

# Expert group joint opinion

Evaluation Procedure: Assessment of Study Field

Higher Education Institution: EKA University of Applied Sciences

Study field: Management, Administration and Management of Real Property

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## Summary Assessment of the Study Field

### Summary Assessment of the Study Field

The analysis of the management of study direction "Management, administration and real estate management" shows that in EKA University of Applied Sciences in general follow all the rules and requirements in order to successfully realize all included study programmes. The main goal of the study direction at EKA University of Applied Sciences is clearly defined and has attainable goal. During the evaluation, expert team identified positive aspect is regular reflection on objectives of study direction. The study direction "Management, administration and real estate management" at EKA University of Applied Sciences provides opportunities to study in different forms of studies: full-time studies, part-time studies and e-studies (distance learning). Offering the e-studies promotes access to education for the segments of the population, which are located outside of Riga, and for economic and social reasons, cannot afford to go to the capital. In addition, online lectures are recorded and are available (as well as other study materials) online for students of all study forms allowing them to study, to repeat the study material in a more convenient time, thus ensuring the student-centred approach. Further, the part-time studies allow acquiring the current labour market competences for people who are employed. EKA offers study courses from study programmes that complies with study direction. Generally, the study direction "Management, administration and real estate management" at EKA is a varied, diversified and adjusted programmes for the local needs of Latvian labour market. The limitation is strong local orientation and relatively low level of international and global orientations of the programmes.

There are five study programmes implemented in the study direction, which prepare specialists in the areas of business administration, marketing and cultural management. The study programmes are interrelated, providing continuity in the studies, as well as sharing resources, for example, the study programme's "Event Management" graduates can continue their studies in the bachelor's program "Cultural Management". The study programme's "Marketing" graduates can continue their studies in the bachelor's programme "Management". The bachelor's study programmes' "Management" and "Cultural Management" structure has many common courses in the general or mandatory course section allowing to organise lectures, thereby making an effective use of available human, material and technical resources. The bachelor's study programmes' graduates can continue their studies in the master's study programme "Business Administration". The EKA has developed a well functioning e- study platform that has also ensured the teaching process without interruption during COVID-19. The e-platform has been significantly improved since the last accreditation procedure that was confirmed by the students and teaching staff during the current assessment procedure.

A total of 520 students study in the 5 programmes of the Study Direction. EKA has all the necessary resources at its disposal to ensure their study process. Fully equipped auditoriums and computer classes, a large library, a reading room with 10 computer workstations, as well as connection points for personal computer connections, a good canteen, student seating areas and a good, spacious café - all create a good environment for a successful learning process. Each study programme also has specially equipped premises that provide the necessary equipment for the study process, research and creativity.

EKA has a well established and maintained quality management policy (Regulation on Quality Assurance (26.04.2017., last amended on 28.08.2019.), which is publicly available on EKA's web page ([https://www.augstskola.lv/upload/08\\_EKA\\_Nolikums\\_kvalitates\\_nodrosinasana.pdf](https://www.augstskola.lv/upload/08_EKA_Nolikums_kvalitates_nodrosinasana.pdf)). The Regulation provides a detailed description of the framework for the structure and operation of the quality assurance as well as interaction of the stakeholders. The EKA's quality assurance systems include long-term and short-term aims and contribute to the achievement of the aims and learning outcomes of the study programmes and study direction.

EKA has developed a financing system, including resources and provision. EKA budgeting is performed both in the short term and in the long-term investments. The EKA's budget is formed mainly from the tuition fees. The scientific-research budget is planned to cover the promotion of scientific and research activities of study direction and lecturers - to pay for publications and conferences, exchange visits, as well as for international cooperation activities and membership fees. This is also a good motivator for lecturers. The positive financial results of the last years allowed to allocate additional funds for the implementation and development of study programmes, as well as for the use of study materials and research development.

The directions of scientific research in the study direction "Management, administration and real estate management" comply with the development aims of the EKA. There exists a Study Council which approves research directions. EKA has stated priority research directions. Positive to mention is published Scientific activities reports in the EKA homepage which provide an overview of all research related activities. Research is done in sufficient level accordingly to the EKA development strategy, only in some cases it could be better coordinated between professors and possibly to develop joint research projects. Scientific research and the outcomes thereof are integrated in the study process in the study programmes, especially in the master level study programme. EKA has recently introduced several new mechanisms for the involvement of the teaching staff in scientific research which can be considered as effective for the future.

EKA cooperates with the institutions in Latvia and abroad: companies, municipalities, governmental and non-governmental organisations, professional associations, universities, colleges, secondary schools etc. Cooperation is planned and organised according to the type of institutions, as well as regional location. Identified seven areas of cooperation with the employers enable both the implementation of strategic objectives that are described in the EKA development strategy, as well as the aims of the study direction. As for the collaboration with the institutions of higher education, the emphasis is placed more on scientific research, the academic staff's qualification development. During the reporting period, foreign lectures were predominantly attracted to the guest lecturer's status using the opportunities of the Erasmus+ mobility program. During the reporting period, the number of incoming foreign instructors increased substantially.

## **1. Management of the Study Field**

### **Analysis**

The analysis of the management of study direction shows that in EKA University of Applied Sciences total number of students on 1st October 2019 has slightly decreased compared with previous years: In 2015, it was 1001 students; 2016 – 1080 students; 2017 – 1122; 2018 – 1101 student; 2019 – 1083 student. However, separate study programmes have seen a significant increase in the number of students. The positive dynamics of the students' number has been achieved by changing the content of the studies, introducing new teaching methods as well as developing a marketing strategy, opening new study programmes, and starting a foreign student's attraction.

The development of the strategy of the Study Direction is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

The main goal of the study direction is 'to provide students with a sustainable high-quality education in the field of management, ensuring competitive career development in the Latvian and international labour market and by training for internationally recognised, highly qualified specialists meeting the requirements of modern employers in various fields of management and administration, using the results of relevant researches'. It is a clearly defined and attainable goal.

The development of the study direction's study programmes, student orientation towards research and practical problem solving also helps in the context of implementing Latvia's objective "Europe 2020", i.e. to reduce the number of people at risk of poverty and social exclusion, as well as the achievement of the overall objectives set by the Latvian National Development Plan 2014-2020 and implementing the set priorities by the Latvian Sustainable Development Strategy 2030. The first level professional higher education study programmes of the direction provide a faster preparation of qualified specialists for the labor market. Similarly, the programmes also provide lifelong learning opportunities for people who want to change professions or improve their qualification. The bachelor's programmes provide middle management level training for companies, including in the area of culture. The bachelor's and master's degree programme students carry out research on the issues of business administration in different sectors, by developing proposals to address the issues both at the enterprise level, as well as at the economic level. Students develop not only the professional knowledge and skills, but also the general skills which contribute to their future employment. It is important to notice that for those programmes, have been implemented in English, their impact on global competition is low. It would be suggestable to gain information from international point of view, information regarding expectations for study programmes implemented in this study direction.

The study direction, depending on the programme, provides opportunities to study in different forms of studies: full-time studies, part-time studies and e-studies (distance learning). Offering the e-studies promotes access to education for the segments of the population, which are located outside of Riga, and for economic and social reasons, cannot afford to go to the capital. In addition, online lectures are recorded and are available (as well as other study materials) online for students of all study forms allowing them to study, to repeat the study material in a more convenient time, thus ensuring the student-centred approach. Further, the part-time studies allow acquiring the current labor market competences for people who are employed. The study direction also offers a wide range of courses, which can be acquired freely without receiving credit, thereby promoting lifelong learning.

