *Statistics on students in the study programme "Naval Forces Military Leadership"*). Students who were ex-matriculated by their own will mainly explain that before entering the NDAL, they had a different idea about studies, that the study courses are too difficult, or that they want to realize themselves in the civilian labour market.

In 2014, the first eight students of the accredited Naval Forces Military Leadership study programme graduated the NDAL. In 2015 and 2016, there were no graduations in the study programme, because in 2011 and 2012, due to the economic crisis, students were not enrolled in the reported study programme.

NDAL students are professional service soldiers of the NAF and acquiring the study programme is part of their professional military service. Therefore, for more effective learning of the curriculum, the study programme is acquired during full-time intramural studies, where students do not indicate the type of study as a negative influence in the study process in surveys.

During the state of emergency due to Covid-19, study forms were adapted in accordance with the

procedures established by the laws of the Republic of Latvia. The students were not satisfied with studying remotely and the limited communication with the teaching staff in person, which later also affected the students' motivation to study. Even after the removal of restrictions, the students indicated in surveys that the 3rd year of studies was weak, thus Free Electives Part (C) courses were included in the 5th semester and during the 6th semester, students' international cooperation is promoted within the framework of ERASMUS+.

The language of instruction of the reported study programme is Latvian, with exceptions in the specialization courses, which are subject to the requirements of *the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers* (hereinafter - STCW) and can be delivered in English (specifically - communication procedures). The reported study programme is not offered for students from abroad.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The structure of the study programme "Naval Forces Military Leadership" complies with the requirements of the Cabinet of Ministers Regulation of 13 June 2023 No 305 Regulations on the State Standard of Professional Higher Education and the Professional Standard "Lieutenant" (see Professional Standard https://www.niid.lv/files/prof_standartu_registrs/ps0373.pdf (only Latvian)), as well as with the specific regulatory framework of the military sector (see NF Annex 3.2.7 *Compliance of the professional bachelor's study programme Naval Forces Military Leadership with the specific regulatory framework of the military sector*).

Starting from 2023., NDAL switched to the European Credit Transfer and Accumulation System (ECTS), setting 1 CP – 30 academic hours (details are given in Other Annex. *Methodology for the transition of study courses to the European Credit Point and Accumulation System (ECTS) at the National Defence Academy of Latvia*).

The compliance of the study programme *Naval Forces Military Leadership* with the National Educational and Professional Standard can be seen in the appendices (The study programme "Naval

Forces Military Leadership" meets the *Regulations on the Standard of State Professional Higher Education and Professional Standards and Professional Qualification Requirements*) (see NF Annex 3.2.1 *Compliance of the study programme "Naval Forces Military Leadership" with the State Educational Standard* and NF Annex 3.2.2 *Compliance of the study programme "Naval Forces Military Leadership" with the standard of the profession*). The NFML study programme is implemented in two specializations of the study programme - Vessel Driving and Ship Mechanics. The study programme lasts for 4 years and 6 months or nine semesters. The student receives a diploma for the professional bachelor's degree in Naval Military Leadership and the professional qualification of Lieutenant of the National Armed Forces by fulfilling all the requirements of the relevant specialization.

The volume of the NF ML study programme is 273 CP, of which study courses - 209 CP, internship - 46 CP and state examination - 18 CP.

The mandatory content of the study programme Naval Forces Military Leadership consists of: Mandatory Part A courses in the amount of 90 CP and Restricted Electives Part B - industry (professional field) courses in the amount of 110 CP. Free Electives Part (C) consists of three study courses in the amount of 9 CP. Study internship in the amount of 46 CP - Introductory Internship, Specialization Internship and Pre-diploma Internship and at the end of the NF ML study programme - a state examination in the amount of 18 CP. The NF ML study programme implementation plans in the specializations "Vessel Driving" and "Ship Mechanics" can be found in the annex (see NF Annex 3.2.4 *Plan of the study programme "Naval Forces Military Leadership"*).

The mandatory part of the study programme consists of military study courses and study courses specified in the national professional higher education standard. NDAL, in cooperation with experts from Latvia, NATO and allied countries, regularly discusses modern military trends and areas of warfare in the battlefield in order to review military study courses in accordance with the professional standard.

The study programmes of the Restricted Electives Part B of the study programme in each industry specialization (vessel driving or mechanic) are reviewed based on the STCW requirements for seafarer education to ensure that military seafarers acquire the NF unit lieutenant's competencies for sailing in international waters.

