



## **Self-evaluation report**

**Academic Master's study program  
"Management of the Security of the Organization"  
inclusion in the accreditation sheet  
of the study field  
"Internal Security and Civil Protection"**

Rīga, 2023

## I. INFORMATION ON THE STUDY FIELD

### 1 Basic information on the study field

#### – Study programs included in the study field

The Turība University (hereinafter – TU) study field "Internal Security and Civil Protection" is accredited until December 31, 2024.<sup>1</sup>

The study field "Internal Security and Civil Protection" comprises two study programs, the content of which has been created based on consultations with professional organizations of security specialists and improved over time according to the recommendations of lecturers, students, employers and graduates, as well as guided by similar study programs in foreign universities:

1. Short cycle professional higher education program " Security of the Organization" (code 41861).
2. Professional Bachelor study program " Security of the Organization" (code 42861).

Short cycle professional higher education study program, the professional Bachelor study program "Security of the Organization" have been implemented for several years. In 2022, the academic Master's study program "Management of the Security of the Organization" was licensed (Licence Nr.04036-49).

The training model 3+2 (3 years of academic Bachelor's studies and 2 years of professional Master's studies) is ensured in this study field. The relevant model is aligned to the idea of creating a single common European education area and is in line with the Bologna Declaration of 19 June 1999 on the European Higher Education Area, which aims to achieve a uniform system of higher education in the Member States, which is a prerequisite for creating a flexible higher education system in the EU.

After graduating the program, students also have the opportunity to continue their studies at a higher level - doctoral programs in Latvia or abroad.

#### – Aim and tasks of the study field;

##### **Aim of the study field:**

The aim of the study field is to prepare highly qualified, internationally competitive security specialists who have acquired the theoretical knowledge, practical and research work skills necessary for the relevant profession, as well as in-depth knowledge, skills and competences in the chosen study program for work in security services and management in both state and local government institutions, both in companies and organizations.

##### **Tasks of the study field:**

- To give students the opportunity to gain more knowledge about issues of the security sector that are current in the society and to understand their importance for the processes of the society;
- Prepare highly qualified cross-industry specialists who are able to adapt to dynamic labor market changes;
- Prepare highly qualified interdisciplinary specialists who are capable of passing on academic and professional knowledge, creating and teaching new study courses and creating new scientific directions;
- To improve the analytical and reasoning abilities of specialists, as well as to draw reasonable conclusions based on interdisciplinary knowledge;

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<sup>1</sup> Law on Higher Education Institutions. Transitional Provisions Section 48. Available: <https://likumi.lv/ta/en/en/id/37967>

- Promote the emergence of new scientific research and the formation of qualitative discussions based on science in society;
- To give students the opportunity to specialize in a specific field of science.– analysis of the compliance of the study program to be included in the study field accreditation sheet with the study field.

**– analysis of the compliance of the study program to be included in the study field's accreditation page with the study field**

The new program - the academic Master's study program "Management of the Security of the Organization" was created taking into account such important educational principles as interdisciplinary, internationalization, technology and enriching the experience of personality development.

The program is interdisciplinary, but the main emphasis is on strengthening the understanding of security in the business environment.

The study program corresponds to the study field "Internal Security and Civil Protection", as a significant part of the courses included in it are study courses related to the field of security.

The study program corresponds to the study field "Internal security and civil protection", since a significant part of the courses included in it are security-related study courses, for example Security theory, Organizational security theory, Organizational security, Civil and environmental protection, Security legal regulation, Detective work, etc. Specific attention in the study program is devoted to the psychological preparation of security managers, which is learned in the study courses: Security Psychology; Conflictology; Negotiation strategies; Emotional intelligence. In the study program, students improve knowledge and skills related to risks caused by modern technologies, such as Cyber Security Management, Artificial Intelligence. While developing students' understanding of the field of security, they learn study courses in Occupational safety and protection, Intellectual property protection, Prevention of money laundering. In addition, the Study Program includes study courses that analyze business and business management issues, such as Human Resources Management and Development, Internship in Personnel Management, Business Economics, Quality Management of Security Organizations, Security Risk and Crisis Management, Security Project Management, etc. The interdisciplinary nature of the study program makes it possible to create new specialists in demand in the market who are not specialized in only one narrow field, but are able to make decisions using interdisciplinary knowledge and skills, thus becoming more and more effective security field specialists, managers and field developers.

The rationale for the creation of the study program and its relevance to the field of study are in line with Latvia's sustainable development strategy until 2030. The strategy emphasizes that although the possibility of a direct external military threat to Latvia is unlikely, and NATO will continue to guarantee Latvia's territorial security, serious attention must be paid to strengthening national security. In the future, the strategic interests and security of NATO and EU member states will be globally challenged by international terrorism, the spread of weapons of mass destruction, and the threat to the international community caused by the collapse of the power of individual countries (paragraph 277)<sup>2</sup>.