There are five study programmes implemented in the study direction, which prepare specialists in the areas of business administration, marketing and cultural management. During the reporting period, due to unsatisfactory results of the programmes and the small number of students enrolled, the enrolment in the professional master's programme "Cultural diplomacy and international management" has been discontinued, consequently it was not included in the direction for the assessment. Analysing content of study direction from management perspective, it can be concluded that the study programmes at EKA differs from other programmes by providing unique study courses (e.g., Intellectual capital management) and study process organisation („blended learning" principle), also study programmes at EKA includes more specialised courses in the management field and provides opportunities to choose specialisation in marketing or human resource management. The offer of the EKA balances the importance of practical organising cultural events and the general knowledge required for the profession. EKA differed from these programmes with a higher degree of management, preparing students not only for work in public or municipal institutions, but also in the private sector. The most important advantage in EKA is the emphasis on internships - students must complete 3 internships (8 to 10 weeks each), as well as practical activities during their studies, they have to organise events, to attend and analyse cultural events and processes also outside the university.

The study programmes are interrelated, providing continuity in the studies, as well as sharing resources, for example, the study programme's "Event Management" graduates can continue their studies in the bachelor's program "Cultural Management". The study program's "Marketing" graduates can continue their studies in the bachelor's program "Management". The bachelor's study programmes' "Management" and "Cultural Management" structure has many common courses in the general or mandatory course section allowing to organise lectures, thereby making an effective

use of available human, material and technical resources. The bachelor's study programmes' graduates can continue their studies in the master's study program "Business Administration".

The structure of management (administration) of the study direction and relevant study programmes is clearly defined and oriented towards the development of the study direction. In accordance with paragraph 20 of the Constitution of EKA University of Applied Sciences, the Constitutional Assembly is the highest collegiate representative and governing body and a decision-making body in academic and scientific matters. According to the Constitution of EKA, paragraph 27, the Senate is a collegiate governing and decision-making body of the EKA personnel that confirms the procedure and the rules governing all scope of University's activities. In total, EKA is operated by 28 administration and general personnel representatives. The list of the main laws and regulations and rules of EKA are available.

There is a clear structure of the administration of the students, including the recognition of the study period, professional experience, and the previously acquired formal and non-formal education. In self-assessment report EKA indicates that most often, to the later stage of studies EKA enrolls those college graduates who graduated from the first level higher professional education study programmes. After recognition of study outcomes, students are enrolled in the 2nd or the 3rd year, depending on the programmes content. Looking at provided numbers of students who have been enrolled in the latest study years, experts have no doubt that described enrollment procedures have been taken into account. Regarding recognition of professional experience, it is indicated that those students who works in the field of study programmes, can submit an application for the recognition of study outcomes achieved through professional experience. In this case, most often the internship is recognized with the internship task completion defense (presentation). From an expert's point of view, such an approach is logical and efficient.

The basic principles of evaluation are described in the Study Regulations (available in Student's Guide) that are based on the expected study outcomes in each study programme. The teaching staff is entitled to choose testing methods, considering the specifics of the course, the students' level of training and other factors. The students' knowledge is evaluated both during the final examinations, as well as with the tests during the study course. EKA has a certain number of tests taken during the study course, which depends on the volume of the study course credits. The students are offered different types of tests: written (essays, quizzes, tests, etc.), oral (seminars, presentations, discussions, etc.), project work, group work, participation in competitions and conferences, etc. The types and the number of tests are described in the study course descriptions. If the student has not fulfilled the requirements of the study course, the instructor has the right not to admit the students to the final examination of the study course. The evaluation principles of the learning outcomes of the students are described in each study course description. The study course descriptions are available in the EKA e-environment (Moodle). The research papers and internship reports are evaluated, with the participation of at least two instructors in the defence commission. The commission evaluates the content and the student's presentation skills, as well as the ability to provide arguments for discussion and answering questions. The final papers are evaluated with the students defending them at the State Examination or at the meeting of the Final Examination Commission. The commission formation principles as well as the procedure of thesis writing and evaluation are described in the EKA Guidelines on Preparing and Defence of Research Papers, Project Reports and Theses (available in Student's Guide).

The principles of academic integrity are defined in the Ethical and Academic Integrity Code of the EKA. This document stipulates action, in case a breach of academic integrity and ethics is established. The students are informed about the content of the code and the principles of academic

integrity within the framework of the study course "Introduction to Studies" as well as during the consultations on the research paper project and internship report and the final paper preparation. The academic staff is informed about the academic integrity principles at EKA general meetings, as well as when beginning their employment at the University. The Ethical and Academic Integrity Code of EKA is available for students in the Student's Guide, while employees may access it in e-environment (Moodle), in the study course "EKA administration." EKA uses anti plagiarism tools, checking all the final papers and scientific articles submitted for publication in the EKA scientific publications.

EKA uses the Common Computerised Anti Plagiarism Checking System, which is common for Latvian higher education institutions. The research papers and project reports are examined in case the instructor suspects alleged plagiarism.

Till now there are no observed ethical and academic integrity violations. Students and academic staff are well informed about the code. The main activities in case of determination of the ethical and academic integrity violations are described in the code.

Information about the study direction and its corresponding study programmes, their contents, the expected learning (study) outcomes is available on the EKA website. EKA's web page also provides information about the application procedure, tuition fees, grants and scholarships, life-long education, study environment, cooperation partners, achievements of the EKA, etc.

Altogether, during the site visit experts got convinced that staff and students are highly satisfied with study process and environment in EKA. However, few deficiencies were mentioned, which will be described in the next chapters of this report.

## **Conclusions. Strengths and weaknesses**

The aims of the study direction are defined and attainable. Five study programmes included in this study direction are relevant to EKA strategy and generally fit the needs of the local economy. However, their impact on global competition is low. The practical orientation of study direction fits the strategy of EKA. The most innovative programmes of EKA are good reflections of the needs of the local labour market. Management and governance of EKA is flexible and supports programme development. Administrative support for the programmes is efficient. Procedures of admission of students, evaluation of achievements are legally recognised, implemented and not strongly formalised. EKA also has basic protection tools against unethical behavior (for example, anti-plagiarism system). Basic information about the programmes is published on the website of EKA. Choice of languages for students and levels of advancement is limited. Especially, the number of classes is low for business students, who need to have more specialised English classes.

### **Strengths:**

1. The Strategy of the Study Direction is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the EKA Development Strategy 2018-2023.
2. Innovative programmes with good impact and recognition on the local market.
3. Engagement and competence of management, administration and staff.
4. High level of satisfaction of students and staff.
5. Proper balance between formal information and procedures and informal communication.
6. Positive quality and academic culture.
7. The management structure and procedures of the study field generally comply with the general requirements of Latvia's higher education systems.

### **Weaknesses**

1. Strong focus on the local labour market, poor preparation of students for global competition.

## **2. Efficiency of the Internal Quality Assurance System**

### **Analysis**

EKA has a well established and maintained quality management policy (Regulation on Quality Assurance (26.04.2017., last amended on 28.08.2019.), which is publicly available at EKA's web page ([https://www.augstskola.lv/upload/08\\_EKA\\_Nolikums\\_kvalitates\\_nodrosinasana.pdf](https://www.augstskola.lv/upload/08_EKA_Nolikums_kvalitates_nodrosinasana.pdf)). The Regulation provides a detailed description of the framework for the structure and operation of the quality assurance as well as interaction of the stakeholders. The EKA's quality assurance systems include long term and short term aims and contribute to the achievement of the aims and learning outcomes of the study programmes and study direction. Quality assurance system, as well as its development opportunities, the parties, the obligations and responsibilities are defined in one EKA Guidelines on the provision of internal quality assurance system (available in Student' Guide), EKA operational foundations have been developed, which describe the main processes, the main, determined objectives and achievable results, people in charge and document templates. Additionally, the process of continuous improvement in quality assurance is based on common principles, including, but not limited to doing surveys, annual self-assessment.