Free Electives Part (C) study courses in both specializations are provided in accordance with the Regulations on the national professional higher education standard.

The Internship of the study programme is defined in the Regulations on Internship, where the tasks and goals of the three-level internship are described for each specialization. The goals and tasks of the internship are related to the goals of the study programme and the content learned in the specialization in the specific study semester in order to strengthen theoretical knowledge at the workplace.

The state examination is organized in accordance with the regulations of the Cabinet of Ministers on the standard of state professional higher education, inviting experts corresponding to each specialization of the study programme.

The mapping of the study courses of the NF ML study programme according to the two directions of study specialization is indicated in NF Annex 3.2.3 *Mapping of study courses of the study programme "Naval Forces Military Leadership"*.

As the military defence trends within the NAF NF Regular Forces change, the content of the NDAL NF ML study programme is systematically updated, updating the study course descriptions and learning outcomes (see NF Annex 3.2.5 *Course descriptions in the study programme "Naval Forces*

Military Leadership”). At least once a year, the teaching staff of the educational institution reviews the content of the study courses and makes the necessary corrections in accordance with the *Regulations on the Internal Quality Assurance of Studies at the National Defence Academy of Latvia*. The employer is directly involved in the improvement of the study programme, i.e., by taking part in the evaluation of students after each internship, submitting NDAL employer surveys, participating in State Examination Boards, providing support as teaching staff in the provision of the study programme, etc. The content of the study programme has been developed on the basis of the regulatory enactments of the Ministry of Defence and the recommendations of NF as the employer.

Promoting the connection of study courses with the objectives of the study programme, the lecturers, starting work with the students in the audience, introduce the content of the study course and the requirements for successful completion of the study course. The knowledge and skills evaluation system is explained to the students, what conditions will have to be met during the semester, how knowledge will be evaluated, and to what extent the work during the semester will affect the final exam. The evaluation of learning outcomes takes place in accordance with the *Law on Higher Education Institutions*, the *Regulations on the State Professional Higher Education Standard* and the *Regulation on the Assessment of Study Results at the NDAL*.

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

Study methods and forms result from the purpose and tasks of the study programme in accordance with the latest knowledge of higher education pedagogy. The subjects of the students' studies and research are connected with military science in relevant military fields.

In the acquisition of theoretical material, NDAL maximally uses interactive forms of study: work in small groups, development of research projects, discussion in small groups. Visual aids (images, textual editions, visual materials, natural learning objects, mock-ups and models containing visual or audio information) are used in conducting lessons. Students' individual work includes reading literature. Literature is divided into compulsory, additional and optional literature. Individual work also includes analytical essays and the development of a bachelor's thesis. For the development of these works, supervisors are appointed who advise the student. During the independent study,

students use the NDAL, RTU and NJK reading rooms, library, computer rooms, internet.

For those studying in this programme, the most important quality to develop and improve is the ability to be a leader and the ability to work in emergency, crisis and combat conditions. Therefore, the largest share during the studies is devoted to the practical exercises. The lessons are prepared, conducted and the students' progress is controlled by the lecturers, but in order for the students to improve their skills as a commander-leader and pedagogue-educator, during the practical lessons students are appointed as group leaders on a rotating basis.

In the evaluation of knowledge, lecturers use the following assessment forms: tests, evaluation of students' independent work in seminars and preparation and defence of reports, tests and examinations. The main method of evaluation in learning the knowledge of study courses is an exam or test. The assessment also takes into account the work of students during the semester (success in tests, activity in seminars, development of independent homework, etc.). The most common is the cumulative evaluation method, which provides for the gradual formation of the final assessment from several types of student work, audience and independent work performance. This method reduces randomness in the final assessment, as well as promotes students' regular and systematic work.