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<sup>2</sup> Latvia's sustainable development strategy until 2030 (resource in Latvian). Available: [https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija\\_2030\\_6.pdf](https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija_2030_6.pdf)

## II. DESCRIPTION OF THE STUDY PROGRAM

### 1. Characteristic indicators of the study program

#### 1.1 Study program indicators

1.	The Program Title	<i>Organizācijas drošības vadība</i>	
2.	The Program Title in English	<i>Management of the Security of the Organization</i>	
3.	Code of the study program according to Latvian education classification:	45861	
5.	The Program type	<i>Academic Master's study program</i>	
7.	Scope of the study program (CP, recommended ECTS)	<i>1 year and 3 months- 40 KP (60 ECTS) 2 years and 1 month- 80 KP (120 ECTS)</i>	
8.	<i>Form, type, duration of implementation (if less than years, indicate in months) and language of implementation</i>		
	Part time studies	<i>1 year and 3 months, 2 years and 1 month</i>	<i>Latvian</i>
	Part time extra mural	<i>1 year and 3 months, 2 years and 1 month</i>	<i>Latvian</i>
9.	Place of implementation	<i>68 Graudu Street, in Riga, LV 1058</i>	
10.	Enrolment requirements	<p><i>60 CP study program - professional bachelor's degree or second-level professional higher education (level 5 professional qualification), obtained by completing at least a four-year study program in the field of study "Internal security and civil defence" or professional bachelor's degree or second-level professional higher education (level 5 professional qualification) obtained by completing a study program of at least four years, as well as at least two years of practical experience in civil or military defence;</i></p> <p><i>120 CP study program - an academic bachelor's degree in social sciences, business or law or an academic bachelor's degree in any other field, provided that at least 15 CP have been obtained in study courses in the field of social sciences, business or law.</i></p>	
11.	Degree awarded	<i>Master of Social Sciences in Personal and Property Protection</i>	
16.	The final exam at the end of the study program	<i>Master's thesis</i>	
17.	Study program director	<i>Vilnis Veinbergs, Ph.D</i>	

## 1.2 The aim of the study program

The **aim** of the study program is

To provide a set of knowledge, skills and competences in accordance with the level 7 requirements of the Latvian Qualifications Framework (LQF)<sup>3</sup> in order to prepare high-level security managers with a broad multidisciplinary perspective on the security and protection of persons, movable property and real estate.

The study program, with its name, very precisely orients potential students that, upon meeting the admission requirements, they will start studies in the security industry, additionally learning the most important issues of management science. By purposefully studying and learning the program, you will acquire knowledge, skills and competences that provide the basis for obtaining a master's degree. This, in turn, confirms that the theoretical knowledge has been acquired and the master's thesis has been successfully defended. Educational standard and program requirements have been met. In this part, the goal and tasks and study result have been achieved.

Graduates of the study program are highly qualified employees for a career in multidisciplinary organizations, in order to develop and skillfully implement comprehensive risk management in the company and to create comprehensive strategic security, as well as to be able to advise management in business protection and development. Graduates have acquired psychological knowledge and know how to deal with human behavior in extreme situations.

## 1.3 Tasks of the study program

The **tasks** of the program naturally follow from the aim of the program: to implement in-depth learning of knowledge, skills and competences in the field of internal security, providing students with the ability to develop or improve systems, products, technologies and prepare them for creative, research and teaching work in the field.<sup>4</sup>

Tasks will be completed by providing:

- completion of compulsory A and optional part B study courses of the program;
- other activities (participation in practical and discussion seminars, student conferences, implementation of group projects);
- development and preparation of the master's thesis for defense.

## 1.4 Expected study results

During the learning of the study program, the following **expected results** will be achieved:

- ability to demonstrate in-depth and extensive knowledge in the professional field of security;
- the ability to independently use theory, methods and problem-solving skills to perform research and highly qualified professional activities in changing conditions;
- the ability to independently formulate and critically analyze complex scientific and professional problems, integrate knowledge from different fields, contribute to the creation of new knowledge.<sup>5</sup>

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<sup>3</sup> Regulations of Minister Cabinet Nr.240, Riga 2014.gada 13.may (prot. Nr.28 18.§) Regulations on the national standard of academic education, 15.close (resource in Latvian). Available: <https://likumi.lv/doc.php?id=266187>

<sup>4</sup> Academic Information Center. Higher education (LQF levels 5-8). Available: [https://www.latvijaskvalifikacijas.lv/en/educational-system/?doing\\_wp\\_cron=1686812325.2559320926666259765625](https://www.latvijaskvalifikacijas.lv/en/educational-system/?doing_wp_cron=1686812325.2559320926666259765625)

<sup>5</sup> Education Law. 8<sup>1</sup> clause. Latvian qualifications framework. Available: <https://likumi.lv/ta/en/en/id/50759>

**Knowledge:**

Highly specific knowledge, which is partly at the vanguard of knowledge in the field of work or study and which is the basis for original thinking and/or research; Critical understanding of issues related to knowledge problems in a specific field and at the interface of different fields.

**Skills:**

Specific problem-solving skills required for research and/or innovation to generate new knowledge and procedures and integrate knowledge from different fields.

**Competencies:**

Manage and transform complex and unpredictable working or learning conditions that require new strategic approaches; Take responsibility for investing in professional knowledge and practice and/or for reviewing the strategic results of groups.<sup>6</sup>

The **content** of the study program ensures the achievement of study results that include the acquisition of in-depth theoretical knowledge and the development of research skills and abilities at the interface of security and management fields.