As stated in the Regulation, EKA's quality assurance policy is based on the EFQM Model 2013 and ESG (2015). Quality assurance in EKA is based on the first part of ESG. In the Regulation, there is a separate Chapter on student-centred learning, teaching and assessment. The fact that EKA is student-centred was also confirmed by the students and graduates (for example, the students are involved in the decision-making process with respect to the study programmes and study environment, the teaching staff are available for students at any time, students are welcomed on phone and email, librarian provides help in finding necessary information, etc.).

EKA involves all stakeholders (including teaching staff, students and representatives of employers) in the process of development and review of the study programmes. Continuous improvement of the quality assurance is ensured by root-cause analysis that is being used for an original cause of a problem or condition that has occurred. For example, the EKA had noticed a need to improve the quality of preparation of the final thesis. To help the students in preparation of the final thesis, EKA organised a training for students on the subject of interest.

To ensure a good quality, EKA regularly organises surveys for students about study programmes, study process and teachers. The surveys are organised also for the graduates, potential and current employers, including practice providers. As it was noticed and agreed with the EKA during the current assessment visit, the feedback rate of the surveys for students, graduates and employers needs to be improved. If the feedback rate of practice providers is 100 % (it is mandatory), then the feedback rate of students, graduates and employers varies from 30 % to 40 %.

EKA also has procedures for dealing with students' complaints, although there are no many complaints. Free and open communication system with internal stakeholders has been established in EKA. Student's have easy ways to address questions and complaints. Problems are solved immediately based on open communication between students, the programme director and the management of the EKA (all sides support this). To make sure that EKA environment are inclusive for all student, Mentoring programme for foreign students has been created. The programme includes assigning a mentor to each incoming foreign student – member of the staff. The above individualises the attitude towards students, who are very diverse in terms of represented countries and

individuals' background. Foreign students confirmed that there is the Mentoring programme in place and they do appreciate mentors' support, however, involvement of the foreign students by the local student community can be improved.

In self-assessment report it is indicated that, EKA collects and analyses data regarding study programmes - Student admission results (once a year), student academic performance (once a semester), dropout reasons (once a semester), student and the academic staff mobility indicators (once a year), the academic staff performance evaluation by the students (once a year), the study process quality evaluation by the students (once a year), the graduates' satisfaction with the achieved learning outcomes (twice a year), the employment of graduates (last-year graduates - once a year, the other graduates - once every three years), quantitative and qualitative results of the students' research and creative activities (once a year), quantitative and qualitative results of the academic staff's research and creative activities (once a year). Taking into account information provided by EKA, experts gained convince that above mentioned information is being obtained and used for improvement matters.

During the visit it was also mentioned that EKA are proud of their modular training for the MBA programme that has been introduced. The modular training approach is also supported by the students.

In self- assessment report EKA has identified ESG Part 1 standards that require increased attention. To improve the performance of the study programmes and its correspondence to the study direction, goals and activities have been determined. EKA indicates that a major challenge, considering the available funding, is to provide the necessary material, technical and information support. However, every year, the University keeps developing it, for example, by purchasing the latest literature and equipment, by renewing programme support and by establishing specialized facilities (e.g., Logistics Classroom).

As EKA has carefully considered ESG standards, experts are convinced that EKA are able to improve the performance of the relevant study programmes of the study field.

## **Conclusions. Strengths and weaknesses**

EKA has introduced an integrated quality management system. EKA's quality assurance policy is based on the EFQM Model 2013 and ESG (2015) and EKA involves all necessary stakeholders in the process of developments and review of the study programmes. Continuous improvement of the quality assurance is ensured by roots-cause analysis. EKA collects and analyses data relevant to the study direction and programmes, data are used to improve the quality on study process and content of the study programmes.

Strengths:

1. The EKA has a well-established quality assurance system that is properly managed and maintained.
2. The EKA involves all stakeholders in the development and review process of the study programmes, study process and growth.
3. Student examination results and performance of the academic staff are being analysed on a regular basis.
4. The above mentioned gives the bases for continuous improvement of the study programmes, study process, growth and employment.

Weaknesses:



1. Although, the self-assessment report does not provide information on the feedback rate of the students and employers' survey, as it was mentioned during the assessment visit, feedback rate from surveys for students and employers is rather low (~ 30 - 40 %.,
2. Foreign students need more proactive involvement in the local student community life

### **3. Resources and Provision of the Study Field**

#### **Analysis**

EKA has developed a financing system, including resources and provision. EKA budgeting is performed both in the short term and in the long-term investments. The scientific-research budget is planned to cover the promotion of scientific and research activities of Study Direction and lecturers - to pay for publications and conferences, exchange visits, as well as for international cooperation activities and membership fees. This is also a good motivator for lecturers. The positive financial results of the last years allowed one to allocate additional funds for the implementation and development of study programmes, as well as for the use of study materials and research development.

If at the moment the tuition fee can be considered as almost the only source of funding for the Study Direction (83%), then in the near future the university budget will be significantly supplemented by ERASMUS + revenues, lifelong learning program development and other sources of revenue. More than 360 students at EKA are expected to attend various lifelong learning programmes this year. Undoubtedly, additional income strengthens the longevity of the university.

The EKA's budget is formed mainly from the tuition fees. Revenue from the implementation of the study programmes of the entire direction is equally used to cover all academic, scientific and administrative costs of the EKA. The funding for the research and creative activities consists of the EKA's resources and external financing (including project funding), and its share of the total budget of the direction of study constitutes 13%. The EKA's accounting data and the assessment of costs were used to estimate the costs of a study placement in accordance with the Cabinet of Ministers Regulations No. 994 "Procedure for the institutions of higher education and colleges regarding their financing from the state budget" of 2006, December, 12. Such calculations do not include the cost of accreditation, as well as contingency costs. All calculations are done based on the cost estimates of 2019.

The building where EKA is currently located is for rent. The lease agreement has been signed for the period until the end of 2026, which guarantees security in the provision of the study process for the next 6 years. At the same time, the management and owners of EKA, realizing that the area at the disposal of the university (3900 m<sup>2</sup>) is insufficient for the implementation of its strategic goals. Due to this, repairs are currently being carried out in the building, which has an area of more than 7000 m<sup>2</sup>. It is expected that all repairs will be completed within the next 2 years and the university will be able to successfully continue its further growth.

A total of 520 students study in the 5 programmes of the Study Direction. The University has all the necessary resources at its disposal to ensure their study process. Fully equipped auditoriums and computer classes, a large library, a reading room with 10 computer workstations, as well as connection points for personal computer connections, a good canteen, student seating areas and a good, spacious café - all create a good environment for a successful learning process. Each study programme also has specially equipped premises that provide the necessary equipment for the study process, research and creativity. As a certain shortcoming during the visit, the interviewed students and lecturers noted that the current time in the university building is until 18:00. In order to be able to stay in the building longer, special approval is required. This creates difficulties for both students (especially foreign ones) and the teacher. Not very significant, but still a shortcoming is the rather awkward and poorly organised bicycle shed.

To meet the study process needs, the e-environment is available: EKA website, MyEKA application,

Moodle and Big Blue Button, E-Nexus. The website contains information on the study process organisation, class schedule, announcements, book catalog, etc. EKA application is available for the students in order to allow faster access to the schedule of classes, announcements and their study and financial data. Moodle is used as a site with access to the course materials, independent work assignments, a variety of informative resources, etc. Big Blue Button is a videoconferencing system, which is used to stream (and record) video lectures for e-students. E-Nexus is the academic staff database, which also includes their research work repository. The database Nexus is used for recording the student information. The students' personal information, study plans, academic progress, administrative orders, etc. are available there. This has resulted in an easy-to-use platform that gives both teachers and students very easy access to all study-related documents and resources. It is intended for solutions of practically all study processes and related procedures. At the same time, it should be noted that not all teachers, especially guest lecturers, have fully mastered the tools of the university's IT platform and are able to apply it as effectively as possible in practice. Developed e-study system has also ensured the teaching process without interruption during COVID-19. The e-platform has been significantly improved since the last accreditation procedure that was confirmed by the students and teaching staff during the current assessment procedure.