In order for education at the NDAL to be consistent with a student-centered approach, emphasis is placed on the following factors:

1. Involvement of students in the improvement of study content and process – after each study course, cadets fill out a questionnaire about the performance of tutors (how comprehensible the theory of the training material was presented, whether guest lecturers should be invited and other questions).
2. Provision of student mobility - the long-term goals of the NDAL require that each of the students has participated in the student mobility program ERASMUS+ (EMILYO) at least once. Student mobilities are offered at partner military universities in Europe and the USA. The duration of the mobility depends on the student's participation in the international cadet week, participation in one of the international modules, participation in the exchange semester or internship. Taking into account the restrictions caused by Covid-19, the collected data show that approximately 50% of students have participated in one of the mobility opportunities offered by ERASMUS+.
3. Students' extracurricular activities describe the concept of officer training, where it is intended to develop the personality, physical and intellectual abilities of cadets, as well as to promote their patriotism. Cadets are offered various opportunities for self-development, for example, participation in the annual military industry Hackathon organized by the Ministry of Defence, where cadets help industry representatives create new innovation and technology products for the military environment. In addition to this, the NDAL Library offers a 24-hour reading room for cadets. On the other hand, in order to develop the physical abilities of the cadets, the students have the opportunity to participate in various sports classes. The sports concept provides that cadets spend no less than 90 minutes on sports every day, and students can also use the NDAL territory for individual sports lessons. Regarding measures to promote patriotism, cadets are invited to participate in commemorative events organized by retired NAF generals, as well as in other nationally important commemorative events.
4. From this year, the NDAL is introducing a mentoring programme, the aim of which is to improve the capabilities of the NAF with the most capable, motivated soldiers to occupy positions according to the soldier's knowledge, experience, skills, as well as according to the desired career growth of the soldier. Thus, promoting the support, development and informal training of NDAL cadets already during the NDAL studies, which would promote the preparation of the future officer for future service in NAF units also by taking over experience

from senior service members.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

Based on the *Regulations on the State Standard of Professional Higher Education*, the NDAL has developed the *Regulations on Internship at the “Naval Forces Military Leadership” study programme* (see Annex 3.2.6 *Description of the organization of the internship of students of the study programme “Naval Forces Military Leadership”*) which is approved by the Study Council. The regulations on the implementation of the internship include the goal and tasks of the internship, the responsibility and obligations of the parties involved, internship reports and evaluation criteria.

After graduating the NDAL, the new NAF Naval Forces officer will have a crew of sailors and instructors under his command. The internship regulations provide for three levels of internship, so that the future officer is fully familiar not only with his/her own tasks, but also with the tasks of subordinate personnel at the level of sailors and instructors.

Internships are provided and the student practices fully on all existing NAF Naval Forces ship types - VIDAR, BUYSKES, IMANTA, SKRUNDA and KRISTAPS. During the internship, the NAF Naval Forces student remains in full care of the NDAL and is provided with everything necessary for a full-fledged internship, including transportation to and from the internship location.

The regulations on the execution of the internship stipulate the duties and responsibilities of all involved parties - the educational institution, the student, the employer during the internship. NDAL together with the NAF Naval Forces, TRADOC Naval Training Centre (JSMC) and maritime educational institutions develop internship programmes and internship tasks that are in accordance with the learning outcomes of the study programme and industry requirements.

Internship consists of three levels - Introductory Internship, Specialization Internship and Pre-Diploma Internship.

The General Introductory Internship is a sailor-level internship where the student gets to know the specifics of the workplace in the NAF Naval Forces for six weeks. The cadets learn the general practical skills required of a NF seaman and complete the ship's tests to be admitted to any type of work. During the introductory practice, the students gain an understanding of the organization of NF warships, when the ship is both ashore and at the sea, and also gain experience being in a closed space with limited society under conditions of increased physiological and psychological stress.

Specialization internship lasts for 17 weeks at the level of a squad commander, where the performance of practical tasks requires the use of the student's knowledge and skills acquired at the NDAL, maritime educational institution and JSMC within the framework of the first three study semesters. During specialization internship, shipmasters and ship mechanics have both common practice tasks and their own tasks in each specialty. Trainees should become thoroughly familiar

with the technical means under the responsibility of the Weapons Team, the functional responsibilities of squad commanders. Those studying in the specialty of vessel driving should also familiarize themselves with the technical means under the responsibility of the ship's Navigation team and the duties of squad commanders. Students majoring in ship mechanics learn the technical means of the ship's electromechanical team and the duties of squad commanders.

Pre-diploma or officer-level internship lasts for eight weeks. Before organizing an internship, the NDAL and NAF Naval Forces identify potential workplaces for cadets and assign them to the unit where the student wants to continue his service after graduating the NDAL as an officer and team commander in the last internship. As part of the Pre-diploma Internship, students learn the duties of a team commander (Electromechanical, Navigation, Weapons or Deck commander) depending on the specialization. Student acquaints with the documentation binding on the Team Commander, personnel management, maintenance and operation requirements of armament and technical means.