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<sup>6</sup>Academic Information Center. Higher education (LQF levels 5-8). LQF level 7. Available: [https://www.latvijaskvalifikacijas.lv/en/educational-system/?doing\\_wp\\_cron=1686812325.2559320926666259765625](https://www.latvijaskvalifikacijas.lv/en/educational-system/?doing_wp_cron=1686812325.2559320926666259765625)

## 2 Study program actuality

### 2.1 Short description of the study program

#### 2.1.1 *The rationale for creating the study program*

The implementation of the academic master's study program "Management of the Security of the Organization" has been started in addition to the existing study programs in the field to promote the competitiveness of the university and develop the "Internal Security and Civil Protection" study field. Graduates of the program will be managers of various organizations with a specialist approach to the field of security, who will have sufficient skills to navigate security industry issues.

The program is also interesting and engaging for those who have previously obtained qualifications for the specific professions of defense and internal affairs systems, because in this study program is possible to learn current affairs in the security sector as a whole, thus increasing your qualifications within the framework of lifelong education.

The program is also suitable for graduates of various universities who have obtained the qualifications of Security Specialist and Security Service Manager in previous years, who lack a master's degree, in order to become managers of organizations in the field of security, etc., where a master's degree is required. This program replaces the need to be educated in a professional program, thus repeating courses already taught before.

The content of the study programs was created based on consultations with professional and public organizations in the field, for example, by surveying security industry merchants and members of security industry associations belonging to professional organizations. members and representatives of the Latvian Chamber of Commerce and Industry and improved over time, according to the recommendations of lecturers, students, employers and graduates, as well as guided by similar study programs in foreign universities. During the licensing process of the study program, a detailed table was developed and submitted to the AIC in which the study courses included in the programs were accurately analyzed.

In order to make the field of study more competitive and university graduates more in demand on the labor market, cooperation is implemented with employers and various industry organizations, such as the Latvian Security Business Association, the Association of Security Industry Companies and the Association of Security Professionals, as well as with the Confederation of Latvian Employers and the Latvian Trade and chamber of industry. Regular contact is maintained with the state administrative institutions of the force, such as the State Police, the National Armed Forces and the police of various municipalities.

The new program was created taking into account such important educational principles as interdisciplinary, internationalization, technology and enriching the experience of personality development.

Although the program is interdisciplinary, the main emphasis is on strengthening the understanding of security in the business environment.

#### 2.1.2 *Compliance of the study program with industry trends in Latvia, the European Union and the world*

The aim of the study program is defined in accordance with the Regulations on the national standard of academic education<sup>7</sup>, as well as the strategic goals set by TU.

The aim contributes to the achievement of the university's strategic goals<sup>8</sup>, as well as the development of the intellectual potential necessary for the Republic of Latvia. The main directions

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<sup>7</sup> Regulations of Minister Cabinet Nr.240, Riga 2014.gada 13.may (prot. Nr.28 18.§) Regulations on the national standard of academic education, 15 Clause (resource in Latvian). Available: <https://likumi.lv/doc.php?id=266187>

<sup>8</sup> University Turība Development Strategy 2021-2025 (resource in Latvian). Available: <https://www.turiba.lv/storage/files/bat-strategija-10-11-2020-web.pdf>

of the Faculty of Law activities to be implemented during the study year 2020/2021 were approved at the meeting of the JF Council (db. 07.04.2021, Minutes No. 22/2021), and stipulate, among other things, that one must be able to use the opportunities that have arisen during the changes and respond promptly to changes in demand regarding the requested form of study, qualifications and specialist training level.

The study program is integrated into the TU structure and its development results from the TU development strategy in the following areas:

1. To increase the academic potential of teaching staff, making fuller use of the possibilities offered by doctoral studies and projects;
2. To gradually prepare electronic and typographically published teaching aids in all courses,
3. Develop cooperation with foreign universities in the exchange of students and teaching staff, in the implementation of joint research programs;
4. Improve the material base, paying special attention to the latest books and scientific journals;
5. Improve the study program self-evaluation process, further developing the feedback links "student - study program" and "employer - study program";

In recent years, the traditions of normativism are receding, but the number of normative acts is increasing also in the security sector. This means that nowadays more and more importance is given to the application of the principles of general law, thus trying to prevent the existence of a "regulatory flood" or over-specific regulation. More emphasis in education, as well as in practice, is placed on the application of common law principles, as well as filling the "gaps" of the law, using common law principles as one of the methods. It should be noted that legislation in the security sector is regularly reviewed and improved, based on EU and world practices and changes in the global world introduced by modern technology in the security of countries and organizations. In the study courses implemented by the TU, one of the basics is to learn interpretation methods. As the comparative method of interpretation has become very popular nowadays - the unclear is analyzed and resolved using the world's theoretical insights, as well as comparing them with the laws established by the EU or other countries. The study courses included in the study program consider both the national and international nature of the study courses, thus providing students with industry trends and current events, thus providing students with industry trends and actualities.