By studying by distance learning, a student can receive practically all the same information and opportunities that a full-time student receives. As all lectures are recorded, they are also available to students who have not been able to attend the lecture online. Due to the fact that the number of working students is constantly increasing in proportion to the total number of students, this form of training is becoming more and more popular. EKA took over the IT platform 5 years ago and undoubtedly strengthened its position in the Latvian higher education market, as many (approximately 25%) Alberta College graduates continue their studies at EKA University, which additionally ensures EKA stability and competitiveness.

The university library, which has over 12,000 thousand books, as well as the connection to the EBSCO database and various necessary public networks, is connected in a single system with the Alberta College library, which increases its capabilities. To meet the needs of the study direction, there are 6112 publications and 10781 copies available. More than 50% of the literature available in the library is in English. The head of the library speaks Latvian, English and Russian and is fluent in all three languages.

At the same time many students and teachers are dissatisfied with library opening hours and holidays on Sundays and Mondays.

In addition, there are available periodicals, such as: iFinances, the Economist, etc. EKA University students can receive books and all the necessary support from both libraries. Both librarians act as consultants and help students not only to find the necessary sources of information, but also to print the materials necessary for students and lecturers free of charge. EKA also has access to the resources of the National Library of Latvia and students have the opportunity to obtain materials from the sources at its disposal. Since 2013, the EKA library has been a member of the Latvian Academic Libraries Association (LATABA). As a known shortcoming, it should be noted that only one scientific database (EBSCO) is available at EKA University itself.

The division of specific literature depends on the number of study programmes of each direction. Each year, every programme director submits a list with necessary literature.

The selection or election of the academic staff is carried out in several stages, which are determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective.

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. Each year EKA either facilitates or organizes the following events to develop the qualification of its academic staff: Scientific seminars. Their aim

is to encourage the involvement of the academic staff in research, as well as to support the preparation of publications in internationally indexed databases; Methodological seminars; Methodological conferences; Participation in international scientific conferences in Latvia and abroad; Participation in projects; Teaching courses at foreign universities; Courses in line with the identified training needs (for example, learning/ improving foreign languages).

The events aimed at developing the qualification of the academic staff are organized, taking into account the EKA development priorities and current events in the industry.

The academic staff's work quality is evaluated by analyzing the student survey (twice a year), ecourse quality in Moodle (four times a year), scientific and creative activities (once a year), class schedule discipline, communication with the administration and the students and the number of complaints (if applicable).

The academic staff is aware of their work quality evaluation results by presenting them with the results of the survey, the e-course quality control results, etc. Where shortcomings have been identified, they are discussed individually with each instructor, working out the remedy to address the shortcomings.

When starting the work at the EKA, every teacher is familiarized with the organizational procedure of the study process, receives work safety and fire safety instructions, sets up the instructor's profile in the e-environment, is informed about the work and available support in the environment and undergoes other work introduction activities.

The information about the study process organization, scientific and creative activities, and internal regulations is available at "EKA administration", a dedicated site in the EKA's e-environment.

At the moment, a total of 52 lecturers are employed in the field of Study Direction studies, of which 29 are EKA-elected academic staff and 20 guest lecturers. Every year, the number of elected lecturers in relation to guest lecturers increases, as does the number of lecturers with a doctoral degree. Currently, 18 elected lecturers (62%) have a doctoral degree.

During the last 5 years, there are 19 outgoing and 61 incoming staff mobility cases to and from different universities abroad. EKA provides support for every teacher who wants to develop their academic capacity. Instructors are provided with opportunities to participate in the Erasmus+ mobility program. The number of outgoing instructors is limited considering the specified number of mobilities and the funding amount.

During the study process, EKA provides students with the following support:

Information support: EKA website has the Student Guide, in which the information is structured according to the study stages. There are also Infographics published in it about the possible action in case of academic and financial debts, as well as about the main steps in research paper and final paper preparation. There are also internal regulatory and methodological documents, as well as the manual on how to work in the e-environment.

Methodological support: the instructors post the study course materials, course requirements, links to freely accessible bibliographic sources in the EKA e-environment. All this facilitates access to the necessary information during the study course acquisition; consultations on the acquisition of the study course in person and electronically (email, Skype, BBB); consultations on the preparation of research papers, project reports and final papers; colloquium on the topicality, aim and the used research methods of the final paper. During the colloquium, the students are given recommendations at the start of the development phase of the paper.

Career support: guest lectures with industry professionals on the challenges of specific professions, meetings with EKA graduates during which the graduates share their career experience telling what should the students pay attention to during the study period, field trips to companies and organizations, participation in professional competitions, Business incubator support, if necessary, internship placement support is provided.

Financial support: opportunity to get a study grant (only Latvian and Kazakh students), flexible payment schedule, tuition fee discounts for applicants having good grades in the secondary education (only Latvian students), for active participation in the Student Self-government Council, for participation in professional competitions and research activities.

Technical support: the e-environment malfunction prevention, requirements for devices which are used in the study process. The support is provided after the students inform the 36 technical personnel or the educational staff about the problems by calling or writing emails.

Foreign students have access to psychological support during the first months- opportunity to discuss and receive support in practical matters, Latvian language and cultural training.

## **Conclusions. Strengths and weaknesses**

Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process. EKA has developed a financing system, including resources and provision. EKA budgeting is well performed both in the short term and in the long-term investments.

### **Strengths:**

1. Premises are sufficient, but do not give the space for future development. The good news is that in the next 2 years the university plans to move to new, almost twice as large premises.
2. E-resources are developed, a unified moodle system is applied and widely used by teachers and students. There are management activities around blended learning that create the chance for EKA to develop competitive e-learning strategy.
3. Foreign language learning classes with a purpose of promoting foreign language skills of academic personnel are organized.

### **Weaknesses:**

1. Not all academic staff, especially guest lecturers, are using e-resources, moodle.
2. Access to premises is limited to 6 pm, and both students and teachers would like to have access to longer.
3. Library is closed on Sundays and Mondays.
4. Only one scientific bibliographic database.
5. Too limited space for bicycle parking.

## **4. Scientific Research and Artistic Creation**

### **Analysis**

The analysis of the study direction shows that scientific research complies with the development aims of the EKA. There exists a Study Council which approves research directions. EKA has stated priority research directions. Positive to mention is published Scientific activities reports in the EKA homepage which provide an overview of all research related activities. Research is done in sufficient level accordingly to the EKA development strategy, only in some cases it could be better coordinated between professors and possibly to develop joint research projects that could be long-term projects. Professors have their own research scope which is diverse, but the new approach of Research Team development could be a solution in this case. In the self-assessment report it can be noted that academic staff could be more involved in the participation at the scientific conferences abroad. As one weakness there exists only one database for the researchers and students, which is quite enough, but would be recommended to supplement library also with other scientific research databases. The analysis shows that there is also a lacking unified system for ranking scientific achievements (for example, recognising JCR, WoS, Scopus). Number of scientific publications and

international conference attendance of the EKA academic staff could be higher in the study direction, but in general it complies with requirements. It is quite sufficient at the moment, but there could be more innovative solutions provided for academic staff to be involved in the research and provided long-term focus on research direction development. As EKA promotes that students gain practical education, hence several professors come with business background. But all professors have necessary university-based experience to supplement the study process and EKA also provides support for academic staff which comes from industry to gain necessary pedagogical skills.

