

Expert group joint opinion

Evaluation Procedure: Assessment of Study Field

Higher Education Institution: University of Daugavpils

Study field: Management, Administration and Management of Real Property

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Summary Assessment of the Study Field

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Daugavpils University (DU) study field (direction) 'Management, administration and real estate management' has clearly defined attainable goal, which well-suits the DU Vision, mission, and long term goals. DU is the only one regional university in this field, with old and good traditions and reputation.

At the moment Turība University (TU) study direction 'Management, administration and real estate management' implement 2 programmes: 1 professional master's study programmes "Community and Establishment Administration" in Latvian, and 1 academic doctoral study programmes "Management Science" in Latvian and English.

Both study programmes were designed and developed in accordance with the vision set by DU Development Strategy: In 2030 DU is a modern scientific university that offers high quality education and conducts important scientific work.

DU cooperation with employers and municipalities is very strong. Industry representatives underline the necessity of this program (meeting with the employers), very strong cooperation with industry, easy to get internships and job.

DU study quality management system observes the compliance with ISO 9001:2017 quality standard. DU Council of Studies and DU Centre of Study Quality Assessment introduces quality provision systems on the basis of "DU study internal quality ensuring policy" and "DU manual for ensuring quality". The procedures for the development and review of the study programmes of the study direction and the feedback mechanisms are defined and they are logical. DU collects and analyses the information on study programmes of the study direction on a regular basis and uses it to improve the study direction.

DU is well equipped in the study process. All resources and study infrastructure is appropriate and available for every Latvian and foreign student, academic staff member, guest-lecturer, administrative block.

The process of recruitment and evaluation of lecturers is transparent and effective. DU uses appropriate measures for the improvement of the academic staff and lecturers are granted funding for participation in international scientific conferences and publishing of scientific papers, monographs and academic books.

DU also established a well-functioning support system, based on the needs of the students. Student support is taken into account in the implementation of the study process in the DU.

DU has established strong cooperation with all stakeholders in the broadest sense. All the stakeholders are involved in the management of the study direction: students, alumni, personnel, employers, industry experts and organizations. The study programmes have been developed by involving students, employers, external experts, and other stakeholders, which are involved in the review and improvement of study programmes.

A system for involving partners in the implementation of the educational area and procedures for attracting teachers and foreign students to the educational area have been developed, it seems effective and contributes to the improvement of the educational process.

The information published on the website of DU about the relevant study programmes of the study direction complies with the information available in the official registers. It provides important information for the candidates and the students and is published in Latvian and English.

The DU website (www.du.lv) offers a very wide range of information for all level of studies, i.e. bachelors, masters, and Ph.D. On the website with free access to anyone, there is a list of classes, regulatory documents, a register of study courses, etc. documents.

After authorization in the DUIS system (created in cooperation with The University of Latvia and based on LU system LUIS) relevant information is available to students and academic staff.

Section "Research" (in English) is well perceived, it provides information on DU fields of research,

Institutes and Centres, Doctoral studies, scientific periodicals, available equipment etc. However, information provided in Latvian is broader.

Practically all lecturers participate in various conferences, as well as DU organizes its own annual scientific conference. Despite good progress can recommend to make more efforts to increase the number of scientific publications by focusing on publications in high-citation journals.

The academic doctoral study program "Management Science" has good perspectives for further internationalization and should be expanded. The professional master study programme "Community and Establishment Administration" is very popular in region, the number of students is quite stable.

The most important strengths of DU study direction 'Management, administration and real estate management' :

- DU is well-equipped in the study process and has a very good resource base.
- Very strong cooperation with stakeholders, industry companies, and experts in Latvia.
- Professional and supportive academic personnel.
- Student overall satisfaction with teaching and learning processes.
- Study programmes and courses are regularly updated, including current new courses and topics.

Weaknesses:

- Literature and other sources included in the study course descriptions need to be updated.
- Insufficient targets for promoting excellence in research such as highly ranked journals (i.e., with high impact factor).

1. Management of the Study Field

Analysis

Daugavpils University (DU) study direction 'Management, administration and real estate management' and the study programmes comply with the directions of the strategic development of the DU and contributes to performing mission to contribute to the development of sustainable future society by implementing scientific research on an international level and ensuring high-quality education in the fields of natural, engineering, education, health, humanities and social sciences, thus promoting the sustainable development of Latgale region and the whole country (DU strategy). Study direction and study programmes comply with the mission and vision of the DU.

The aim of the study direction 'Management, administration and real estate management' of the DU is to provide a quality education that corresponds to future challenges and is based on theoretical knowledge and the acquisition of research skills through training, competences, and lifelong learning for competent professionals in the international labor market (SER - Description of the Study Direction 1.2.).

Management of the programmes is focused on the development of these programmes, as well as managerial support is very important for the implementation of the study programme. During meetings with students, academic staff and graduates it was clearly stated that these programmes development is important not only for Daugavpils city, but also have support and importance for regional development implementation (Regional development strategy).

At the moment study direction has 2 study programmes - Professional Master study programme "Community and Establishment Administrator" and academic joint Doctoral study programme "Management Science", developed in cooperation with Turība University.

The management of the study programmes meets the standards and regulations (ISO, Daugavpils University Documents). The structure of the management of the study direction and the relevant study programmes is well defined (Regulation of the Faculty, Study Regulations). There is a clear study direction and the relevant study programmes management process (DU development

strategy 2015-2020). Some procedures are in procurement process (Quality management) because of long procedure in public administration.

Development of the study programmes is based on annual evaluations, discussions with staff and student surveys as well as external changes like new occupational standards. Decisions are made in involving different stakeholders like students, employers, and NGO's.

The IT Department is responsible for the development of the Moodle and DUIS system (created based on the LUIS system in cooperation with the University of Latvia), installation and maintenance of computer equipment and the necessary software, and technical support. This support is common for all study directions of the DU.

Achievements and learning outcomes of the students are evaluated within study courses, internships and qualification exams and are regulated by the internal procedures (Daugavpils University documents). Depending on the form of learning, the academic staff members select the forms and criteria of assessment. The academic staff encourages to analyze and assess the criteria of assessment of the work. A large part of the outcomes require of students not only to demonstrate knowledge but also put the acquired material to practical analysis relating it to the existing experience and daily life (SER, Meeting with the academic staff).

Meetings with students, graduates and teaching staff showed that these procedures are logical and efficient. Students and graduates pointed out that their knowledge, skills, and competencies improved with each study year and the career results of their studies are evaluated even after graduation.

There are strict regulations for plagiarism and different plagiarism detection tools are used in the study process, but they are integrated into DUIS system.

Lecturers and students are aware of these regulations (Meeting with the academic staff and students).

Web site (<https://du.lv/studijas/studiju-programmas/>) of the programmes has information about the study direction, qualifications, length of the studies, a short description of the study results. There is information about admission, the web page is updated, modern, and user friendly.

Conclusions. Strengths and weaknesses

At the moment DU study direction 'Management, administration and real estate management' has 2 study programmes - Professional Master study programme "Community and Establishment Administrator" and Academic joint Doctoral study programme "Management Science", developed in cooperation with Turība University.

Accordingly, resulting from the analysis, the management of the study direction goes in compliance with all criteria: the aims of the study field are clearly defined and attainable, the structure of the management of the study direction is relevant; there are all necessary regulations for enrolment and study process; plagiarism is the main focus of academic integrity; the information published on the website complies with the information available in the official registers.

Strengths:

- The study direction and its programmes comply with the Regional development strategy.
- The management is efficient and clear.
- The decision-making process is efficient and involves internal and external stakeholders.
- There is a strong focus on plagiarism prevention.

Weaknesses:

- Public university has a long procurement procedures.

2. Efficiency of the Internal Quality Assurance System

Analysis

DU has established a quality policy and it is publicly available. Study's direction Management, administration, and real estate management are still in development but it is partly implemented in line with DU practice Quality assurance system (QAS). In Annex No 2 they provided the scheme of study quality implementation. Direction's inner quality control is managed by the Council of study directions and academic staff. head of the study direction together with the programme directors prepare a study direction self-evaluation report yearly. Student, graduate, and employer surveys are carried out yearly. Direction's QAS enables continuous improvement, development, and efficient performance of the study field and the relevant study programmes. Improvement actions for the direction development plan and study quality are discussed and assessed at the end of each academic year at the council meeting of the study direction.