Arriving at the sub-unit (on the ship), the cadet-trainees, before starting each internship, first pass the ship's tests, which include safety requirements, correct operation of technical equipment and organization of the unit and sub-unit. During each internship, interns fill in an internship diary and prepare an internship report, which is stipulated in the Internship Regulations. At the end of the internship, the students defend the internship in front of a committee consisting of the NDAL and employer representatives.

In order to promote the compliance of the study programme with the needs of the industry, the labour market and scientific trends, the students undergo three levels of internship with the employer in the NDAL Naval Forces in the amount of 46 CP, where the employer provides an internship place and supervisor in accordance with the NDAL regulations on the implementation of internship. The goals, tasks and learning outcomes of each internship are set based on the study courses taken by the students in the study programme, where the amount of Introductory Internship is 8 CP, Specialization Internship - 26 CP and Pre-diploma Internship - 12 CP. The internship tasks are developed by the director of the study programme together with the employer, based on the international requirements regarding the qualification and certification of the seafarer, the specifics of the labour market and the requirements of the NAF Naval Forces. Representatives of the maritime educational institution (LJA and NJK) are also invited to review and improve the internship tasks. It is important that an experienced NAF Naval Forces officer is elected as the director of the NDAL NF ML study programme to ensure full relevance of the programme content to the needs of the industry.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

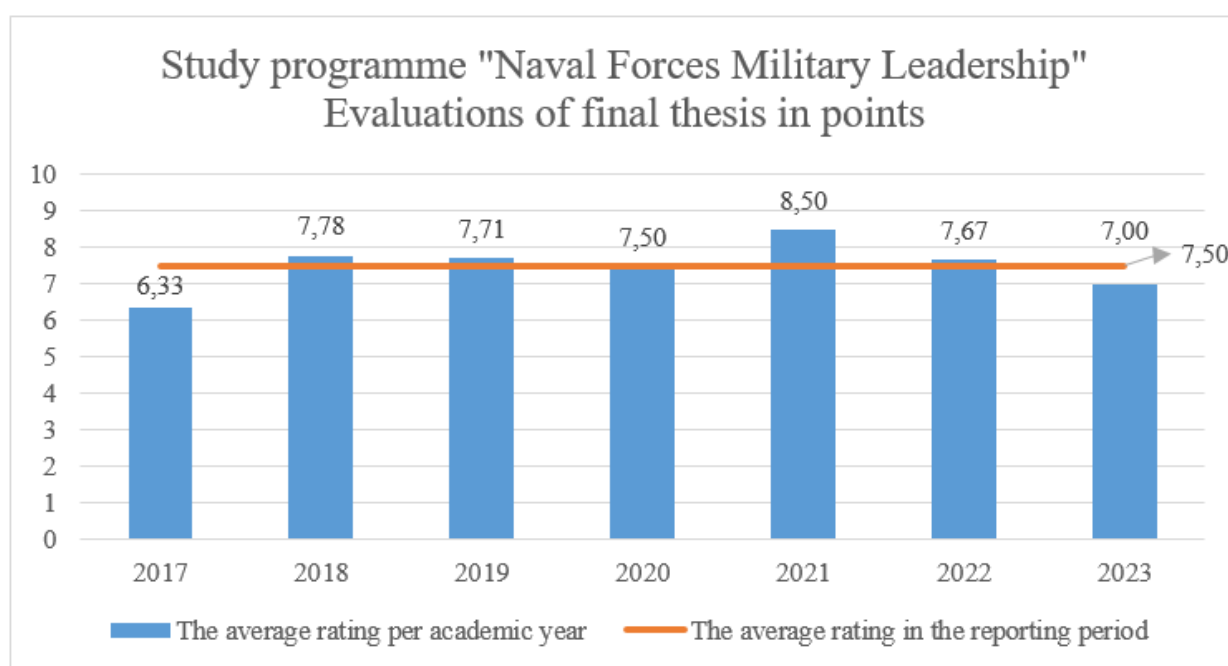
The choice of undergraduate thesis topics for students is wide, where NDAL offers several fields:

military psychology, military pedagogy, military history/art of war, security policy and defence strategies, medical support, combat equipment and armament, combat operations and tactics. The topics offered are relevant for both the employer and the maritime industry. The NAF Naval Forces, as an employer, also provides, at the request of the NDAL, bachelor's thesis topics that are practically relevant to the maritime industry and the NAF Naval Forces itself. Despite the proposed thesis topics, students can clarify the topics or submit their own, coordinating it with the supervisor about the relevance and practical use of such study in the military defence and the labour market.