According to the self-evaluation report the international cooperation in the field of scientific research the study direction and the relevant study programmes is conducted through cooperation agreements with foreign scientific institutions and participation in joint scientific projects, conferences, etc. But at the same time higher internationalisation would be beneficial regarding international scientific projects. It is understandable also from the expert's view, that it is not easy to gain internationally recognized projects, but still that could be the future direction for the development of international cooperation in the field of scientific research.

Scientific research and the outcomes thereof are integrated in the study process in the study programmes, especially in master level study programme. EKA promotes involvement of master level students at the Student scientific practical conference by encouraging students to submit abstracts and articles, hence it is taken into consideration at the final master diploma work defence. Research involvement is also possible in various study courses, for example, Business Economics and Planning, Human Resource Management, etc. Hence there exist mechanisms to promote the involvement of the students in scientific research and they are well-functioning. The students of the study programmes of all levels during the Expert visit meetings agreed that there exists sufficient involvement in scientific research during the study process, for example, there is the possibility to participate in annual scientific conference, also several academic staff offers the possibility to join research projects, etc.

Students and graduates emphasised that there is a need for deeper involvement in professor's research. EKA also provides research opportunities, by organising student scientific conferences.

EKA has recently introduced several new, innovative mechanisms for the involvement of the teaching staff in scientific research. At the moment it is hard to evaluate the efficiency, but at the same time such mechanisms offer a wider range of involvement possibilities. Positively also to mention the creation of the student and the academic staff joint database NEXUS with its possibilities.

## **Conclusions. Strengths and weaknesses**

Scientific research is integrated into the study process of the study direction. In EKA 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 programmes is ensured and improved in a target-oriented manner. Research is done at sufficient level accordingly to the EKA development strategy, but in the future EKA should focus on joint research projects that could be long-term projects.

Strengths:

1. Future plans for the development of international cooperation in scientific research include tangible and relevant measures.
2. Incentives for academic staff members for publications, incl. monographs etc.

Weaknesses:

1. Not developed system of ranking scientific achievements (recognizing JCR, WoS, Scopus). Number of scientific publications and international conference attendance could be higher (in comparison with similar other higher education institutions in Latvia).
2. Short-term focus on research directions.
3. Low emphasises on international research cooperation.

## **5. Cooperation and Internationalisation**

### **Analysis**

EKA cooperates with the institutions in Latvia and abroad: companies, municipalities, governmental and non-governmental organisations, professional associations, universities, colleges, secondary schools (Information based on Annex 9: The list of international and Latvian partners; Annex 13: List of Internships and meeting with Employers, Alumnus) and such cooperation contributes to the achievement of the aims and learning outcomes of the study direction and the relevant study programmes. The values of this cooperation is upgrading the level of internationalisation and stronger links with external stakeholders. Cooperation is planned and organised according to the type of institutions, as well as 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 EKA and partner. To make sure that the work done so far delivers results in the long term, EKA should define a clear long-term strategy of international cooperation.

Identified seven areas of cooperation with the employers - participation in scientific research and creative activities; participation in the development of the study direction and study programmes, provision of Internship placements; organisation of methodological events, Guest lectures and creative workshop organisation; Cooperation with schools; employers` participation in the final examinations, including reviewing the research and final papers enable both the implementation of strategic objectives that are described in the EKA development strategy, as well as the aims of the study direction.

As for the collaboration with the institutions of higher education, the emphasis is placed more on scientific research, the academic staff's qualification development.

A good tool for increasing internationalization is study programs that are implemented in English, which, among other things, attracts more foreign students, makes the EKA ecosystem more diverse. However, it is important to notice, that during the site visit it was mentioned that teaching staff should improve their language skills and foreign students feels that they lack greater involvement in the EKA community life.

Foreign students are attracted mainly through participation in international exhibitions and by collaboration with the agents. The selection of foreign students occurs in accordance with legislative requirements and the Admission rules and includes the applicant's aptitude test in the area of the study programme and the English language proficiency test. During the reporting period, the number of foreign students in the study direction has significantly increased, at the same time meetings showed danger of drop out. One of the reasons can be International groups dominated by two nationalities.

During the reporting period number of EKA students outgoing international mobility is growing, mainly for the studies (Annex 11), although meeting with alumnus and students showed that due to the personal reasons or workload outside the school students hardly can use Erasmus + internship

possibility.

During the reporting period, foreign lectures were predominantly attracted to the guest lecturer's status using the opportunities of the Erasmus+ mobility programme. Although, the number of incoming foreign instructors increased substantially, EKA teachers outgoing mobility is still low (Annex7).

Lectures are participating in professional qualification development activities (e.g., participation in the creative workshops of the International Week) and research activities (e.g., participation in the international scientific conference ETECH). Nevertheless, it is still a visible lack of research projects and publications developed in international teams.

The internship organisation occurs in accordance with the laws and regulations and the Internship Regulations (see Annex 12). The EKA's students, according to the study plan, are sent to do an internship on the basis of the tripartite agreement on the study internship. The internships are organised via a well developed system of the support of various organisations.

EKA does not have a plan to create joint study programmes in the study direction.

Meetings with foreign students and Alumni opened questions about their certain isolation in EKA community life, as Alumni movement is not active at the moment.

## **Conclusions. Strengths and weaknesses**

The cooperation with partners in Latvia is well organised and brings quality to the study direction. The international dimension of studies is visible although still needs to be strengthened in different ways, including students involvement in suitable projects and work experience placement, delivery more study subjects through the medium of English.

### **Strengths**

1. Well established cooperation with institutions in Latvia;
2. The local cooperation partners are selected via clear criteria;
3. Cooperation with partners contributes to the achievement of the aims and learning outcomes of the study direction;
4. Each internship is organised under its own internship program and on the base of three parts agreement;
5. Lecturers understand the significance of the international and intercultural experience for the improvement of the study quality;
6. Lectures are improving their qualification by participating at various Erasmus programme partnership projects, the non-academic visits at various art and cultural organisations/events, Erasmus + mobility programme;
7. Growing number of students from abroad;
8. Increasing number of teachers from abroad;
9. Study programmes in a foreign language.
10. Good reputation expressed by external and internal stakeholders of EKA.

### **Weaknesses**

1. Relatively low number of students and alumnus use Erasmus + internships possibility abroad;
2. Relatively low number of teachers Erasmus + mobility abroad;
3. Not very clear defined long-term strategy of international cooperation;
4. International group of students dominate by two nationalities (too homogeneous);
5. There is not sufficient cooperation in the area of international science development. No research

nor projects nor publications developed in international teams;

6. There are no plans established for international accreditation that could upgrade internationalisation level in areas of: teaching, science but also administration. Examples of such accreditation could be: EQUIS, EPAS, CEEMAN, AMBA, AACSB;

7. Not sufficient foreign students involvement in EKA community life;

8. Academic personal Foreign languages skills.

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

### **Analysis**

Main results from the analysis of the previous recommendations:

1. Development of research activities (both qualitative and quantitative) has been accomplished. EKA has created a science and creative development strategy for 2016-2020, research activities are used in the study process, incentives for academic staff members for publications.

2. Review the content of study programmes by providing study courses with higher credit points. In every study programme there are many study courses with 4 credit points. Academic master's programme "Business Administration" is in a module system, where every study course is with 4 credit points.

3. Involve more industry professionals in the implementation of the study programme, especially the First level higher education study programmes. In every study direction there are a lot of industry professionals with some academic experience. To improve study content, university management works with employers and takes their opinion.

4. Improve communication with alumni. There has been an alumni association, but graduates aren't participating or even don't know about it. Communication with alumni is individual. Many of them participate in guest lectures, giving internships and taking part in qualification work commissions. Because of this not every graduate can take part in universities activities. Communication is between university and few graduates. There should be communication between graduates too. EKA should improve alumni association's popularity by offering new graduates to apply for it and send information to previous graduates.