Direction has developed procedures about developing and reviewing study programmes, and takes into account the feedback of diverse stakeholders. Students, graduates and employers' survey results provide necessary information for the improvement of study programmes. The study direction council is the place where gathered information is being discussed and taken actions. The study programme director is responsible for informing all groups of stakeholders.

Statistical data is being collected according to the internal rules and data protection regulations. IT system of DU, called DUIS, can be accessed on the intranet. Data is being collected by programme directors and IT managers; verification is provided by the Study department. Data export to SEIS agency (Extensive and legally valid database containing all companies, associations and enterprises, as well as foreign representations that are registered in Latvia) is done at the end of each month in accordance with the regulations of the Cabinet of Ministers No. 276 of 25 June 2019 Terms of State Education Information System (<https://likumi.lv/ta/id/307796>).

Data gathered from surveys are collected in DUIS, accessible <https://aptaujas.du.lv/index.php/979397>), are analysed and their results reflected in the study direction self-assessment reports. Graduates' survey data give insight into their employment, assessment of the acquired study programmes, and proposals for their improvement. The survey is available in Latvian on the platform Google forms. Employers' surveys are being conducted, their data summarized by the study programme director, and used for the improvement and development of study content.

Standards determined in Part 1 of the ESG have been identified and integrated by DU for the quality provision regarding: quality ensuring policy, elaboration, and approval of the study programmes of direction, students centered learning, teaching, and assessment, student matriculation, course of studies, recognition of qualification and certification, academic staff members, learning resources and support to students, information management, informing the society, programmes inspection and regular monitoring.

DU's study QMS observes the compliance with ISO 9001:2017 quality standard. DU is struggling for the quality of its education services by maintaining the QMS, periodically passing accreditation, and verifying the efficiency of the system.

The envisaged outcomes of DU implemented ESF project "Daugavpils University governance and management competence improvement" (No. 8.2.3.0/18/A/010) are – adjust DU study and governance quality systems and receive ISO 9001 certificate that is an internationally recognized organization quality mark.

Conclusions. Strengths and weaknesses

QMS testifies that DU makes an effort to make out the preferences of the potential students, tends to maintain a constantly good quality of studies and governance and ensure systematic and transparent processes as well as incessantly improve cooperation with cooperation partners and community. Various QA elements are still being developed, it has been noted the lack of familiarity

with feedback about the SER analysis by students.

Strengths:

- Quality standard compliance and determination to obtain the ISO 9001 certificate.

Weakness:

- Dissemination of the self-assessment report results has to be improved.
- There is no data about the responsiveness of different stakeholders within surveys.

3. Resources and Provision of the Study Field

Analysis

Based on the information provided in the Daugavpils University self-evaluation report (page 34), financial resources of the study direction "Management, administration and real estate management" are composed of the government subsidy and its own revenue. Each year, the DU Senate approves the distribution of DU consolidated budget revenues and expenditures and the DU budget. Science base development funding is allocated to the development of research of the study direction by the Ministry of Education and Science. Research funding consists of funding for projects that is allocated for the implementation of specific scientific and research projects, remuneration for researchers and leading researchers within the projects, and the costs of performing specific project tasks. Funding for the development of research is acquired by the study direction on the basis of the academic staff members' scientific performance and indicators for the preceding year assessed by DU Department of Science. The analysis of the expenditure of the study direction shows that DU will be able to successfully implement the study programmes if the planned number of applicants is admitted. During the meeting with DU management, the information provided in the self-evaluation report was confirmed.

Based on the information provided in the DU self-evaluation report (annex Management structure of the study direction), the implementation of the study programmes is ensured and supported by the following structural units: DU administration, Council of Studies, Faculty of Education and Management, Study direction council, Department of Pedagogy and Pedagogical Psychology. DU implements 1 professional master's study program and 1 doctoral study program in this study direction, therefore it can be concluded that the number of structural units and the number of their tasks is sufficient for the implementation of the study direction.

The premises of the study process provision mainly are located in DU building in Parādes 1, where also is the location of the Faculty of Education and management and the place of work of the academic staff. Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. DU existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programmes. Lectures take place in 25 various premises of DU: auditoriums, computer classrooms, students have access to a modern library with a spacious reading room as well as specially equipped rooms for conference organization with simultaneous interpretation booths. The auditoriums are equipped with high-quality visual equipment. Access to the wireless (Wi-Fi) Internet is provided to students, academic personnel and guests in all the DU Faculties. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of DU infrastructure quality.

According to the information provided in the self-evaluation report (annex 4_1), the elected academic staff of the DU and the academic staff of other Latvian higher education institutions or invited guest lecturers - practitioners participate in the implementation of the study program. Electing to academic positions proceeds according to the requirements of the "Regulation on electing to academic positions at Daugavpils University" (p. 37). The process of recruitment and

evaluation of lecturers is transparent and effective. Open academic positions are filled on an open competitive basis. Academic personnel is hired on a full-time or part-time basis, depending on the individual academic workload, which is planned for each academic year. Salaries for academic personnel are determined in accordance with the Cabinet regulation. Every six years, academic personnel are entitled to six-month paid academic leave for research or for research activities outside their workplace. During the meeting with the academic staff experts get the information that some of academic staff members used this opportunity for writing the monograph or developing their knowledge. In total, 27 lecturers are involved in the implementation of the study process of the whole field, 78% or 21 lecturers from these teaching staff at DU work in elected positions - 8 professors, 3 associate professors, 7 assist. professors, 1 lecturer, 1 leading researcher and 1 researcher, also 3 guest professors and 3 guest lecturers. 6 or 22% are not elected at DU. The information provided in the CV of the lecturers confirms that both the DU lecturers and the involved guest lecturers are sufficiently competent to implement the content of the program in a quality manner.

All of the lecturers involved in the study process have a doctor's or master's degree. In order to ensure the qualification and quality of work of the academic staff, a system has been established, which is described in the DU's self-evaluation report (page 35). Further qualification is provided for by lecturers participating in conferences, publishing articles, monographs, sharing experiences, or teaching courses within Erasmus + (pp. 38-39). During the visit, both Management of DU, as well as teaching staff confirmed that lecturers are granted funding for participation in international scientific conferences and publishing of monographs. Teaching staff also have the possibility to improve the English level by participating in the qualification improvement project. The teaching staff members take part both in outgoing and incoming mobility, which brings added value to the implementation of the study process and the study quality. But on experts opinion should be increased number of visiting lectures and outgoing staff mobility.

DU learning process is well-equipped with resources (for example, all rooms have video lecturing equipment; the library have electronic databases and e-books). Based on the information provided in the self-evaluation report (p. 35) DU offers students and lecturers to use the open-access library with electronic registration of the issuance and receipt of literature, books, and periodicals. The administrative team is always ready to answer questions and support students. The library provides the study and scientific literature necessary for academic and scientific work in accordance with the study programmes. DU subscribes to the following online electronic databases (p. 36): LETA, Izglītība un Kultūra, Nozare.lv., Letonika, Lursoft, Scopus, ScienceDirect, Web of Science, EBSCO Academic Search Complete, EBSCO eBooks Academic Subscription Collection, EBSCO Business Source Complete, Cambridge University Press etc., trial databases are also constantly used. DU also provides (pp. 32-33) a library and electronic reading room with 60 workplaces, 15 of them computerized. The library provides also workplaces for students with special needs (it is specific equipment for students in wheelchairs, with poor eyesight). Each year, every faculty submit a list with necessary literature. The study councils discuss the acquisition of the required literature and draft a list which is forwarded to the Vice Rector for Studies and the Vice Rector for Science for approval. The list is further submitted to DU Budgetary Commission. The library is systematically increasing the share of e-resources and developing the opportunities of remote access to e-resources to promote user's remote use of the library resources. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient.

The students and lecturers of DU use the learning information system Moodle. Moodle contains all documents related to the methodological support of the study programme. All involved groups - students, graduates, academic staff marked only positive about the Moodle, which is understandable, practical, and useful for everyone.

DU provides support for every student by the staff of the Faculty Dean's Office and the respective departments (Dean, Vice-Dean, Heads of Departments, study programme directors, and recording

secretaries). Support available to students in the study process is very clear and described in the self-evaluation report (pp. 42-44). The Student council as well offers support for all students. At the beginning of each semester, foreign students are offered free Latvian language courses. Students of the study direction make use of the opportunity to go abroad for exchange. Students have the opportunity to avail of Erasmus mobility for studies as well as internship placements.