It is significant that during from 2017 to 2023, NF ML students have chosen to research topics that directly relate to the NAF NF current issues, both military leadership and NF branch specialization issues related to maritime.

The development and defence of the final thesis is based on the regulations approved by the NDAL: Methodological instructions for developing and defending a Bachelor's thesis and NDAL Regulations on State Examinations (see Annex 1.1 *NDAL Main Regulatory Documents – 1.1.20 Regulations of the State Examination at the National Defence Academy of Latvia*). The topics chosen and defended by the cadets for the professional bachelor thesis are definitely relevant in the field of military defence.

Statistics on evaluations of bachelor's thesis in the study programme Naval Forces Military Leadership are as follows:



According to the *Regulations on the State Standard of Professional Higher Education*, representatives of professional organizations of the sector, employers, and academic staff participate in the state examination boards. The average rating from 2017 to 2023 is 7.5 points. Analysing the evaluations of the final theses for the specific reporting period, it can be concluded that the amplitude of the evaluations is not wide, which indicates the objective evaluation of the examination board. The indicators on the dynamics of the number of students and the average evaluations of final theses express the high requirements of the study programme in terms of the learning outcomes. The average rating of Bachelor's theses is insignificantly variable and can be evaluated as good/very good.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

Students of the Naval Forces Military Leadership study programme have access to an impressive range of resources in terms of infrastructure and materiel provided by the regular forces units of the National Defence Academy of Latvia (NDAL), Latvian Navy Training Center (JSMC), RTU Latvian Maritime Academy (LJA), Novikontas Maritime College (NJK) and National Armed Forces (NBS). It should be mentioned that the students also have access to all the infrastructure provided by the NAF for any professional serviceman - sports complexes, swimming pools, canteens, service hotels, ranges, service transport, etc. A detailed description of the study programme's resources and provision is described in section 2.3 of the self-assessment report of the study field "Military Defence".

Specific equipment is provided by Latvian Maritime Academy (LJA), Novikontas Maritime College (NJK) and the Naval Forces Training Centre (JSMC).

The total number of auditoriums at Latvian Maritime Academy (LJA) is around 40, including teaching laboratories and workshops. Latvian Maritime Academy has 10 computer classrooms with 9 to 21 workplaces in each. A total of 210 different types of computers, 23 projectors, 2 interactive whiteboards, 7 televisions are used in LJA. There is an internet connection in the auditoriums and teachers' rooms, which is used in the preparation and delivery of lessons. Computers are provided with the necessary software for the study process. Free wireless internet is available on the territory of LJA. Auditoriums with computer projectors and laboratories with the necessary laboratory equipment, as well as workshops equipped with the necessary tools, measuring devices, tools and equipment are used for providing training. The resources of maritime educational institutions are defined by the 1978 International Convention on Standards of Training, Certification and Watchkeeping of Seafarers (STCW). A complete overview of the LJA's resources and provision is available in the LJA's self-assessment report on the "Maritime Transport" field of study.

Novikontas Maritime College (NJK) has accredited the study direction Maritime and the study programs Maritime Transport and Ship Mechanics in it until October 27, 2028. Studies are carried out at Dunties Street 17a and Dunties Street 17d. NJK is located on two floors, and next to the college building is the NJK swimming pool building - the only swimming pool building of this type in the Baltics, as well as one of the most modern maritime rescue simulation swimming pool buildings in Europe, which is capable of fully simulating all sea weather conditions, including waves, wind, rain, storm, lightning and thunder, and it is also possible to implement various preset scenarios with a total area of 1415.19 m²:

- 212.4 m² Safety course simulator premises;
- 119.0 m² Fire safety simulator premises;
- 29.76 m² Welding laboratory;
- 29.76 m² OWS laboratory;
- 29.76 m² Electrical and hydraulic laboratory;

- 34 m² High voltage laboratory;
- 1009.9 m² Dantes iela 17A classrooms.

Novikontas Maritime College (NJK) has premises with a total area of 2879 m². NJK has equipped and modernized 1 single computer classroom, 24 classrooms, different types of laboratories (4 – Large navigation bridges, 7 – small navigation bridges, 7 – engine room simulators, 8 – liquid cargo control room simulators, work at height simulator, etc.) with 12 workplaces and 3 administrative rooms. Computers are used in the learning process for students' independent and scientific work. All NJK computers are united in the NJK Intranet network, and access to the Internet is also provided.