5. Create an e-study and videoconferencing system. There is an e-study platform, where academic staff put materials, can make online lectures and then save them, and create many interactive ways to work with students.

6. Develop modules (modular systems) and offer them to students from other higher education institutions. Any student from another higher education institution and anyone interested can take part in life-long education courses.

7. Develop foreign language learning and offer study programmes for foreigners. There are two study programmes which are in English language - academic bachelor's study programme "Management" and academic master's study programme "Business Administration".

8. More practical approaches, especially at the First level higher education study programmes. In EKA there are many approaches to work with students practically - debates, seminars, guest lectures, study tours, projects, business games, etc.

9. Digital library resources are replenished and it continues regularly with help of teaching staff.

10. Attract more foreign students, incl. those involved in mobility programmes. Number of foreign students has increased a lot in full time and ERASMUS+ mobility programs. There are two study programmes where foreign students can study.

### **Conclusions. Strengths and weaknesses**

All of the previous recommendations have been accomplished. Few of them are done poorly and



need to continue developing. For example research activities, communication with alumni, guest lecturer from foreign countries attraction. Some points need additional verification, monitoring and constant improvement. Especially significant progress is in the area of e-study implementation, research activities.

Strengths:

1. E-study and video-conferencing system is used in every study programme.
2. There are much more foreign students, including those who are involved in mobility programmes are much more.
3. There are optimised library resources.
4. Industry professionals are involved in the implementation of the study programme, especially the first level higher education programmes.

Weaknesses:

1. Communication with alumni is weak.
2. Attraction for teachers and researchers from other countries is weak.

## 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:** EKA ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems.

- 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:** EKA has Quality policy and policy is available in EKA webpage. Quality assurance system (Par. 1), as well as its development opportunities, the parties, the obligations and responsibilities are defined in the EKA Guidelines on the provision of internal quality assurance system (available in Student' Guide, <https://www.augstskola.lv/index.php?parent=354&lng=eng>).

- 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:** Development and updating of the Study program content (Par. 2 of the Guide) and control (Par. 9 of the Guide) of the study results is carried out in accordance with the Regulations on the preparation of study content and implementation description, updating and approval (available at EKA e-environment).

- 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:** Defined in EKA Guidelines on the provision of internal quality assurance system (Par. 3 of the Guide, additionally- instructions for each study course), publicly available at EKA's web page.

- 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:** Defined in Par. 5 of the Guide, additionally - instructions or requirements for each case.

- 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:** Defined in Par. 9., Par. 7 of the Guide. To-be-improved.

Not sufficient participation of students and employers in surveys and other types of consultations concerning the study programme.

- 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:** Continuous improvement, development and efficient performance of the study direction is ensured via involvement of the stakeholders in the review process of the study direction, surveys for students, graduates and employers of the graduates. Additionally, performance and competence of the teaching staff are being annually assessed, to-be-improved/updated competence of the teaching staff is defined, teaching staff trained. Students and teaching staff participate in local and international scientific conferences and workshops.

- 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:** The cooperation with different organizations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction. However, for further development EKA should increase scientific cooperation internationally

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

**Assessment of compliance:** Fully compliant

**Justification:** Scientific research and the outcomes thereof are integrated in the study process in the study programmes, especially in master level study programme.

- 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:** The changes after last accreditation has been done and it corresponds to the evaluation criteria, despite the fact that some weaknesses were found out during the analysis, for example, English language skills for teaching staff still needs to be improved.

## 8. Recommendations for the Study Field

### Short-term recommendations

1.Set up a more clear strategy of internationalisation: defining staff, destination countries and institutions mobility priorities (During the period from 1- 3 years).

2.Continuously enlarge number of mobile students' to both EU and non-EU countries further improving mobility integration into curricula (at least increase by 10% each academic Year) (During the period from 1- 3 years).

3. Encouraging full-time staff to prepare and participate in international mobility, rise in mobilities by 20% (including virtual mobilities and participation)( During the period from 1- 3 years).
4. Wider representation of international students in students union (During the period from 1- 3 years).
5. encourage students, graduates and employers to participate in surveys more actively (develop new tools and involvements activities for the students)( During the period from 1- 3 years).

### Long-term recommendations

1. Established strategic international cooperation (Associations, networks) at least with 5 new institutions.
2. Involvement students in suitable international scientific and creative projects and work experience placements in Latvia and abroad (at least 2 new project proposals each academic year).
3. Upgrade level of specialized English education. Put more classes and subjects in English in the area of specializations.
4. More choices of second foreign languages for students.
5. Develop concrete plan for the next accreditation period for international accreditation.
6. Review and improve the strategy towards more practical education, applied science, 3rd mission (cooperation with environment).
7. Develop and implement motivational programs for faculty staff taking into account scientific achievements, teaching abilities and organizational engagement.
8. Manage the sustainability of the study programmes (especially culture management, event management).
9. Supplement protection against unethical behavior (e.g. regulations and commissions against mobbing etc.).
10. Make a stronger impact on training and staff preparation for use of e-resources.
11. Give access for teachers and students to more than one bibliographic database.
12. Working time of the Library should be longer and reviewed according to the students' needs.
13. Develop the system for coordinating the staff participation in research projects. Incentive of creating research teams is very valuable and could be more developed in the future.
14. Develop the motivational system for academic staff in order to promote higher achievements in science (new mechanism launched, so there is a need to strengthen them and develop).
15. Promote conference participation and support for international publications.
16. Involvement in international research projects should be enhanced.
17. Development of Research strategy for long term, for example 2030.

18. Enable continuity of studies in case of closing the programme by the agreement with other institutions providing degrees and diplomas on appropriate level for Bachelor and master level study programmes (in accordance with Bologna Process).

19. Not obligatory, but consider developing the doctoral degree study programme for finalizing the complete cycle of the studies range at EKA.

## **II. "Marketing" ASSESSMENT**

### **II. "Marketing" ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The first level professional higher education study programme "Marketing" (41345). Implemented in full time (2 years, 80 CP) and part time (2 years and 6 months, 80 CP) .Qualification to be obtained – Marketing specialist (Tirgvedības specialists). Title, the professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated and can be regarded as programme strengths. Programme is innovative, and such marketing specialists are needed by the local labour market according to the latest profession trends (World Economic Forum, 2020). Worth to mention that during the review period the study programme changed the name and professional qualification due to legal aspects and local market needs. After graduation students acquire marketing specialist qualification.

Study programme has been delivered in Latvian language and in full time and part time form.

Programme intended learning outcomes are formulated as knowledge, skills and competences which are in line with Latvian and European qualification framework (LQF and EQF - level 5).

The learning outcomes are clearly represented in the self-evaluation report of the study programme. Just some ERS (ethics, responsibility and sustainability) related competences could be emphasized and integrated in the formulation of learning outcomes.

Programme admission requirements are corresponding to a first-level higher professional HEI programme, get approved by the Council of the Higher Education and are in line with Articles 46 and 47 of the Law on Higher Education Institutions and Regulation of the Cabinet of Ministers No. 846 of October 10, 2006 on Requirements, Criteria and Procedures for Admission to Study Programmes.

Currently there are 34 full time and part-time students. Highest number of students were in the year of 2017.2018, but it was also the year with the highest drop-out rate. Study programme is necessary in the labour market, hence the new title of the study programme is well created and has broader meaning.

Despite the fact that the study programme is well developed, there exists a huge drop-out rate (22%) and the analysis of the causes is quite weak. The most frequent reasons for the attrition are the shortage of financial resources, place of residence change (moving abroad) and other career choices.

#### **Conclusions by specifying the strengths and weaknesses**

The first level professional higher education study programme "Marketing" is innovative, and such marketing specialists are needed by the local labour market. In general learning outcomes are

clearly represented in the self-evaluation report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation.