Conclusions. Strengths and weaknesses

The DU has developed a system to determine the financial resources required for the implementation of the study direction and the relevant study programmes, also research activities. It should be noted that the resources and provision provided for the successful implementation of the study direction are adequate. There is a good infrastructure for lectures, technical equipment and IT support. All the students and the teaching staff have access to the necessary resources to ensure the quality of teaching and learning process. The process of recruitment and evaluation of lecturers is transparent and effective. Academic staff use appropriate teaching methods (lecture, case study, group work, discussion). DU uses appropriate measures for the improvement of the academic staff and lecturers are granted funding for participation in international scientific conferences and publishing of scientific papers, monographs and academic books. DU established a well-functioning support system, based on the needs of the students. Both students and academic staff have a possibility to participate in Erasmus mobility.

Strengths:

- DU is well equipped in study process. It is easy to move tables and other equipment from one room to another.
- DU has a well-equipped library available for all students' and teaching staff individual work.
- DU library has equipment for students with special needs.
- DU has well-organized students' orientation and support process.
- DU lecturers are granted funding for participation in international scientific conferences, and publishing of monographs, which is very good motivation.

Weaknesses:

- DU teaching staff has basic access to whatever they need in the library. But if it is to be interdisciplinary research, they need to cooperate with other institutions.

4. Scientific Research and Artistic Creation

Analysis

The activities of scientific research in the study field comply with the development aims of the University and are relevant to the study direction and the industry.

Scientific research in the study direction is carried out in public management, educational management and business management fields. The teachers participate in scientific and practical research work, projects, conferences. The results of the researches are published in scientific monographs and publications included in internationally cited databases.

There are several important international cooperation projects - EU and Nordplus - which are implemented by Study direction teachers.

The majority of the academic staff engaged in the implementation of the study direction are experts of the Latvian Council of Science in social sciences (business and economics, psychology, education, law).

Students are required to write Theses at Master level. In doctoral level research is implemented through the whole study process.

Students and teachers are participating at the scientific conferences organised by Turiba university. Students are invited to participate with their research at conferences, which usually is closely connected with study process.

Collaboration with foreign students led to joint scientific research, which has been published in the SCOPUS Scientific Database.

The research of the academic staff are closely linked to the study process. The staff of the program is made up of teachers who regularly cooperate in the improvement of the study process.

In cooperation with the Center for Professional Development (PIC), lecturers have the opportunity to participate in continuing education courses, deepening and improving their existing knowledge.

DU in accordance with DU procedure for evaluation of scientific activity of academic staff encourages the involvement of the teaching staff in scientific research.

DU has significantly increased the qualitative and quantitative indicators of research activity, implementing the results of the research into the study process. The main focus is dedicated to publishing scientific articles in SCOPUS and Web of Science databases. Teachers are motivated to increase their publishing capabilities.

Students are involved in research work while developing their master's theses and doctoral theses, as well as have the opportunity to work on research projects.

There is improvement of innovative solutions in the study process, e.g. since 2016 organised joint international interuniversity summer school "Researchers", innovative work together with Turiba University, digital tools for lectures, balance between academic lectures and practice, this gives a lot of opportunities in developing newest technologies and for the programs quality improvement.

During the summer school doctoral students have the opportunity to improve their knowledge, approbate their research, strengthen international cooperation with other university professors and students, as well as form scientific groups for joint research and preparation of scientific publications. The results of the joint work are widely used in the study process by integration into the study plan.

Conclusions. Strengths and weaknesses

The activities of scientific research in the study field comply with the development aims of the University and are relevant to the study direction and the industry. The academic staff and students participate in scientific and practical research work, projects, conferences. The results of the researches are published in scientific monographs and publications included in internationally cited databases. There are several important international cooperation projects - EU and Nordplus, which are implemented by Study direction teachers. There is improvement of innovative solutions in the study process. Scientific research is integrated in the study process of the study. In DU exists mechanisms to promote the involvement of the students in scientific research and they are overall well-functioning. International cooperation in the field of scientific research within the study direction and involved study programs is ensured, but still could be more improved in a target-oriented manner.

Strengths:

- The relation between scientific research in the study field and the study process is defined in different directions.
- Future plans for the development of international cooperation in scientific research include tangible measures.
- Students during their studies at both levels develop their research activity.
- The research activity based on professional applied-based practice.
- Strong cooperation with labour market;

- Academic staff and students participation at international conferences in Latvia and abroad.
- Academic staff participation in international research projects.
- Various forms of teaching staff skills development through Erasmus+, international projects, publications, organised special trainings.
- Research results are included in updated subjects of study programmes.
- Established joint study programme with partner university.

Weaknesses:

- Master level programme mainly guided to the region management specialists and focus on regional aspects, lack of global insight.
- Not intensive international research cooperation in Master level programme.

5. Cooperation and Internationalisation

Analysis

Daugavpils University cooperates with the institutions from Latvia and abroad within the study field, and such cooperation contributes to the achievement of the aims and learning outcomes of the study field and the relevant study programmes.

Cooperation is planned and organized according to the type of Employers' institutions, as well important fact is the regional location. The main criteria for starting the cooperation are clearly defined: partner's reputation, suitability for the working specifics of the direction and mutual benefit for University program direction and Partner. Among partners there are employers' representatives from Eastern Latvia municipalities, various departments, educational and cultural institutions, Resocialization Services, etc. Partners are engaged in the work of the Program's Council, participate in the Final Examination Commissions, provide professional study courses and offers students the realisation of professional qualification practice in their enterprises places. As for the collaboration with the institutions of higher education, the emphasis is placed more on scientific research (collaborative writing of scientific publications and books, organizing scientific conferences and seminars, the academic staff's qualification development (jointly running summer schools); There is a list of signed partnership agreements with other Universities which implement similar study programs and create possibility to organize student participation in joint activities (doctoral student visits to partner institution). During the reporting period, regular scientific and academic cooperation was carrying out with School of Business Administration Turība (joint scientific research, participation in doctoral and professor councils, organization of academic discussions with doctoral students, summer doctoral school, scientific conference „Rural Environment. Education. Personality (REEP), Economic Conference “Future of the Baltic Labour Market”, etc.), as well Rīga Stradiņš University (conducting joint scientific research, publishing and reviewing collective monographs, participation in Master thesis and qualification exams), Baltic International Academy and Higher School of Economics and Culture, University of Latvia. Joint research and cooperation activity is carrying with the lecturers and doctoral students of the Faculty of Management Science of Klaipėda University.

During the reporting period there were several international research projects implemented (BBCC network's research project, NORDLUS TEN IP Program: Innovative and Sustainable Aesthetic Methods for Citizenship Education: Nordic and Baltic Perspectives "(ISAMCE); International Project: "Local Research and Education Hubs - Key for Sustainability" education, where teachers of study direction were involved.

During the reporting period, foreign lectures were predominantly attracted in the guest lecturer's status using the opportunities of the Erasmus+ mobility program and partnership projects. Although DU has developed mechanism of attracting foreign students and academic staff members (letter of invitation, visits of international Staff Week, Erasmus agreements list), the statistical data shows still

low number of staff and students exchange mobility in this study direction.

It is notable in this study direction difference between MA Community and Establishment Administration and Doctoral study programme "Management Science" regarding giving teaching subjects in English.

Lecturers are participating in professional qualification development activities and research activities. Staff training occurs during regular Summer doctors school. International cooperation with HEI partners (joint research and cooperation with the lecturers and doctoral students) has a direct impact on the achievement of the results of the study program "Management Science", because the lecturers involved in this field share their knowledge that they acquired in the international scientific experiences and contribute to the development of the scientific potential of master and doctoral students.

The internship organization occurs in accordance with the University regulations. The Daugavpils students, according to the study plan, are sent to do internship on the basis of the agreement on the study internship. The internships are organised via well-developed system of the support of various organizations. During meeting with the employers (City Council, Regional Council, Border Control Point of the State Border and others) were listed placements for both programme students. Nevertheless, it was also opened question about possibility for Foreign students to have internships in international companies of this region. List of internship abroad shows that 1 or 2 students or alumnus per year are going for the internship in abroad.

Daugavpils university has joint study programme in the study direction. Doctoral study programme "Management Science" developed in cooperation with Turība University.

The justification of the development of the joint study programmes and the selection of the partnering higher education institutions complies with the aims and the specific features of the study field and the strategy of the Daugavpils University.