Since 2004, studies in security and management, as in other programs, have been implemented according to the five-year study model, which provides for a three-year bachelor's study program and two-year master's studies. This is defined by the Bologna Declaration. Although the students' understanding of the current procedure has improved, there is still a lot of uncertainty about it in society. For example, there is still a misunderstanding among a part of the population that a person with a bachelor degree is not yet a professional, because a qualification is not awarded after three years of studies. It is only the beginning of academic or professional master's studies.

The educational development guidelines for 2021-2027 project "Future skills for the future society"<sup>9</sup> (resource on Latvian) foresees that one of the current trends and vision for education in 2027 is precisely interdisciplinary. The guidelines emphasize that the challenges of modern society, which are related to the environment, health, social processes, economy and other spheres, are complex, and their full understanding and solution require an interdisciplinary approach. Interdisciplinary is an essential resource for the development of innovation. Thus, future education must look for ways to effectively introduce and develop an interdisciplinary approach in education, which allows to break the boundaries of a subject or academic discipline and integrate different perspectives on the issue under research.

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<sup>9</sup>Education development guidelines for 2021-2027 "Future skills for future society" (resource in Latvian). Available: [https://www.izm.gov.lv/sites/izm/files/iap2027\\_projekta\\_versija\\_apspriesana\\_160720201\\_2.pdf](https://www.izm.gov.lv/sites/izm/files/iap2027_projekta_versija_apspriesana_160720201_2.pdf)

When developing the study program, the following documents were taken into account, which ensured the compliance of the study program with industry trends in the countries of the European Union and in the world.

### 2.1.3 *Outline of the content of the study program*

The program is designed in such a way as to provide students with the acquisition of various everyday necessary knowledge in areas that are essential for ensuring security in the business. Thus, the program covered study courses that provide in-depth knowledge in areas such as **security psychology**, cyber security, innovations and their use in the sustainability of the organization, prevention of money laundering, conflict resolution and corporate social responsibility of the organization.

In addition, when evaluating business development trends, the program included study courses focused on aspects predicted to be important for organizations in the future, such as regulation of labor relations, personnel management and its peculiarities in both state and local government institutions, business economics, security project management, quality management of security organizations, presentation art, artificial intelligence solutions, intellectual property protection, as well as public procurement, as well as ethics and in emotional intelligence.

Also, the program emphasizes the analysis of various risks and examples of their solution in the LV and global environment, evaluates the legal regulation of security, provides an inter-resource perspective on various problems, such as organizational strategy and change management, negotiation strategies, detective work, security risk and crisis management. The program envisages an in-depth evaluation of aspects related to the security of the organization by evaluating it in a theoretical environment and in practice, as well as a significant role in the program is dedicated to the safety of society and the environment in the study course Civil and Environmental Protection.

The report and Syllabus use the terms: evening, part time, which simplifies and shortens the names of study forms. These designations correspond to the study forms specified in the study program plans:

Evening	<i>Part time studies</i>
Part time	<i>Part time extramural studies</i>

### 2.1.4 *List and justification of the changes made in the study program since the licensing of the study program*

Since the licensing of the Study Program (18.05.2022), **no significant changes have been made** to it.

The changes have affected only the process of writing a master's thesis - it was divided into several study courses, so that students could submit topic applications on time, as well as start writing the thesis without putting it off until the last minute. Thus, the amount of credits devoted to research work was increased. Changes have been made taking into account how important research is in the process of academic studies.

The changes also affected the number of credit points. Due to the changes made in the Law on Higher Educational Institutions, credit points were expressed in the ECTS system. In addition, in some study courses, which previously had 3 credit points, the number of credit points was changed so that fractions do not occur.

Changes in the scope of study courses KP, when switching to the ECTS system, were made in the study program with a duration of two years and one month:

- 1) Security theory 3 CP to 4 CP (6 ECTS);
- 2) Cyber security management 3 CP for 2 CP (3 ECTS);
- 3) Conflictology 3 CP for 2 CP (3 ECTS);
- 4) Security risk and crisis management 3 CP to 4 CP (6 ECTS).

When making the transition from KT to ECTS, in accordance with the requirement in the eighth paragraph of the first article of the Law on Higher Education Institutions, we determined that one credit point corresponds to the amount of 25 hours of study work. Therefore, in study courses with 3 ECTS - the amount of study work was set at 75 hours, and in study courses with 6 ECTS - the amount of study work was set at 150 hours. For information transparency, in the study plan, we have specified the amount of work hours of each study course for each study course.

*2.1.5 Statistical data on the students in the study program and in comparison with the planned number of students within the framework of the licensing procedure analysis and assessment*

The program is implemented only for first year of study (beginning in the 2022-2023 study year), therefore the dynamics of the number of enrolled students cannot be determined. At the beginning of the implementation of the program, it was planned to enroll 20 students. 2022-2023. 21 students were admitted during the study year, of which 20 are currently studying. The form of study is part time extramural studies. There are no students from foreign countries in the program, as the program is implemented only in Latvian language. All students study on private funding. There are no graduates in the program yet.