**Strengths:**

1. Competitive study programme comparing with other study programmes as there is high demand of marketing specialists in the labour market
2. The title, professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated.

**Weaknesses:**

1. Drop-out rate for the study programme is relatively high

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The descriptions of the study courses are provided. This marketing programme mainly focused on local needs, not taking into account global competition. Taking into account long term shift toward on-line marketing the courses should be adjusted to teach more competencies in social portals, and generally Internet. The quality of teaching, final thesis is proper, fulfilling regulatory enactments. The content complies with the aims of the study programme and ensures the achievement of the learning outcomes. During the study process there is enough trainee-ship provided to obtain practical skills according to the labor market and the quality is achieved as EKA have developed a large number of collaborative organisations that can provide suitable practice places and trainee-ships.

The study generally fits the needs of local employees. Preparation for international competition demands more modules adjusted to global market and stronger impact on English teaching. The study programme is fulfilling ESG requirements both in preparation and implementation phase. Student-centred learning and teaching principles are taken into account and adjusted to the specificity of the local market. The outcomes of the surveys and interviews that were conducted among the students, employers, and graduates are used to improve the quality of studies.

The students have the opportunity to use incoming and outgoing mobility and EKA assures that learning outcomes achieved during such mobility would be recognised. However, the large number of working students limits the scope of international mobility.

The sources of data for analysis are mainly based on self assessment report and information is verified during remote on-site visit and information received during meetings.

Compliance of the study content with the profession standard "Marketing specialist" can be evaluated as according, based on the performed analysis in self assessment report, but the comparison is done to the older version (<https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/ps0095.pdf>). As the marketing specialist (marketing and sales specialist) is now a part of the commercial profession standard, the courses of the study programme should be compared with the new commercial standard (10th of June 2020), at least to the new PS project for the marketing and sales specialist. Analysis proves that current content complies with the PS - everything is included, but considering that the marketing and sales specialist is only a specialisation of a commercial profession, basic knowledge of a commercial PS should also include a specialisation PS, and existing comparison of study courses shows that some of the knowledge could be missing in terms of social relations, work organisation, communication theory, personnel management, teamwork, etc. Experts also consider the fact that EKA submitted

the documents in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new standard as it was still not developed.

### **Conclusions by specifying the strengths and weaknesses**

Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes. Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited eg. the decisions of contract prolongation with academic staff take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised. Compliance of the study content with the profession standard "Marketing specialist" can be evaluated as partly compliant, based on the performed analysis in a self assessment report, as the comparison is not done to the newest profession standard (PS). But experts also understand that EKA submitted the documents in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new standard as it was still not developed.

#### **Strengths**

1. Teaching staff, materials and programmes are prepared.
2. Links with industry are good especially in the area of internship.
3. Dialogue with the students is provided in the area of programmes and general satisfaction from the studies.
4. Different forms of verification of learning outcomes have been assured.

#### **Weaknesses**

1. Too low concentration on on-line marketing competencies.
2. Moodle contents need regular actualisation. Part of the materials is a bit outdated.
3. Small scale of international mobility.
4. Compliance of the study content with the newest profession standard is not evident.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

More information regarding resources and provision included in reports assessment part for study direction (Chapter 3. Resources and Provision of the Study field). But, all together experts see that the study provision, informative provision, material and technical provision, and financial provision comply with the specific features and the conditions for the implementation of the study programme and creates the prerequisites for the achievement of the learning outcomes.

The development of the strategy of the Study Programme "Marketing" is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

As it was mentioned in assessment of resources in study direction part, EKA plans to supplement budget through lifelong learning programs development and other sources of revenue. Undoubtedly, the courses of the Study Programme " Marketing " can also be successfully included in these lifelong learning programmes.

Although the Study Programme "Marketing" tends to reduce the number of students and currently only 34 students study it, it is still profitable, because in the last two years students are admitted only in part-time groups. Considering the efficient e-platform of EKA University, which allows students to receive lecture materials in spite of the smaller number of contact hours, which are comparable to the materials received by full-time students. Many working students are very satisfied with this opportunity.

The Study programme has all the necessary resources at its disposal to ensure their study process, as it was mentioned before, to meet needs of the study direction there are 6112 publications and 10781 copies available in the library and more than 50% of the literature available in the library is in English. The specific provision includes following resources: Business simulation platform (BSS); Specialised textbooks in the Study programme: Study Programme "Marketing" 1390 titles (2225 copies).

### **Conclusions by specifying the strengths and weaknesses**

Overall, EKA` study programme "Marketing" has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

Strengths:

1. Development of the Study Programme "Marketing" is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study Direction.

Weaknesses:

No specific weaknesses were identified for this study programme

## **4. Teaching Staff**

### **Analysis**

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. The selection or election of the academic staff is carried out in several stages, which is determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective.

EKA provides support for every teacher who wants to develop their academic capacity.

The qualification of the academic staff employed to teach at the first level professional higher education study programme "Marketing" comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences, because the implementation of the Study programme "Marketing" involves a total of 17 members of the academic staff, of which EKA permanently employs 10 members, or 58.8 %, and 7 guest instructors constituting 41.2 % of the total number of the academic staff.

There are 8 holders of the doctoral degree participating in the implementation of the study programme (all are permanently employed by EKA), including 5 doctors of economics, 1 doctor of management, 1 PhD in philology, 1 doctor of philosophy and 9 instructors with a master's degree, including 1 doctoral student.

From the study programme's 54 CP of the core courses 36 CP (66.7%) are provided by the academic staff permanently employed by EKA, but 18 CP (33.3%) are provided by EKA guest instructors. The other 26 CP include internships (16 CP), the research paper (2 CP) and the qualification paper (8 CP)

supervision.

EKA academic staff members' qualification allows them to attain expected learning outcomes by providing necessary knowledge and skills in the field of marketing.

Main outcomes of the analysis :from self evaluation report and information after meetings

- Teaching staff is diversified between academics and practitioners.
- EKA facilitates or organizes events to develop the qualification of its academic staff: Scientific seminars, Methodological seminars.
- EKA encourages Erasmus + staff training mobility at foreign institutions, participation at international conferences.
- EKA provides methodological support and training for work with the e-environment.
- During the whole academic year EKA provides consultative support for lectures on e-environment usage.
- EKA provides an opportunity to enhance pedagogical qualifications (organized didactic training).
- It is mentioned also increasing, but not sufficient staff foreign language development (Foreign language learning classes for academic staff were organized).
- Not enough developed motivational system to implement research activity.
- It is important to mention EKA readiness to participate at several Erasmus + partnership projects.
- Students underline high level experience of instructors coming from the labour market.
- It was noticed updated knowledge circulation between academic and labour market teaching staff.
- Not sufficient level of e -knowledge.
- All staff are encouraged to use the capabilities of the Moodle learning platform to the fullest extent.

### **Conclusions by specifying the strengths and weaknesses**

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

#### **Strengths**

1. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
2. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
3. The obtained information during training or personal development at the conference is used in the study process.
4. Lecturers are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### **Weaknesses**

1. Not sufficient staff trainings for foreign languages.
2. Not sufficient staff trainings for use e-resources.
3. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).



4. Not a significant number of incoming teachers.

## 5. Assessment of the Compliance of the Study Programme "Marketing"

### 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:** The Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES). The sample of the diploma to be issued for the acquisition of the study programme complies with 16.04.2013. Regulation No 202 of Minister Cabinet "Kārtība, kādā izsniedz valsts atzītus augstāko izglītību apliecinošus dokumentus / Procedures for Issuing State-Recognized Higher Education Documents"

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:** Bologna Declaration states that HEI must ensure possibilities for students to continue education and get equivalent diploma in another HEI.