Conclusions. Strengths and weaknesses

DU cooperation with HEI's and employers on the local level is good. Labor market actively participate in DU activities by giving lectures, participating in the exams, providing internship placements. Regular scientific and academic cooperation is seen with the High Education institutions. DU has clear procedure in the dissemination of the information about Erasmus mobility, the international week has a large number of partners, growing outgoing number for teaching and training, participating in international projects, summer doctoral schools. Open competition for foreign academic staff on the website. Nevertheless, in this study direction students and staff mobility is not much visible (1-2 student or recently graduates placements in abroad per year and 1 - 2 Erasmus staff mobility).

Strength:

- Developed mechanism of attracting foreign students and academic staff members in Daugavpils university.
- Outgoing mobility of the academic staff of study direction has slightly grown during reporting period.
- Active cooperation with social partners and lecturers - practitioners in Latvia.
- The infrastructure and resources of social partners are used in the development of final theses.
- Involvement in labour market visible on the student's employability opportunities.
- Feedback from employers recognisable to the study direction.
- International research projects implemented with partners HEI.
- University joint doctoral study program "Management Science" established in cooperation with Turība University in 2014.
- Teachers involvement in professional qualification development activities and research activities.

Weaknesses:

- Not fully reflected the requirements of global market in Eastern Latvian region (Lack subjects in English, placements agreements for foreign students, knowledge of visiting foreign teachers).
- Low number of incoming exchange students and foreign country students.
- Low number of students and graduates for international practice.
- Low number of outgoing students for studies.
- Low number of Staff exchanges.
- Not created system of motivation for teachers to teach subjects in English language.

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

Analysis

The results of the Previous Assessment showed the following recommendations:

1. Students, while preparing their final theses, need to use more international sources of academic and scientific literature and scientific databases.
2. There is a need for a wider dissemination of scientific results in the international scientific environment.
3. There is a need to increase international mobility activities among the staff and students.
4. The collection of the DU library should be supplemented with the most up-to-date scientific literature in the field.
5. There is a need for the internationalization of study programmes.
6. The development of joint study programs should be encouraged.

All 6 recommendations are fully implemented.

Experts visited the library as well as checked databases and found that they are actively used to write scientific papers. This information is also confirmed in meetings with graduates. The library provides subscriptions to international databases (EBSCO, ScienceDirect, Elsevier, Scopus, etc.) and provides guidance to students on their use. Library staff demonstrated DU's newly acquired books and scientific literature in the field. Experts were informed about the increased budget for the purchase of books during the meeting with the Programme director.

Scientific results are discussed at joint conferences and with partner universities in Latvia and abroad.

Experts note that the number of students in study programs participating in ERASMUS + mobility (26) and outgoing mobility (49) has increased. However, taking into account the specifics of the programme and extending the study process to full-time studies, this result will be further expanded.

Internationalization is observed in the DSP.

During the reporting period, 5 foreign students from Israel, Finland, Lithuania and Georgia have studied in the programme.

In 2014, the joint DSP "Management Science" was established and licensed with Turiba University. Experts have verified it on the part of both universities.

Conclusions. Strengths and weaknesses

Almost all recommendations were implemented immediately after the accreditation process. During the on-site visit, the expert group obtained evidence of the implementation of the recommendations. Despite the fact that formally recommendations of the previous assessment were fulfilled, some activities still need to be strengthened, eg. internationalization.

Strengths:

- Accreditation recommendations were implemented within the next period and this can be seen in the progress in the self-evaluation report.

Weaknesses:

- International cooperation in Master level study programme has a limited number of activities.

7. Assessment of the Requirements for the Study Field

- 1 Pursuant to Section 5, Paragraph 21 of the Law on Institutions of Higher Education, the higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems:

Assessment of compliance: Fully compliant

Justification: Quality policies are established. DU study quality management system observes the compliance with ISO 9001:2017 quality standard. DU Council of Studies and DU Centre of Study Quality Assessment introduces quality provision systems on the basis of "DU study internal quality ensuring policy" and "DU manual for ensuring quality". Also other normative acts that facilitate and ensure the quality of higher education.

- 2 1.1. The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.

Assessment of compliance: Fully compliant

Justification: The quality management system of the DU covers all the spheres of the DU activity. The academic staff and other employees of the DU are involved in the quality management system.

- 3 1.2. A mechanism for the development 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.

Assessment of compliance: Fully compliant

Justification: Study programs are regularly updated. Review and design of study programmes are regulated by the internal rules. New study programmes are developed in accordance with the regulations of the Cabinet of Ministers of 11 December 2018 No. 795 "Terms of study programme licencing" and DU "Regulation on the study direction and programme" (http://du.lv/wp-content/uploads/2015/12/Nolikums_par_studiju_virzienu_un_progr_du.doc accessible in Latvian)

- 4 1.3. 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.

Assessment of compliance: Fully compliant

Justification: Criteria are clear and publicly available, students understand them. Most of the information can be seen in Study regulations. Study regulations are available online and easy achievable. The requirements for assessing student learning outcomes for each particular course are given in course curricula.

- 5 1.4. Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.

Assessment of compliance: Fully compliant

Justification: Academic staff and the work quality procedures and mechanisms for assuring them have been developed.

DU has developed procedures and regulations (approved by the DU Senate) to guarantee the qualifications and work quality of academic staff:

1. Regulation on elections to academic positions at DU.
2. Procedure of the assessment of the scientific activity of Daugavpils University academic staff.
3. Student surveys.

DU Senate has approved the work content and duties of the academic staff determining the requirements in the academic work, research, academic, and scientific qualification updating and administrative work.

- 6 1.5. 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.

Assessment of compliance: Fully compliant

Justification: The information on satisfaction and achievements is being collected, also with the industry and companies, its included in statistical data and available.

The DU uses an information system that aggregates information about the entire study process (decisions on the student, marks earned, payments made). Every semester, students are surveyed (electronic questionnaire) on courses taken, satisfaction with the way courses are organized, the content of courses, and the delivery of teaching personnel of study courses. The survey results are available to all teaching personnel and administrative staff.

The experts had an opportunity to make sure that the culture of continuous improvement was evident in the DU during the visit.

- 7 1.6. The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their quality assurance systems.

Assessment of compliance: Fully compliant

Justification: The DU quality management system based on ISO 9001: 2017 and includes a regular quality audit procedure. Standard provides a systemic approach to handling quality assurance and continuous improvement. This was confirmed during meetings with the management of the university, directors of study programmes, alumni's and students.

- 8 R2 - The cooperation with different organisations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction.

Assessment of compliance: Fully compliant

Justification: DU have very good cooperation with public sector, as well as a cooperation with particular organizations from private sector.

- 9 R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).

Assessment of compliance: Fully compliant

Justification: DU teachers and students involved in scientific projects. Scientific research is included in the study process.

- 10 R4 - Elimination of the shortcomings and deficiencies identified during the previous assessment of the study direction, if it has been conducted, or the implementation of the provided recommendations.

Assessment of compliance: Fully compliant

Justification: all recommendations were implemented.

8. Recommendations for the Study Field

Short-term recommendations

- Improve the dissemination of the self-assessment report results.
- Include the data of the responsiveness of different stakeholders within surveys to the future SERs.
- Maintain the development of international projects, publications, conferences.

Long-term recommendations

- To introduce more subjects on English.
- To motivate lecturers to write project proposals for H2020 and other calls.
- To extent list of external specialist/visiting lectures involved in study direction.
- Find a strategy on how to avoid long university procurement procedures.
- Develop cooperation with other institutions in order to be able to perform interdisciplinary research.
- Continue keeping the focus on different research directions.
- Put more emphasis on international research cooperation.
- Introduce a competitive e-learning system for teaching and research activity.

II. "Community and Establishment Administration" ASSESSMENT

II. "Community and Establishment Administration" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The name of the Professional Master study programme "Community and Establishment Administration" goes in line with the legislative requirements. The aim of the programme is well-tuned and support the vision of DU.

There is an increase in the number of students enrolled in a academic year. At the same time it is also significant drop out, mostly the final year of study. The drop-out rate according report is related with many facts: students at programme study from personal funding, high requirements for defending the Master's thesis, lack of time when combining studies with work, as all students of the programme are employed. However, an important point to notice is that most students who drop out (whether are the reasons) after some time when the situation improves, they resume their studies and successfully complete their studies.

The aims, tasks and learning outcomes of the Master program are set out according to the professional Qualification - Organizational manager. The degree to be acquired, the study programme aims, objectives, and admission requirements are interrelated.