The study department (the department responsible for the realization of the study programme) has at its disposal auditoriums (equipped with the necessary TV, audio, video, computer equipment), as well as the technical equipment necessary to ensure the learning process according to the specialization (L3 – liquid cargo simulator, TRANSAS simulators – navigation bridges with a *Dynamic Positioning* module, a lifeboat (up to 8 m in length, equipped with an inboard diesel engine and a full set of oars, complying with the requirements of Section IV 4.4 of the LSA Code) and a boat crane of suitable construction, installed so that the boat can be freely launched; a lifeboat (3.8 to 8.5 meters in length, equipped with an outboard motor and a full set of oars, complying with the requirements of Section V 5.1 of the LSA Code) and a boat crane of suitable construction, installed so that the boat can be freely lowered into the water; an inflatable life raft in a container with a hydrostatic launch device, crane-launched life raft and lowering crane, life jackets, wetsuits, thermal protection aids for trainees and instructors; 2 – channel UĪV portable rescue device walkie-talkies; the set of pyrotechnics available in the lifeboat; 406 MHz emergency position indication radio buoy EPIRB (mockup); 9 GHz search and rescue radar transponder SART (mockup); a full set of lifeboat equipment; a full set of life raft equipment; human-sized manikin for resuscitation exercises; first aid kit: stretcher, first aid kit, breathing apparatus; Neil-Robertson stretcher, equipped swimming pool for training; quality management system QMS, training process management system TMS, Novikonta database, etc.).

Naval Forces Training Centre implements specialization study courses at Atmodas bulvāris 9 and Atmodas bulvāris 1, Liepāja, Karosta channel and Liepāja port foreshore. The JSMC training rooms and the Navigation simulator are located on the 2nd floor of the Atmodas bulv. 9 building, as well as the ship's viability simulator containers. Rooms available for training:

- navigation simulator and simulator rooms,
- navigation simulator meeting room,
- three training classes,
- conference room,
- ship viability simulator container for fighting water (for the prevention of various types of leaks),
- ship viability simulator container complex (multiple floors) for fire -fighting (for simulating various fires),
- viability equipment storage and maintenance facilities;
- one computer class,
- NTC pier in the Karosta channel (for boat driving courses),
- 5-meter deep pool (for training of rescue elements) Atmodas blvd. 1,
- Training ship M-07 VISVALDIS (Imanta class),
- 5 motorboats of different power and 2 speedboats.

The navigation simulator ANS 6000 (4 bridges) is used for the training of ship's signalmen, helmsmen, ship's communicators, helmsmen and watch officers. The navigation simulator ensures the implementation of training processes for tactical maneuvering, wheelhouse service

organization, and search and rescue operations. The navigation simulator is equipped with video surveillance devices to facilitate the control of the progress of the task and to analyse the performance of the tasks. The bridges of the navigation simulator and one training class are equipped with electrically adjustable chart tables that provide comfortable conditions for each trainee. The computer classroom is equipped with stationary computers and programs necessary for the training process, and access to the Internet is also provided. The conference room and training classes are equipped with the necessary audio, video and computer equipment for the training process. The viability simulator container for fight with water leaks provides simulation of various types of leaks with the ability to regulate the pressure of the water entering the simulator. The Survival Simulator Fire Fighting Container Complex provides trainees with the opportunity to fight a controlled, real live fire in a safe environment. In the survivability simulator, it is possible to learn all the elements and procedures necessary to fight with fire. Survival simulators provide conditions as close to reality as possible, in which trainees get to know and use identical equipment with which Navy ships are provided (wetsuits, extendable supports, lanyards, fire suits, breathing apparatus, fire extinguishers, fire hoses with fire barrels, etc.). Training ship M-07 VISVALDIS provides trainees with the opportunity to learn the equipment, technical means, layout of rooms and living conditions on board the Imanta-class ships in the Navy. Training ship M-07 VISVALDIS provides survivability training, which allows trainees to learn the tactics, peculiarities and specifics of battle for ship survivability on Imanta-class ships. The NTC berth in the Karosta Channel is used for learning the elements of mooring operations and various motorboat maneuvers. In the port of Liepāja port, using motorboats, a training process related to boat management, search and rescue is implemented in real conditions.