<b>Study year</b>	<b>Study form</b>	<b>Planned number of students</b>	<b>Number of students actually enrolled</b>
2022./ 2023.g.	Part time studies	-	-
	Part time extramural studies	<b>20</b>	<b>21</b>
2023./ 2024.g.	Part time studies	-	-
	Part time extramural studies	<b>20</b>	<b>16</b>

*2.1.6 Graduate employment prospects*

Degree to be obtained - Master of Social Sciences Degree in Personal and Property Protection provides graduates with career opportunities to be employed in law enforcement institutions, state and local government institutions, and private companies.

Within the framework of the program, qualified security management specialists will be prepared, who will be able to independently perform activities in the field of internal security of the organization, which are necessary under the management of state and local government institutions, private companies, and non-governmental organizations. The study program is designed by offering study courses in a wide variety of internal security and civil defense and management science subfields. Thus, the program will prepare graduates whose knowledge covers not only certain sub-branches of specific sciences, but a wide range of science, which forms the knowledge base of the future security manager. Such a manager will be able to independently develop solutions and manage processes for both security and other problem situations related to the existence of the organization. The security manager can critically analyze the decision-making process, develop and evaluate the company's personnel management processes and evaluate various problem situations related to personnel management, as well as independently develop reasonable proposals and defend opinion in the interests of the organization's development based on the current situation in the national economy.

It should be noted that in Latvia there is a need for specialists with a high level academic degree in the field of security, who will continue to be involved in the development of academic work in the field of security using a scientific approach.

### 3 Resources and provisions

#### **3.1. Characterization and assessment of the study base, science base (if applicable), informational base (including libraries), material and technical base and financial base regarding compliance with the conditions of the study program implementation and ensuring the achievement of learning outcomes, and the changes made since the start of the study program implementation, their effects on the quality of studies.**

##### *3.1.1 Assessment of the study base necessary for the implementation of the study program*

TU is one of the largest private universities in Latvia with stable traditions and a clear vision of the future in the context of the European higher education space. The TU, which was founded in 1993, boasts 3,800 students in the academic year 2020/2021 and more than 12,000 graduates. The TU has modern classrooms, a modern library, a student campus - a hostel and a large sports hall.

The TU has been granted permanent accreditation (Accreditation sheet registration No. 002, 08.05.1997). Educational institution registration No. 3343800213. TU study fields are law science, internal security and civil protection, international communication, business management, management of companies in the tourism and hospitality industry, public relations, information technology. The TU has four faculties/departments:

- Faculty of Business Administration,
- Faculty of Law
- Faculty of International Tourism
- Department of Information technology

TU offers study opportunities for foreign students - to study in bachelors, masters or doctoral study programs in English. Every student has the opportunity to study together with future specialists from 33 countries.

TU is the leading private university in Latvia, which provides modern, multi-level, business-oriented education. The TU aims to be competitive and dynamic for a long time. By cooperating with professional education institutions, industry associations and employers' organizations, TU only promotes a range of study programs that meet the requirements of the labour market, are in demand and are recognized by the state. Graduates of Turība are able to confidently compete in the Latvian labour market.

TU's core value is highly qualified, competent, progressive academic staff and professional administrative staff. TU promotes the successful acquisition of study programs with a high-level, modern material - technical base and a wide range of methodological materials. The TU ensures that the students are provided with modern infrastructure, as well as a comfortable, safe and tidy university environment. An important criterion when choosing both lecturers and service providers is reliability and professionalism, as well as successful previous cooperation. TU activities are based on continuous improvement, as well as the principles of an excellent business and quality management system, satisfying the wishes of customers and gaining their trust.

The existing educational material and technical base allows to fully ensure the necessary conditions for learning the study courses included in the study program. Lectures are held in large conference halls, auditoriums, computer classrooms and students have access to a modern library with a large reading room. The lecture rooms are equipped with high quality visual equipment – white boards, document cameras and screens, multimedia projectors, audio and video equipment. 164 computerized workplaces are available for students. 30 multimedia projectors have been installed and 2 portable multimedia projectors are also available.

The existing educational material and technical base allows to fully ensure the necessary conditions for learning the study courses included in the study program. Lectures are organized face-to-face, at Graudu Street 68, Riga, they take place in conference halls, auditoriums, computer classrooms, and students have access to a modern library with a spacious reading room and a gym. Furthermore, in case of an emergency in the country regarding the existing epidemiological situation, students have access to online lectures held on the WEBEX platform.

The auditoriums (37 auditoriums of different sizes, in which to organize both theoretical and practical lessons for different numbers of students) have high-quality visual equipment - white boards, screens, multimedia projectors, audio and video equipment. Students have access to computer workstations. Stationary and portable multimedia projectors have been installed. The number of auditoriums is sufficient to provide high-quality studies for all streams - both full-time and part-time, face-to-face and part-time studies, because the study schedule of these streams is different.

The service department of the TU takes care of cleanliness in the auditoriums and common rooms and employees regularly clean and air the rooms.

The activity of the study field is provided by several TU structural units. The Faculty and the departments are primarily involved in academic activity whereas the study department and the Rector's Council deal with the implementation of study processes.