There is a variety of studies forms: full time studies - 2 or 1,5 years (60 CP), part time studies - 2 or 2,5 years (80 CP).

There are set admission requirements for applicants - Bachelor professional degree in Economics, Finance, Management, Entrepreneurship and / or 2nd level higher professional education in management of enterprises and institutions and obtaining only a Master's degree) or a higher academic or second level professional higher education (enrolling in a program with 80 CP and obtaining both a master's degree and a professional qualification - Head of an Organization).

The learning outcomes to be achieved were clarified and aligned with the basic requirements for the profession standard of "Head of Organization".

Conclusions by specifying the strengths and weaknesses

The name of the study programme, the aim and admission requirements are clear and are defined in accordance with legislative requirements and regional needs. The learning outcomes to be achieved were clarified and aligned with the basic requirements for the profession standard of "Head of Organization".

Strengths:

- The only regional university in this programme field, with good traditions and reputation.
- The program is important for the development of the country and the region and has very good cooperation with employers, municipalities and public sector.
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated;
- The variety of the type and the form as well as duration of the study programme for different groups of students.
- High reputation of study programme among students, alumnus and employers.
- The study programme offers broad coverage of all of the courses needed to achieve the necessary competencies.

Weaknesses:

- Technical issues in self-evaluation report documents (not correct data).

2. The Content of Studies and Implementation Thereof

Analysis

The program provides an opportunity to acquire in-depth knowledge, practical skills, and competencies in the field of public and organizational management. Mapping of the study programme courses showed that the aims defined in the study courses comply with the study programme outcomes and are harmonized with higher-level study programmes. The analysis of the content of study courses shows that the selected topics mostly correspond with the outcomes defined – skills and attitudes, knowledge, and professional competencies. For example: within the change management course students will acquire the knowledge, understanding how to develop appropriate management of change and crisis, through skills like the ability to evaluate change processes independently and critically analyse them in public administration and society, they will develop the competence to make decisions and find creative solutions in change management processes.

The professional traineeship of the programme's students is implemented in accordance with the practice regulations. DU provides support in the implementation of practical placement by organizing introductory and closing conferences, as well as counseling students during their placement. The student has to write the traineeship report, which is reviewed and evaluated by the traineeship supervisor. The following evaluations influence the overall assessment of the practice: evaluation from the practice supervisor, assessment of the practice report, defence of the practice report. Traineeship opportunities are mostly offered in public institutions. During the traineeship there are ample opportunities to observe organizational processes, conduct research and use it in students' academic work.

During study courses, students self-evaluate and provide a mutual evaluation based on jointly developed criteria, so students are motivated to improve their knowledge and to involve more in

acquiring study material. Assessment of students' knowledge and monitoring of independent study work is regularly performed throughout the semester. The master thesis is being evaluated at the final examination by the scientific supervisor, reviewer and the state examination commission, which consists of the commission chairman and at least half of the commission consists of representatives of professional organizations or employers. The state examination commission evaluates the thesis and decides on the award of professional qualification and professional master's degree.

The analyses of the students' survey results indicated that the students are generally satisfied with the structure of the study program, the quality of teaching, the content and presentation of the study course, assessment requirements, as well as guest lecturers. The results obtained in the graduates' questionnaire were discussed at the Program Council meetings as well as at the Faculty of Education and Management's Council meetings. Employers' survey showed the readiness of the graduates of the PMSP "Community and Establishment Administration" for the labour market in Latvia and in the world is good, but it is performed only every three years.

In the interviews with students it has been acknowledged that students are aware of the mobility possibilities, teachers and administrative personnel are motivating them to pursue this experience. The reasons why students don't decide to go for exchange are mostly personal.

It is very unusual that course descriptions vary a lot, from very exhaustive to quite ascetic, it is obvious that there is not coordination and the programme director does not give clear instructions and / or doesn't oversee the curriculum. The same goes for course titles, translated to English, sometimes they differ from the original title in Latvian.

Students of the study direction make use of the opportunity to go abroad for exchange. Students have the opportunity to avail of Erasmus mobility for studies as well as practice placements, which was ascertained during discussions with graduates.

The main strength of the programme is the cooperation with employers and municipalities. Industry representatives underline the necessity of this program (meeting with the employers), very strong cooperation with industry, easy to get internships and job.

Conclusions by specifying the strengths and weaknesses

The study programme is very popular in the region, the number of enrolled students is quite stable. Common standards for the course descriptions should be delivered and implemented. The naming of the program in English and Latvian in documents has to be unified. Employers' surveys should be carried out regularly - every year. Employers at the interview proposed to increase the content of economics and law within the existing study programme courses. Instructions for a uniform curriculum record would be desirable.

Strengths:

- The study program offers broad coverage of all of the courses needed to achieve the necessary competencies.

Weaknesses:

- Descriptions of study courses in the curriculum are sometimes very different.
- In some documents the translation of the study programme title in the English language differs.
- Employers survey is not being carried out regularly.

3. Resources and Provision of the Study Programme

Analysis

Financial resources of the study programme "Community and Establishment Administration" are

composed of the government-funded study places that represent a government funding transfer for ensuring the educational process that is distributed within the DU in a centralised way, covering reimbursement for teaching and support personnel and other costs.

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block (DU self-evaluation report p. 71). The existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms. The auditoriums are equipped with high-quality visual equipment. Students and academic staff have access to a modern library and access to many electronic databases and e-books, as well as information networks (Internet, DU net, Moodle). The library stock for this study programme is sufficient. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of DU infrastructure quality.

22 educators are involved in the implementation of the study programme (SER p.95).

Students of the study programme use computerized applications and software (MS Office, SPSS, GIS, data visualization online tools and software, online media) that are needed for the acquisition of all the study courses in the study programme; these as well as an opportunity of research work of various stages ensure a flexible and student oriented environment.

Conclusions by specifying the strengths and weaknesses

Professional master study programme "Community and Establishment Administration" has a very good resource base, including financial, material, technical, study and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Master study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- The program is important for the development of the country and the region and have a lot of good partners in public sector.

Weaknesses:

- It is necessary to strengthen cooperation with the private sector.

4. Teaching Staff

Analysis

The programme is delivered by 22 professors, including four guest professors, 18 teaching staff had their full-time job at DU. 14 lecturers have doctoral degrees, among them 40.9% are professors and associate professors, 31.8% are docents, 9.01% are leading researchers from DU scientific institutes and 18.1% are lecturers with master's degree (SER p.95). During the on-site visit students and graduates expressed a willingness to have more guest lecturers involved in the study process - both local and international.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments - according to the CV's attached to the self-evaluation report members of the teaching staff fulfil at least on the following criteria - publications published in reviewed editions within the last six years or five-year practical work experience. The teaching staff has the necessary

qualifications and knowledge for implementation of the study program as confirmed both by graduates and students during the on-site visit.

Lecturers are approachable and ready to implement changes, when applicable. As the study groups aren't overcrowded, lecturers can pay more attention to each individual student and monitor their development. Teaching staff cooperates to ensure cohesive delivery of the whole study programme - no overlapping of the study content, same overall goals - not only in study programme and course descriptions, but also in practical implementation of the study programme. Six specialists from multiple fields, deepen students' practical knowledge and skills within the study courses with their professional experience and also increase students' employment opportunities after graduation.

The teaching staff involved in the study programme actively participates in scientific research, the results are integrated into the study process - teaching staff members upload their publications in science portals Researchgate or Academia and include in the literature in study course descriptions for students to use them for their independent work.

Teaching staff is involved in numerous scientific projects - both local and international - and includes their students in the research, fostering their interest and understanding of scientific research.

Teaching staff is motivated by the administration of DU to improve the quality of available study materials in the e-studies system, thus overall quality and understanding of necessity of digitalization is increasing.

During the on-site visit teaching staff admitted the need to improve their English language knowledge, to foster better information exchange with international colleagues and researchers.

Conclusions by specifying the strengths and weaknesses

Teaching staff has necessary qualifications to implement the study program. They are involved in scientific research - both locally and internationally. Teaching staff members include their students in research and make their publications available for students to use for their studies. Lecturers are approachable for students and willing to implement changes to the study process when necessary.

Strengths:

- Highly qualified and supportive teaching staff.
- Teaching staff is motivated to improve the quality of the digitalization of study materials for study courses.
- Teaching staff has very good cooperation with each other, working to implement the study program, as one team.

Weaknesses:

- Lack of guest lectures from Latvia and abroad.
- English language skills could be improved for better communication with foreign researches and to have an access to the newest information at the international level.