The NDAL library complex, part of the NDAL Welfare Center, opened in 2022, is also available to the NDAL students. The library is in the library registry and provides several reading rooms (24 hours, silent, audiovisual and classic), a depository and access to various databases - Lursoft, Letonika, Newspaper Library, EBSCO "*Military&Government Collection*", EBSCO "Ebook Collection", EBSCO National Package, Taylor and Francis "*Military&Strategic Studies*", SIPRI Yearbook online etc. A subscription is also available.

Evaluating the resource, informational and material technical base, NDAL students are fully provided with everything necessary to achieve the study results.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The study programme Naval Forces Military Leadership is fully financed from the NAF funds and provides only state-funded places, the number of which is determined by the NAF Navy's demand for officers. For a NDAL student, education is free of charge as long as the contractual obligations regarding the acquisition of education and service in the NAF after graduation from the NDAL, which is 5 years, are fulfilled.

NDAL is a component of the National Armed Forces (hereinafter – NAF) which does not have a separate funding for utilities and building maintenance costs, all costs related to the maintenance of NDAL are covered from NAF budget. Military instructors are paid by NAF and assigned to NDAL for delivering study courses.

The costs of the students in the study programme are calculated based on the AM 05.07.2012. to regulations No. 13-NOT "The procedure for collecting information on the total maintenance expenses of military educational institutions, as well as calculating and approving the expenses directly related to the acquisition of education or upgrading of qualifications and concluding an agreement on the acquisition of education or upgrading of qualifications".

The study courses of the NF ML study programme are implemented in the civil maritime educational institution, with which a cooperation agreement is signed based on the procurement organized by the NAF. The total costs of the study programme are given in Annex (see NF Other Annex *Finance*).

According to the Cabinet of Ministers regulations No.643 *Regulations of Procedure of the National Defence Academy of Latvia*, the number of students is planned by the Ministry of Defence in the medium term, but determined by the Chief of Defence for each academic year, therefore, the minimum number of students is not set for the academy to ensure the profitability of the study programmes.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The teaching staff of the NFML study programme correspond to the positions held by the NDAL in accordance with the *Law on Higher Education Institutions*. In order to raise the qualifications of the involved teaching staff, NDAL provides participation in seminars, forums, conferences, projects and research both in Latvia and abroad. Faculty members are provided with opportunities for lifelong learning, for example, taking further education courses offered by the University of Latvia.

In order to assess the adequacy of the qualifications of the teaching staff in the implementation of the study programme, the knowledge, skills and competences acquired by the students in each study course are evaluated. Reviews of students after the completion of the course and employer

surveys are reviewed by the programme directors. NDAL The Study Department analyses the collected reports, learning outcomes and statistics.

NDAL, JSMC, Latvian Maritime Academy, Novikontas Maritime College faculty members and NAF industry specialists participate in the provision of the study programme. The total number of participating teaching staff in the study programme “Naval Forces Military Leadership” is 45 in the “Vessel Driving” specialisation and 47 in the “Ship Mechanics” specialisation.

The teaching staff of the “Vessel Driving” specialisation consists of 8 lecturers, 23 guest lecturers, 9 lecturers, 4 senior researchers and 1 researcher, where 6 lecturers and 7 researchers have been appointed and elected to NDAL positions.

The teaching staff of the “Ship Mechanics” specialisation consists of 8 lecturers, 23 guest lecturers, 11 tutors, 4 senior researchers and 1 researcher, where 6 lecturers and 7 researchers have been appointed and elected to NDAL positions.

NDAL changes teaching staff as necessary, where a significant number of teaching staff with a master's degree are currently involved in the provision of the study programme. It is important that the majority of teaching staff involved in the implementation of the reported study programme, also perform their professional work in the fields of national defence, vessel driving or ship mechanics, which contributes to the achievement of study results. Within the scope of work, the academic staff also maintain their qualifications in the specific sectors, which provide the students not only with the theoretical knowledge, but also complement it with the practical applications, which the students appreciate as a very valuable contribution for future service.

The review of teaching staff is reflected in the Annex (see Annex 2.3.2 *Biographies of teaching staff (Curriculum Vitae in Europass format)*).