### 3.1.2 The structural units of TU involved in the implementation of the program

<b><i>Structural unit</i></b>	<b><i>Tasks in program implementation</i></b>
<b><i>Rector, Vice-rector in scientific and academic work Rector's Council</i></b>	Rector's Council's is the consultative council primarily responsible for the management of pedagogical and research activity at the TU and ensuring international cooperation. <i>The main tasks of Rector and Vice-rector are as follows:</i> <ul style="list-style-type: none"> <li>• provision of unified pedagogical process at Turiba;</li> <li>• organisation and management of study processes;</li> <li>• management of research – methodological activity;</li> <li>• study development;</li> <li>• organisational and documentation activity including issuing decrees, testimonials, drafting reports and rules and regulations necessary for the provision of all the above mentioned tasks.</li> </ul>
<b><i>Faculty of Law</i></b>	<i>Faculty is a structural unit primarily responsible for organisation of Professional, academic, methodological and research activity in the study disciplines implemented by the faculty.</i> <i>The main tasks are as follows:</i> <ul style="list-style-type: none"> <li>• further international competitiveness;</li> <li>• design new programs and study courses;</li> <li>• improve study processes;</li> <li>• further the loyalty of academic personnel, students and employees;</li> <li>• develop cooperation between students, employers and alumni;</li> <li>• develop cooperation with other HEIs including foreign ones;</li> <li>• promote the analysis and self-analysis of students' entrepreneurial skills as well as communication skills, innovative abilities and cultural level to match international business standards.</li> </ul>

<b>Department of Studies</b>	<p><i>The Department of Studies is a structural unit responsible for planning and implementation of study processes.</i></p> <p><i>Its main tasks are :</i></p> <ul style="list-style-type: none"> <li>• Plan and coordinate study processes.</li> <li>• Maintain records of pedagogical workload of educators.</li> <li>• Organize documentation of the study processes: <ul style="list-style-type: none"> <li>✓ form and update list of academic groups,</li> <li>✓ keep record of students and groups,</li> <li>✓ prepare decrees concerning students' status and study groups,</li> <li>✓ prepare academic progress reports and testimonials,</li> <li>✓ prepare and maintain study records.</li> </ul> </li> <li>• Record student progress and analysis of student results.</li> <li>• Prepare statistical reports.</li> </ul>
<b>Department of Commerce, Department of Languages, Department of Law Science, Department of Communication</b>	<p><i>The Department is a structural unit of the Faculty that is responsible for the implementation of studies, methodological and research activity. The Department implements study courses in accordance with the aims, tasks and learning outcomes of the respective study programs.</i></p> <p><i>Its main tasks are:</i></p> <ul style="list-style-type: none"> <li>• systematically enhance the study process;</li> <li>• participate in the formation of the library book fund;</li> <li>• organise research and methodological activity;</li> <li>• participate in Turiba's lifelong education system;</li> <li>• cooperate with employers, students and alumni in updating and improving the study process;</li> <li>• develop student culture and a positive attitude towards studies;</li> <li>• organize exchange of experience and further qualification of educators;</li> <li>• ensure supervision of practice and study papers and approve supervisors; organize the department's documentation.</li> </ul>

### 3.1.3 TU structural units that perform support functions

<b>Structural unit</b>	<b>Tasks</b>
<b>Study information centre</b>	<p><i>The Study information centre (hereinafter – SIC) as a structural unit of the Development department of Turiba responsible for the provision of information and service to entrants, students as well as all other interested persons.</i></p> <p><i>SIC tasks are:</i></p> <ul style="list-style-type: none"> <li>• registration of entrants and their enrolment in cooperation with the enrolment commission approved by the Senate;</li> <li>• provision of information to students and all those interested:</li> <li>• answer to queries regarding TU and its services;</li> <li>• organisation of documentation: <ul style="list-style-type: none"> <li>✓ file and process documents of entrants;</li> <li>✓ file and maintain records of entrants and students' personal files in accordance with the normative enactments of the Republic of Latvia;</li> <li>✓ prepare education contracts, conclude contracts with students and make amendments;</li> <li>✓ review and address claims, complaints and applications registered by students;</li> <li>✓ draft and issue testimonials;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>✓ draft and issue permission for taking exams outside the scheduled time;</li> <li>✓ carry out documentation of study and student loans;</li> <li>✓ carry out necessary correspondence and communication with students;</li> <li>✓ information on the possibilities of ordering ISIC cards for students.</li> </ul> <ul style="list-style-type: none"> <li>• listen to customer needs, gather information and forward the information to the respective structural units;</li> <li>• update and make changes in the student and study database.</li> </ul>
<b>Information systems department</b>	<p><i>Information systems department (ISD) is a Turiba structural unit that is responsible for the design, maintenance and improvement of the Turiba information system as well as providing all the necessary software and hardware required for the smooth effective running of study processes by purchasing, maintaining, modernising , renewing recording and storing the software and hardware.</i></p> <p><i>ISD tasks:</i></p> <ul style="list-style-type: none"> <li>• developing, purchasing, installing and maintaining software that meets the needs of Turiba;</li> <li>• purchase installation and maintenance of computer systems and software;</li> <li>• network administration;</li> <li>• providing network and data security;</li> <li>• accounting and control of use of computer and network resources;</li> <li>• training users;</li> <li>• working out regulations and documentation regarding the use of computers and networks.</li> </ul>
<b>Library</b>	<p><i>The library is a Turiba structural unit that fulfils the function of a study and research information centre and the Turiba library maintains links with other Latvian and foreign libraries and information centres.</i></p> <p><i>The library's tasks are:</i></p> <ul style="list-style-type: none"> <li>• Implement the library resource fund development policy;</li> <li>• provide accessibility to information;</li> <li>• ensure maintenance of the book fund;</li> <li>• Provide services: issue of books, photocopying of library materials, bind materials, sell books published by Turiba publishing house, consult readers on the library books etc.;</li> <li>• plan resources in cooperation with the faculties, departments and other structural units to ensure purchase of quality books, further education of library personnel, modernisation of the library and provision or technical resources;</li> </ul>
<b>Development department</b>	<p><i>The development department is a structural unit that is mainly responsible for promoting Turiba among potential students and attracting new students.</i></p> <p><i>The functions and tasks of the development department are as follows:</i></p> <ul style="list-style-type: none"> <li>• managing the Turiba brand (working out the Turiba brand strategy, designing and maintaining the brand name and logo);</li> <li>• promoting the study programs in the market and carrying out marketing activities and /or their coordination in accordance with Turiba's long term development conception;</li> <li>• improving the involvement of students in the study process by carrying out student surveys to measure their satisfaction with the services offered and analysing its results;</li> </ul>