5. Assessment of the Compliance of the Study Programme "Community and Establishment Administration"

Requirements

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.

Assessment of compliance: Fully compliant

Justification: Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognized higher education documents". The diploma sample is provided (Annex section of the III. Description of the Study Programme - 1. Indicators Describing the Study Programme).

- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.

Assessment of compliance: Fully compliant

Justification: The cooperation agreement with the Biznesa augstskola Turība (Annex section of the III. Description of the Study Programme - 1. Indicators Describing the Study Programme. Document is only in Latvian).

- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.

Assessment of compliance: Fully compliant

Justification: The Statement that DU guarantees compensation for damages caused to the student if, due to DU conduct (act or omission), the study direction "Management, administration and real estate management" is not accredited or the licenses of the study programmes belonging to the study direction are withdrawn, or the student does not wish to continue studies in another study programme (Annex section of the II. Description of the Study Programme - 1. Indicators Describing the Study Programme).

- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.

Assessment of compliance: Fully compliant

Justification: Lecturers involved in the implementation of the study program are proficient in the official language.

- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

Assessment of compliance: Fully compliant

Justification: The sample of the study agreement is provided ("Community and Establishment Administration" - other mandatory attachments").

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: Study courses and study materials have been prepared In language in which the study programme is implemented (Latvian) and they comply with requirements (Description of the Study Programme - Other mandatory attachments).

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

Assessment of compliance: Fully compliant

Justification: The programme is in compliance with the competencies and skills defined in the professional standard.

<https://visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-114.pdf>

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

Assessment of compliance: Fully compliant

Justification: DU professional Master's study programme "Public and organizational management" has been elaborated in accordance with the Cabinet Regulations No512 of August 26, 2014 "Regulations on the national standard of the second level professional higher education" <https://likumi.lv/doc.php?id=268761>

- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

Assessment of compliance: Not relevant

Justification: Not applicable.

- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: Six lecturers didn't publish reviewed editions, according to the information in the Self-assessment annex in the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation, however some have professional experience

- 15 P5 - Overall rating

Assessment of compliance: Fully compliant

Justification: All criteria are met.

Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Resources and provisions (study base, science base, information base (including library), material and technical base and financial base) are described in section II of the report. Part 3, Chapters 3.1 to 3.3 in relation to the study field "Management, administration and real estate management". The study provision, informative, material, and financial for the program fully complies with the conditions for its implementation.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

Assessment of compliance: Fully compliant

Justification: The qualification of the academic staff involved in the implementation of the study programme "Community and Establishment Administration" complies with the requirements of the Law on Higher Education Institutions concerning the study programme implementation in a university type higher education institution.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

Assessment of compliance: Fully compliant

Justification: Courses content is planned and implemented according to the standards. The content of the program consists of study courses, which ensure the advanced acquisition of the latest achievements in the theory and practice of the field. The Master's thesis itself contains an empirical study of the actual situation in the economy, realizing the management science settings for the development of the organization and the corresponding rights that ensure it.

Conclusions by specifying the strengths and weaknesses

The name of the study programme, the aim and admission requirements are clear and are defined in accordance with legislative requirements and regional needs.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

The study program is very popular in the region, the number of enrolled students is quite stable. Instructions for a uniform curriculum record would be desirable, common standards for the course descriptions should be delivered and implemented. The naming of the program in English and Latvian in documents has to be unified. Employers' surveys should be carried out regularly - every year. Employers during the meeting proposed to increase the content of economics and law within the existing study program courses.

The programme has very good cooperation with employers and municipalities. Industry representatives underline the necessity of this program (meeting with the employers), very strong cooperation with industry, easy to get internships and job.

Academic staff members upload their publications in science portals Researchgate or Academia and include in the literature in study course descriptions for students to use them for their independent work. Study resources and provision comply with the requirements for the implementation of the Master study programme, create the prerequisites for the achievement of learning and research outcomes, they can ensure a high-quality study process.

Strengths:

- The program is important for the development of the country and the region and has very good cooperation with employers, municipalities and public sector.
- The variety of the type and the form as well as duration of the study programme for different groups of students.
- Strong reputation of study programme among students, alumnus and employers.
- The study programme offers broad coverage of all of the courses needed to achieve the necessary competencies.
- Motivated, highly professionally qualified teaching staff.
- Academic staff has very good cooperation with each other, working to implement the study program, as one team.
- Academic staff is motivated to improve the quality of the digitalization of study materials for courses.
- Students have very good internships availability.

Weaknesses:

- Technical issues in self-evaluation report documents (not correct data).
- A small choice of subjects in English.
- Lack of guest lectures from Latvia and abroad.
- Lack of cooperation with the private sector.
- Descriptions of study courses in the curriculum are sometimes very different.
- In some documents, the translation of the study programme in the English language differs.
- Employers survey is not being carried out regularly.

Evaluation of the study programme "Community and Establishment Administration"

Evaluation of the study programme:

Good

6. Recommendations for the Study Programme "Community and Establishment Administration"

Short-term recommendations

Develop a uniform standard for the descriptions of study courses.

Increase the inclusion of guest lecturers (Latvian and foreign) into the study process.

Try to motivate students for outgoing exchange at MA level, through students presentations, teachers stimulations, presenting the positive sides of an international experience etc.;

Develop the activities to increase the number of incoming exchange students and foreign country students to MA programme;

Long-term recommendations

Lecturers should improve their knowledge of the English language.

Start with yearly interviews of employers, using surveys, roundtables and/or focus groups, in order to keep abreast of the developments on the labor market and with professional advances.

Develop an international strategy of MA program which should mirror the global market impact to Eastern Latvian region;

Broaden the offer of study courses in English at the MA level;

II. "Management Science" ASSESSMENT

II. "Management Science" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The academic doctoral study program "Management Science" is implemented in cooperation with Turība University and goes in line with the admission and legislative requirements. The joint study program was licensed and started in 2014. The degree to be awarded has been changed from "Doctor of Science in Management (Dr.oec.)" to Doctor of Science (Ph.D.) in Economics and Business- in accordance with external regulations, i.e. 23.01.2018. Cabinet of Ministers Regulations on Branches and sub-branches of science in Latvia and December 27, 2005 Cabinet Regulation No.1001.

The topicality of courses of the Doctoral study programme "Management Science " (Education classification code 51345) is aligned with the overall topicality of the study field. The programme is offered in full-time (3 years) in Latvian and English.

The title of the academic doctoral study program " Management Science" corresponds to the content of the program, which is basically designed as an in-depth study and result-oriented research in management. The learning outcomes to be achieved are specified. The aim of the programme corresponds to the goal set for the implementation of DU development strategy to develop higher level study programmes matching the international level in various branches facilitating technology transfer and innovation development, deepening the integration of scientific research in the study process as well as involving in international, state, and regional research programmes. (Meeting with the DU management, the academic staff).

The theoretical courses of the programme are interconnected. Their successful completion and transfer of the acquired knowledge, skills, and competences to research work, contribute to the programme's goal: - To provide high-level studies and active research work of doctoral students, to enable doctoral students to acquire in-depth competences necessary for independent research work and its completion with original and empirically proven results in the field of economics and business, testifying the use of international experience in research work and in its organization and management. - To provide science-based studies, after which students would be able to fully implement sustainable management of state, municipal institutions and various types of enterprises both locally and internationally and to promote the development of this science in Latvia.

Admission requirements for the study programme is a master's degree or equivalent higher education and report. The English language examination for applicants who plan to study in English is organized by taking a test. For applicants of the programme there is a prerequisite that the topics of their PhD thesis have to pertain to management topics. Enrolment is based on the submission of documents that meet the requirements of the DU enrolment regulations, as well as interviews with the applicant.

All candidates (included foreigners) are enrolled in the procedure set by the Republic of Latvia legislation, in accordance with "Daugavpils University regulations of enrolment of foreign students". There is a stable demand for the Doctoral Study programme "Management Science". All budget places are filled, while paid studies are not on high demand due to the financial reasons of the student candidates. Programme "Management Science" is demanded among foreign students. The

drop out rate in the programme “Management Science” is small. Students discontinue studies due to the personal reasons and health condition. There is high motivation of doctoral students and underlined by them the quality of studies in the programme.