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

Changes in teaching staff in the reported study programme are an integral part of ensuring quality studies, facilitated by academic staff with appropriate qualifications. In the reporting period for the last 10 years, the number of study course lecturers with master's degree qualifications has grown significantly. Compared to 2016, 13 Master's degree holders were involved in the implementation of the study programme, where in 2023 the number has exceed 20. Accordingly, the number of lecturers with only a Bachelor's degree has decreased.

In the 2016 report, each specialization was provided by 42 lecturers. In the “Vessel Driving” specialization, the teaching staff consisted of 9 PhD degree holders, 2 associate professors, 13 Master's degree holders and 18 Bachelor's degree holders. In the “Ship Mechanics” specialization, the teaching staff consisted of 14 PhD degree holders, 13 Master's degree holders and 15 Bachelor's degree holders.

At the moment, the number of lecturers of the “Vessel Driving” specialization study programme is 43, out of which 8 hold PhD degree, 25 have a Master's degree, 6 have a Bachelor's degree and 4 tutors have professional pedagogical education and experience in the military or shipping industry. The total number of lecturers in the “Ship Mechanics” specialization is 53, where 10 have PhD degree, 27 have a Master's degree, 12 have a Bachelor's degree and 4 tutors have experience in pedagogy and in the military or shipping industry.

NDAL lecturers, visiting lecturers, leading researchers and researchers, as well as JSMC, LJA and NJK lecturers and lecturers are involved in the implementation of the study programme. Changes in the teaching staff in the study programme Naval Forces Military Leadership are significantly influenced by such factors as the NAF regulations on the rotation of professional service soldiers, which provide for a change of position of a soldier no later than after five years of service. The purpose of such reasoning is to prevent the stagnation of soldiers and to promote the acquisition of new knowledge and skills in another place of service. Changes in lecturers are also influenced by cooperation with the maritime educational institutions, where part of the teaching staff consists of highly qualified specialists who, in parallel with scientific work, continue their professional career in maritime transport.

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

NDAL academic staff, NAF military experts, specialists from the maritime industry (LJA and NJK) and guest lecturers from other universities are involved in the implementation of the LF ML study programme. NDAL annually organizes study planning seminars for teaching staff in order to review all study programmes of the study field "Military Defence" and to synchronize study programme implementation plans for each study course. Teaching staff participates in qualification improvement seminars, forums and conferences and lifelong learning courses both in Latvia and

abroad in order to create a common understanding and about the latest trends in higher education, as well as in the field of military education, including the NAF NF specialization.

There is a positive inter-faculty collaboration between NDAL instructors and NAF Regular Forces unit professionals who provide NF industry study courses and internships in NF units. Thus, in learning the military study courses, the most current industry knowledge is used to improve the students' competencies. On the other hand, study courses in the maritime industry are provided by cooperative educational institutions, where the lecturers are experienced shipmasters or mechanics with high academic knowledge. The cadets strengthen their professional seafaring skills in practice on the ships of the employer - NAF Naval Forces. The effectiveness of the mutual cooperation of the teaching staff is assessed according to the guidelines of the NDAL Quality Policy.

At the time of submission of the self-assessment report, the ratio of students and teaching staff at the NF ML study programme is 1.04 students to 1 teaching staff.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	NF Annex 3.1.1 Sample diploma and its annexes.pdf	JS 3.1.1. pielikums. Diploms un tā pielikumi.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	NF Annex 3.1.2 Statistics on students.pdf	JS 3.1.2. pielikums. Statistika par studentiem.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	NF Annex 3.2.1 Compliance with the State Education Standard.pdf	JS 3.2.1. pielikums. Atbilstība valsts izglītības standartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	NF Annex 3.2.2 Compliance with the professional standard.pdf	JS 3.2.2. pielikums. Atbilstība profesijas standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)	NF Annex 3.2.7 Compliance with the specific regulatory framework.pdf	JS 3.2.7. pielikums. Atbilstība specifiskajam normatīvajam regulējumam.pdf
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	NF Annex 3.2.3 Mapping of study courses.pdf	JS 3.2.3. pielikums. Studiju kursu kartējums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	NF Annex 3.2.4 Plan of the study programme.pdf	JS 3.2.4. pielikums. Studiju programmas plāns.pdf
Descriptions of the study courses/ modules	NF Annex 3.2.5 Course descriptions.docx	JS 3.2.5. pielikums. Studiju kursu apraksti.docx
Description of the organisation of the internship of the students (if applicable)	NF Annex 3.2.6. Internship regulation.pdf	JS 3.2.6. pielikums. Prakses nolikums.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		