	<ul style="list-style-type: none"> <li>• planning organising and implementing the Turiba public relations campaign in accordance with the enterprise's interests and aims and tasks set by the management;</li> <li>• cooperation with alumni (developing and implementing a loyalty program, maintaining the alumni database, conducting surveys);</li> <li>• supervising the functioning of the SIC which is responsible for providing service to entrants, students and all those interested.</li> </ul>
<b>Lifelong education department</b>	<p><i>Aim – further the implementation of lifelong education process and the growth of intellectual potential of Latvian inhabitants in accordance with the basic guidelines and strategies of the EU and Latvian lifelong education policies.</i></p> <p><i>The tasks are:</i></p> <ul style="list-style-type: none"> <li>• promote the development of adult education system;</li> <li>• promote the further qualification of inhabitants and their education;</li> <li>• develop a modular education approach to attaining higher education.</li> </ul>
<b>TU Publisher</b>	<p><i>The purpose of the publishing house is to prepare, print and sell text books, methodical and practical literature for students, graduates, pupils and teachers of TU and other educational institutions, as well as for the wider part of society related to business.</i></p> <p><i>Tasks of the publisher:</i></p> <ul style="list-style-type: none"> <li>• to ensure the publication and sale of various books;</li> <li>• to carry out profitable activities in cooperation with state, local government, private companies, public organizations and individuals in accordance with the TU strategy by analysing market demand and competitor activities</li> <li>• ensure efficient use of funds in achieving goals;</li> <li>• advise TU employees on publishing issues;</li> <li>• to prepare organizational and procedural documents necessary to ensure the fulfilment of the above-mentioned tasks.</li> </ul>

Both academic and administrative units at the TU are able to ensure high-quality organization and supervision of study processes, as well as to provide other needs of the study program.

### **3.2 Assessment of the informative and methodological base (e-study environment, guidelines, methodologies, manuals, etc.), incl. use in providing the study process. Information about library and database resources, their availability to students and teaching staff, the suitability of the library premises for independent study and research work, the literature available in the library for the implementation of the study program, the possibilities of renewing and improving the informative and methodical base.**

#### *3.2.1 Characterization and assessment of infrastructure and material and technical support*

Information about changes in the study process is posted on the TU website [www.turiba.lv](http://www.turiba.lv), as well as on the BATIS information system in Latvian and English.

The TU library provides access to a wide range of information resources according to the study programs and research directions of the university. Library users can use the open access library resources, periodicals and online electronic databases. Several databases are available for students and lecturers, such as EBSCO, Scopus, ScienceDirect, etc. (<https://www.turiba.lv/lv/biblioteka/tiessaistes-datubazes>) (resource on Latvian).

Currently, 166 books on safety are available in the library resources, their total number is around 487 copies. In the library, students can receive various types of services:

- Issue of printed publications and student works for use in the reading room
- Use of online databases
- Printing, copying, scanning
- Sale of stationery
- Delivery of information resources to homes
- Use of computerized workplaces
- Binding study materials

The library of the TU offers many different electronic databases. When using library computers, you can connect to them without a password. 8 databases are available to students - Academic terms database, EBSCO database repository, Statistics of Latvia, Latvia, LURSOFT - company database, Proquest Computing database, ScienceDirect, Scopus. Students also have access to e-resources, which include - Dienas Biznesa article archive, German News Service, Latvijas Vēstneša article archive, LETA archive of the National Information Agency, Nozare.lv - LETA business portal. If necessary, it is possible to use and access 11 open databases. Open Access is a movement that provides free and registration-free access to full-text scientific information. It can be read, downloaded, copied, distributed, printed, quoted or used in any other legal way without financial, legal or technical restrictions.