The title of the joint academic doctoral study program “Management Science” corresponds to the content of the program, which is basically designed as an in-depth study of economics and business science and its sub-sectors: business administration, education management, community management (other sub-branches of economics and business) and result-oriented research in this direction. It should be noted that the programme, which is being implemented in cooperation between two higher education institutions Daugavpils University and Turība University, plays an important role in strengthening cooperation in higher education and research. The programs and responsibility with the partner university are well defined. The proportional distribution between the study courses included in the study programme is as follows: 43.75% of the study program is implemented by educators of Daugavpils University; 25% of the study program is implemented by educators of Turība University; 31.25% of the study program is implemented jointly.

Conclusions by specifying the strengths and weaknesses

Doctoral study programme “Management Science” name, degree to obtain, goals and objectives as well as enrolment requirements are mutually related and accordant. The programme was started in 2014. The name of the study programme, the aim and admission requirements are clear and are defined in accordance with the doctoral degree in science (PhD). It should be noted that the programme implemented in cooperation between two higher education institutions Daugavpils University and Turība University plays an important role in strengthening cooperation in higher education and research.

Strengths:

- The only regional university in this field, with good traditions and reputation. The program is important for increasing the scientific potential of the region and the country.
- A personal approach towards each student.
- Good prospects for graduates to transition to higher education.
- Total number of students is stable.
- Two languages of the implementation of the study programme.
- Well defined distribution between the study courses with the partner university.

Weaknesses:

- Not identified.

2. The Content of Studies and Implementation Thereof

Analysis

The joint academic doctoral study programme provides high-level studies and active research work of doctoral students. The aim of each study course is to contribute appropriately to the achievement of the overall aim of the academic doctoral programme. Planned and delivered content of the joint doctoral study programme Management Science is in accordance with the trends of the industry, labor market, and science development, offering the opportunities of obtaining in-depth knowledge in the sphere of community, business, and education management, addressing the versatility of understanding of contemporary management theories, change management, implementing strategies of sustainable development in community and education as well as by involving in research activity in management science. The study programme content consists of study courses that enable the in-depth acquisition of recent developments in theory and practice of management

Science. The mapping of the study programme and expected learning outcomes of the study courses show that study programme and study courses comply with the eighth EQF/LQF level and the requirements set forth in the regulatory enactments, ensuring also a student-centered approach. Student-centered learning is provided by taking into account of the students' professional and personal experience, diversity of needs, encouraging student as an active participant in the process of learning, providing opportunities of choice, providing comprehensive feedback, assessment, and self-assessment, the consultations provided by the academic staff and encouraging students to active participation in scientific discussions, lectures, and seminars. The final thesis containing original scientific research results is being publicly defended.

Doctoral students regularly fulfill surveys and provide comments for study quality improvement, e.g. on some organizational issues of the study process, that were taken into consideration (studies are scheduled for Fridays and Saturdays), as students are employed and it is difficult to combine studies with their jobs. Graduates surveys showed the absence of the Promotion Council in DU as the most significant disadvantage, they characterize the study programme as a good opportunity for professional and personal growth. Employers' surveys point out that graduates have a high level of knowledge and research skills, which significantly increase the efficiency of their professional activities.

Students' mobility analysis demonstrates that outbound mobility within this programme is very popular and these opportunities have been used by almost every programme student. No problems around the recognition have been detected.

It is questionable, if the planned competencies can be delivered within a limited number of teaching hours at TU's partner university DU, which is delivering together this joint programme. It is true that doctoral study demands a lot of individual work, but if at TU in a 3 ECTS course gets 16 hours of lectures, at DU he/she gets 6 hours. For a course of 4,5 ECTS at TU is planned and delivered 16 hours of lectures, at DU only 8 or ten hours.

Conclusions by specifying the strengths and weaknesses

This joint study program is well designed, students express great satisfaction level. One student formulated an opinion about different theories that are being presented and said that only contemporary theories should be taught. But the development of theoretical thought is also important for future scientists. The teaching staff is competent and the study process is very individualized. Some of the courses are not being delivered in English, but only in Latvian. DU should harmonize the amount of teaching hours per ECTS between the two institutions. The number of publicly financed study positions is limited, so applicants have to pay for their studies.

Strengths:

- Individualized study process.
- Students have very good Erasmus and other scientific mobility availability.

Weaknesses:

- Some courses are being delivered only in Latvian.
- There is a notable difference in the number of teaching hours within courses for the same amount of ECTS that are being conducted at Turība university.

3. Resources and Provision of the Study Programme

Analysis

Financial resources of the study programme "Management Science" are composed of the government-funded study places that represent a government funding transfer for ensuring the

educational process that is distributed within the DU in a centralised way, covering reimbursement for teaching and support personnel and other costs. Funding for the development of research is acquired by the study direction on the basis of the academic staff members' scientific performance and indicators for the preceding year assessed by DU Department of Science.

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block (DU self-evaluation report p. 71). The existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms. The auditoriums are equipped with high-quality visual equipment. Students and academic staff have access to a modern library and access to many electronic databases and e-books, as well as information networks (Internet, DU net, Moodle). The library stock for this study programme is sufficient. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of DU infrastructure quality.

10 professors are involved in the implementation of the study programme. They cooperate with a lot of international partners. Due this cooperation different research projects are realized and as a results doctoral students are involved in scientific projects, motivated and supported by the supervisors and DU Council for Research. Students for the collection and analysis of the date visited and worked, for example, in Israel, at University of Klaipeda and Vytautas Magnus University (Lithuania), the University of Management and Economics (Sorbonne, France), Iowa State University (USA), and St. Petersburg State University (Russia).

DU also has their own scientific journals included in Scopus and Science Direct.

Students of the study programme use computerized applications and software (MS Office, SPSS, GIS, data visualization online tools and software, online media) that are needed for the acquisition of all the study courses in the study programme; these as well as an opportunity of research work of various stages ensure a flexible and student oriented environment.

Conclusions by specifying the strengths and weaknesses

The study programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, technical equipment and IT support, as well as scientific support, which indicates the ability to ensure a high-quality study process and to achieve learning outcomes. It is available for all doctoral students and professors.

The program is important for the development of the country and the region, and for increasing the scientific potential. Considering that the programme is implemented in cooperation between two higher education institutions Turība University and Daugavpils University, it plays an important role in strengthening cooperation in higher education and research.

Strengths:

- Very good resources for the implementation of the Doctoral study programme, what help to ensure a high-quality study process.
- Modern library with many books and electronic resources, which is available for students` and academic staff individual work.
- A lot of international partners the programme is cooperate with.
- DU has their own scientific journals included in Scopus and Science Direct.
- Students are involved in scientific projects, motivated and supported.

Weaknesses:

- not identified.

4. Teaching Staff

Analysis

9 professors with many years of research and practical experience in the field of management science are involved in the implementation of the academic doctoral programme "Management Science". The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments - according to the CV's attached to the self-evaluation report members of the teaching staff fulfil at least on the following criteria - publications published in reviewed editions within the last six years or five-year practical work experience, as well as objectives set by the management of DU.

During the on-site visit students and graduates expressed a willingness to have more guest lecturers involved in the study process - both local and international.

It is rather common for graduates of the doctoral studies to take on teaching positions, ensuring the renewal of teaching staff in DU.

Lecturers are approachable and ready to implement changes, when applicable. The number of teachers involved in the programme is very high in relation to the number of students, which indicates the possibility to pay in-depth attention to students. As the study groups aren't overcrowded, lecturers can pay more attention to each individual student and monitor their development.

Teaching staff cooperates to ensure cohesive delivery of the whole study programme - no overlapping of the study content, same overall goals - not only in study programme and course descriptions, but also in practical implementation of the study programme.

The teaching staff involved in the study programme actively participates in scientific research, the results are integrated into the study process - teaching staff members upload their publications in science portals Researchgate or Academia and include in the literature in study course descriptions for students to use them for their independent work.

Teaching staff is involved in numerous scientific projects - both local and international - and include their students in the research, fostering their interest and understanding of scientific research.

Teaching staff is motivated by the administration of DU to improve the quality of available study materials in the e-studies system, thus overall quality and understanding of necessity of digitalization is increasing.

During the on-site visit teaching staff admitted the need to improve their English language knowledge, to foster better information exchange with international colleagues and researchers.

Conclusions by specifying the strengths and weaknesses

The teaching staff involved in the doctoral study programme cooperate with each other both in research, developing and publishing joint research papers and teaching aids, as well as in designing, developing, and teaching joint study courses within the framework of the study programme. Lecturers are approachable for students and willing to implement changes to the study process when necessary.

Strengths:

- Teaching staff is cooperating with each other for non-overlapping of the content of study courses.
- Doctoral students can get a job at DU after graduation. It means that DU renews the academic staff.

Weaknesses:

- Lack of guest lectures from Latvia and abroad.
- English language skills could be improved for better communication with foreign researchers and to have an access to the newest information at the international level.

5. Assessment of the Compliance of the Study Programme "Management Science"

Requirements

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.

Assessment of compliance: Fully compliant

Justification: Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents". The diploma sample is provided in "Description of the Study Programme "Management Science"".

2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.

Assessment of compliance: Fully compliant

Justification: The content of the cooperation agreement with RISEBA University of Applied Sciences includes points on mutual cooperation in the field of studies and science and transfer of students in case the implementation of DU study programs.

3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.

Assessment of compliance: Fully compliant

Justification: DU guarantees compensation for damages caused to the student if, due to DU conduct (act or omission), the study direction "Management, administration, and real estate management" is not accredited or the licenses of the study programs belonging to the study direction are withdrawn, or the student does not wish to continue studies in another study program

4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.

Assessment of compliance: Fully compliant

Justification: Lecturers involved in the implementation of the study program are proficient in the official language.

5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.

Assessment of compliance: Fully compliant

Justification: Testimonial on educators English language proficiency of at least at B2 level is provided in Description of the Study Programme (Other mandatory attachments, Knowledge of foreign language.PDF).

6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

Assessment of compliance: Fully compliant

Justification: A statement is provided in Annexes that the academic staff of the study direction "Management, administration and real estate management" and the doctoral study programme "Management Science" is composed of not less than five doctors, at least three of whom are experts approved by the Latvian Council of Science in the branch or sub-branch of the study program grant a scientific degree (it's 9 experts).

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: In the annexes is a statement (Higher education law_management science_ENG.doc) certifying that the members of the academic staff involved in the implementation of the doctoral study programme "Management science" (51345) of the study direction "Management, administration and real estate management" meet the requirements specified in Law on Institutions of Higher Education, Section 55, Article 1, Paragraph 3.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

Assessment of compliance: Fully compliant

Justification: Complies with the regulations No.70 of the Cabinet of Ministers, " Terms and conditions to be included in the study agreement". A sample of study agreement called Agreement On Doctoral Studies at Daugavpils University is provided in annexes of the Description of the Study Programme - Other mandatory attachments.

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: Study course descriptions and study materials have been prepared In the language in which the study program is implemented (Latvian and English) and they comply with requirements (Annex No. 7).

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: In Annex of the Description of the Study Programme - Other mandatory attachments, a document is provided, with the Opinion on commencing the implementation of the joint Doctoral study programme "Management science" by Daugavpils University and Turība University of the Council for Higher Education, that the programme is in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education, as the study program has less than 250 full-time students.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

Assessment of compliance: Not relevant

Justification: Not applicable.

- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

Assessment of compliance: Fully compliant

Justification: Compliance of the joint study program with the requirements of the Law on Higher Education Institutions is documented in the Description of the Study Programme - 1. Indicators Describing the Study Programme, Annex No. 1. (Joint programme_sompliance_ENG.docx)

- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

Assessment of compliance: Fully compliant

Justification: In the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation is available a list of publications written by the academic staff for the reference period, all lecturers have been publishing in reviewed editions in the last period. It would be much easier for the AIKA next experts' supervision if the list would be prepared for each study program separately.

- 15 P5 - Overall rating

Assessment of compliance: Fully compliant

Justification: Fully compliant with all the requirements.

Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Study program Management science resources and provision fully comply with the study program implementation conditions (SER chapter 3 criteria 31.-3.3.).

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

Assessment of compliance: Fully compliant

Justification: The qualification of the teaching staff involved in the implementation of the study program complies with the study program implementation conditions and the requirements of regulatory enactments. Academic staff (doctors of science - professors, associate professors) who are permanently elected DU staff, as well as guest lecturers from other Latvian universities, participate in the implementation of the study process.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

Assessment of compliance: Fully compliant

Justification: The content of the doctoral study program "Management Science" is adjusted to the trends of the branch, labor market, and science development, envisaging the opportunities of obtaining in-depth knowledge in the sphere of community, business, and education management, specifically addressing the versatility of understanding of contemporary management theories, management of innovation of change, opportunities of implementing strategies of sustainable development in community and education as well as by involving in research activity in management science.

Conclusions by specifying the strengths and weaknesses

The academic doctoral study programme "Management Science" is implemented in cooperation with Turība University and goes in line with the admission and legislative requirements. The joint study program was licensed and started in 2014. Mutual collaboration between both institutions is very good. The degree to be awarded has been changed from "Doctor of Science in Management (Dr.oec.)" to Doctor of Science (Ph.D.) in Economics and Business- in accordance with external regulations, i.e. 23.01.2018. Cabinet of Ministers Regulations on Branches and sub-branches of science in Latvia and December 27, 2005 Cabinet Regulation No.1001.

The total number of students is stable. This joint study programme is well designed, students show great satisfaction level. The programme is important for the development of the country and the region, and for increasing the scientific potential. Comparing study course descriptions of both institutions it is clear that the courses offered from Turība University have fewer contact hours and more individual work. The proportion of contact hours should be balanced between both institutions. The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

The number of publicly financed study positions is limited, so applicants have to pay for their studies.

The programme has a good resource base, including financial, material, technical, study and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high quality study process and achieve learning outcomes.

The academic staff is competent and the study process is very individualized. Some of the courses are not being delivered in English, having foreign guest lecturers. The academic staff involved in the doctoral study programme cooperate with each other both in research, developing and publishing joint research papers and teaching aids, as well as in designing, developing, and teaching joint study courses within the framework of the study programme. The published monographs and research articles are used in the study process.

Strengths:

- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- Two languages of the implementation of the study program.
- Well defined program and responsibilities with the partner university.
- Well-equipped study process and very good resource base.
- Motivated, highly professionally qualified academic staff.
- Total number of students (including foreigners) is increasing.
- Individualized study process.
- Study programme beneficial for the regional and national economy.
- Strong cooperation with stakeholders, industry companies, and experts in Latvia.
- Many international partners with whom the programme is cooperating.
- DU has its own scientific journals included in Scopus and Science Direct.
- Students are involved in scientific projects, motivated and supported.
- Teachers are cooperating with each other to avoid the overlapping of the content of study courses.
- Doctoral students can get a job at DU after graduation. It means that DU rejuvenates the academic staff.
- The academic staff is encouraged for research work.

Weaknesses:

- Some of the courses are not being delivered in English, having foreign guest lecturers.

- English knowledge of academic staff could be improved (they are already in the process).
- The number of teaching hours per course (or ECTS) between the DU and Turiba not harmonized.

Evaluation of the study programme "Management Science"

Evaluation of the study programme:

Good

6. Recommendations for the Study Programme "Management Science"

Short-term recommendations

Long-term recommendations

Keep improving the academic staff knowledge and fluency of the English language.

Keep encouraging the academic staff to involve the individuals that are not yet publishing scientific papers.

III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

Assessment of the Requirements for the Study Field

Requirements	Requirement Evaluation			Comment
Pursuant to Section 5, Paragraph 21 of the Law on Institutions of Higher Education, the higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems:	Fully compliant			Quality policies are established. DU study quality management system observes the compliance with ISO 9001:2017 quality standard. DU Council of Studies and DU Centre of Study Quality Assessment introduces quality provision systems on the basis of "DU study internal quality ensuring policy" and "DU manual for ensuring quality". Also other normative acts that facilitate and ensure the quality of higher education.
R2 - The cooperation with different organisations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction.	Fully compliant			DU have very good cooperation with public sector, as well as a cooperation with particular organizations from private sector.

Requirements	Requirement Evaluation			Comment
R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).	Fully compliant			DU teachers and students involved in scientific projects. Scientific research is included in the study process.
R4 - Elimination of the shortcomings and deficiencies identified during the previous assessment of the study direction, if it has been conducted, or the implementation of the provided recommendations.	Fully compliant			all recommendations were implemented.

Assessment of the Requirements for the Relevant Study Programmes of the Study Field

No.	Study programme	R5	R6	R7	R8	Evaluation of the study programme (excellent, good, average, poor)
1	Community and Establishment Administration (47345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Good
2	Management Science (51345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Good

The Dissenting Opinions of the Experts

There were no cases of experts' disagreement during the evaluation of the study direction "Management, administration and real estate management".