The rooms and resources of the Business Incubator, computer classrooms with Microsoft Office and SPSS programs are available. Microsoft Office and programs are also available in the library reading room. Negotiations are ongoing with CSC Telecom on the possibility of cooperation for the installation and use of the CRM system for the needs of the students of the program.

### *3.2.2 Description of the material base necessary for the implementation of the program*

TU uses only private funds for study provision. Turība's financial position is remarkably stable. Every financial year, starting from the foundation of the TU, has ended with a profit. The reason for this is the successful economic activity of the higher education institution as well as well-considered and goal oriented activities in the field of education. The financing plan for each year is determined by the budget of the institution. Revenue consists of tuition fees in higher education, participation fees for seminars, hostel services and income from other economic activities. Expenditure is planned in the budget proportional to the revenue, the main items of which are salaries of staff, social security payments, maintenance of premises and utilities, material expenses for provision of the study process, purchase of new equipment, as well as renovation and repair of premises.

In the financial year 2022/2023 the net turnover has increased by approximately 4 percent compared to 2021/2022 financial year. As changes in the external environment continue, as well as significant fluctuations in the markets of various goods and services due to the war in Ukraine, the costs of the company's economic activity in a number of positions have increased quite significantly. But as a result, the Company has finished this financial year with stable profit and profitability indicators, compared to the previous year. The Company's operation is still convincingly profitable and the Company's financial situation can be assessed as very stable even now.

2022/2023 the net turnover of the financial year is EUR 6,040,860, the gross profit is EUR 1,250,366, and the profit after tax is EUR 46,300. The income of the study program "Organizational Safety Management" in 2022/2023 is EUR 35,780 and the profitability is 34% . Study program net turnover 2023/2024. planned to reach EUR 70,000

When starting to implement a new study program, it is optimal to start a group with at least 10 students. However, sometimes we also open smaller groups, as enrollment increases over time, the program as a whole normalizes in terms of profitability indicators.

### **3.3 Analysis of changes in the composition and qualifications of teaching staff and evaluation of these changes (impact on the quality of studies, implementation conditions and compliance with the requirements of regulatory acts) during the reporting period.**

The composition and qualifications of the teaching staff **have not changed** since the licensing of the study program.

### **3.4 In the case of master's study programs, indicate and provide justification whether the awarding of degrees is based on the achievements and findings of the relevant field of science or artistic creativity.**

The awarding of the Master of Social Sciences Degree in Personal and Property Protection is based on the achievements and findings in the field of Internal Security and Civil Protection. The study courses provided in the study program and the defence of the master's thesis are requirements for obtaining a master's degree.

The Master's thesis, as a result of scientific research work, is based on the achievements and findings in the field of security and industry. When choosing and applying for a master's thesis topic, the student justifies the topicality of the topic - problematic issues that are debatable from a theoretical point of view or due to the shortcomings of the legal framework or the aspect of incorrect implementation of the legal framework, or all together at the same time. The master's thesis itself contains an empirical study of the actual situation in the national economy regarding the implementation of rights. Therefore, the actual situation is investigated, evaluating both the positive and the not so positive achievements and offering either theoretical or practical solutions.

Solutions of a practical nature are connected with proposals for the improvement of the legal framework. Proposals of a theoretical nature are related to the clarification of a conceptual approach.

All study courses are focused on security issues in Latvia and European Union. The topical issues to be learned in the study courses are clarified depending on the practical needs, depending on what problematic issues are viewed and solved in the security sector, and relevant scientific research on these problematic issues in Latvia and abroad, which are indicated in the literature lists of the study course descriptions, are taken into account. The content of studies is important for applicants who choose to study at TU. Thus, in the applicant's survey, it is indicated that one of the first criteria for choosing TU for studies was "The content of the study program".

## **4 Implementation of the recommendations put forward during the licensing of the study program**

### **4.1. Assessment of the execution of the implementation plan of the recommendations given by study program licensing experts and the impact of the given recommendations on the quality of studies or the improvement of processes in the study program.**

Appendix of the report includes an overview of the implementation of the recommendations, including information on the improvements made, resulting from the recommendations provided by the experts and the conditions of the study quality commission within the framework of the licensing of the study program.

Based on the recommendations provided by experts, TU has reviewed its strategic vision regarding the procedure for implementing study programs and their effectiveness, both by increasing the quality and profitability of the study process.

Also, in accordance with the experts' recommendations, the admission requirements were clarified, which allows for the admission of knowledgeable and experienced students to the relevant program, which also allows for higher research results to be expected.

The TU also continues to develop and support lecturers' research, developing various support mechanisms to motivate lecturers to devote time to conducting research and preparing publications.

In conclusion, we would like to point out that since TU is in strong competitive conditions, it regularly monitors market trends, the mood and needs of students and potential students and adapts the learning environment and methodology to market needs as much as possible, as well as regularly evaluates the content of study programs in accordance with market needs, proposing changes in the content of study programs if necessary.

The review of the implementation of the study program licensing experts' recommendations is attached in Appendix 9, providing specific examples of the activities carried out (indicating both short-term and long-term recommendations implemented in the study program), as well as indicating what long-term recommendations will be implemented in the study program until the study field accreditation – at December 31, 2024.