EKA has signed agreements with several institutions: RISEBA University of Applied Sciences, Riga Business College and Alberta College; Agreements includes options to continue the acquisition of education in case the implementation of the study programme is discontinued.

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:** If EKA is unable to ensure the continuation of studies in another study programme or at a university or college of cooperation partner's where there is the possibility of obtaining equivalent degree or qualification, EKA repays the student the payment for non-trained credit points, drawing up an academic certified statement and other documents relating to ex-matriculation, without remuneration. It is possible to see the concluded cooperation agreements with universities and colleges on the transfer of students in case of a study programme elimination at the EKA Rector's.

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:** Confirmation (signed by the Rector) of the correspondence of the state language proficiency level of the academic staff involved in the study programme provision to the requirements of the Regulations Regarding the Amount of the Knowledge of the Official Language and the Procedures for Examination of the Knowledge of the Official Language for the Performance of Professional Duties and Duties of Office.

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:**

- 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:**

- 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:**

- 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 template of the Study Agreement is in accordance with the Cabinet Regulation No.70 (23.01.2007.) "Mandatory provisions to be included in the study agreement" ("Studiju līgumā obligāti ietveramie noteikumi") (see annex 22).

- 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:** Comply, the study programme course descriptions comply with the requirements set forth in Section 56', paragraph two and section 56.2, paragraph two of the Law on Institutions of Higher Education.

- 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:** Partially compliant

**Justification:** Compliance of the study content with the profession standard "Marketing specialist" can be evaluated as partly compliant, based on the performed analysis in self report, as there is not evident that evaluation is done to the newest profession standard. Experts also consider the fact that EKA submitted the documents in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new profession standard as it was still not developed.

- 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:**

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

**Assessment of compliance:** Fully compliant

**Justification:** The study programme complies with the State Professional Higher Education Standard.

- 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:**

- 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:** Comply, accordingly to the Annex 8, each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education.

- 15 P5 - Overall rating

**Assessment of compliance:** Partially compliant

**Justification:** Study program in general fulfills all requirements and joint Experts' assessment for the study programme is "Good", except the compliance of the study content with the newest profession standard "Marketing specialist".

## 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:** EKA fulfills all minimum requirements of the study provision, scientific support, informative provision (including libraries), material and technical provision, and financial provision.

- 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:** EKA fulfills all minimum requirements of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants.

- 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:** Not relevant

**Justification:**

## Conclusions by specifying the strengths and weaknesses

The first level professional higher education study programme "Marketing" is innovative, as such marketing specialists are needed by the local labour market. In general learning outcomes are clearly represented in the self-assessment report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation.

Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes. Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback

between student surveys and decisions of programme administration and teaching staff is limited eg. the decisions of contract prolongation with academic staff take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised. Compliance of the study content with the professional standard "Marketing specialist" can be evaluated as partially compliant, based on the performed analysis in self-assessment report, as there is no evidence that the evaluation is done to the newest profession standard (PS).

Overall, EKA` study programme "Marketing" has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

#### Strengths:

1. Competitive study programprogramme comparing with other study programsprogrammes as there is a high demand for marketing specialists in the labour market
2. The title, professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated.
3. Teaching staff, materials and programsprogrammes are prepared.
4. Links with industry are good especially in the area of internship.
5. Dialogue with the students is provided in the area of programsprogrammes and general satisfaction from the studies.
6. Different forms of verification of learning outcomes have been assured.
7. Development of the study program "Marketing" is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study direction.
8. Premises are enough, but do not give the space for future development. The good news is that in the next 2 years the university plans to move to new, almost twice as large premises.
9. E-resources are developed, a unified moodle system is applied and widely used by teachers and students. There are management activities around blended learning that create the chance for EKA to develop competitive e-learning strategy.
10. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
11. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
12. The academic staff is involved in scientific research at national and less at international level. The obtained information during training or personal development at the conference is used in the study process.
13. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### Weaknesses:

1. Drop-out rate for the study programprogramme is relatively high

2. ERS related competences indicates weaknesses in the formulation of learning outcomes
3. Too low concentration on on-line marketing competencies.
4. Moodle contents need regular actualisation. Part of the materials is a bit outdated.
5. Small scale of international mobility.
6. Compliance of the study content with the newest profession standard is not assured..
7. Not all academic staff, especially guest lecturers, are using e-resources, moodle.
8. Access to premises is limited to 6 pm, and both students and teachers would like to have access to longer.

### **Evaluation of the study programme "Marketing"**

Evaluation of the study programme:

Good

### **6. Recommendations for the Study Programme "Marketing"**

#### **Short-term recommendations**

- |   |
|---|
| 1. Add more on-line marketing and global business content of courses (during next academic year).   |
| 2. Make participation in student surveys higher by increasing accessibility (during next academic year).  |
| 3. Stronger enhancement to mobility by making different forms more accessible for working students (shorter internships, knowledge about Erasmus+ and ect.) (during next three academic years). |
| 4. To encourage staff to participate in exchange and international associations and research networks (during next three academic years).   |
| 5. Develop compliance of the study content with the actual profession standard (till decision regarding accreditation is taken).  |

#### **Long-term recommendations**

- |  |
|--|
| 1. There is a need to analyse the dropout of the students and the sustainability of the study programme and future development directions  |
| 2. Improve study programme outcomes, by integrating ERS (ethics, responsibility and sustainability) aspects.   |
| 3. Students should have a larger choice of places for international exchange and mobility. It is recommended to increase the size and diversity of international cooperation networks. |
| 4. Make a stronger impact on training and staff preparation for use of e-resources.  |

## **II. "Event Management" ASSESSMENT**

### **II. "Event Management" ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The first level professional higher education study programme “Event Management” (41345) implemented in full time (2 years, 80 CP, Latvian) and Part time (2 years and 6 months, 80 CP, Latvian).

Name, the professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated and can be regarded as programme strengths. Study program “Event Management” is quite unique which is the strength of the programme. The scope of the study programme concentrates not only on the municipal but also rural environment. It is worth mentioning that the Study programme title and qualification has changed in the review period. After graduation students acquire event manager qualification.

Compliance of the study content with the profession standard "Event organiser" can be evaluated as according, based on the performed analysis in self assessment report, but there is no evidence that evaluation is done to the newest profession standard (PS) (see next section on the content analysis). Programme Intended learning outcomes are formulated as knowledge, skills and competences which are in line with Latvian and European qualification framework (LQF and EQF - level 5).

The learning outcomes are clearly represented in the self-evaluation report of the study programme. Just in future the ERS (ethics, responsibility and sustainability) related competences could be integrated in the formulation of learning outcomes.

Programme admission requirements are corresponding to the first level professional higher education study programme requirements stated by the Council of the Higher Education and are in line with Articles 46 and 47 of the Law on Higher Education Institutions and Regulation of the Cabinet of Ministers No. 846 of October 10, 2006 on Requirements, Criteria and Procedures for Admission to Study Programmes.

Currently there are 36 full time and part-time students. Total count of students in the review period has lowered due to EKA management change and economic situation In Latvia. Some activities are made trying to increase the number of students - programme title change, content change, the introduction of new implementation methods. Drop-out rate for this study programme is low. Highest drop-out rate in part time studies is in the second study year before qualification work and internship. The number of graduates in recent years has decreased significantly.

## **Conclusions by specifying the strengths and weaknesses**

The first level professional higher education study programme “Event Management” is quite unique if compared with other similar study programmes in Latvia. The main concern is about the continuity of the study programme due to low student count and emerging situation in global markets (for example Covid-19 impact). In general learning outcomes are clearly represented in the self-assessment report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation.

### **Strengths:**

1. The title, professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated.
2. Study programme has a new title which is in accordance with the market needs and the content of the study programme.
3. With gained knowledge, skills and competences, there are opportunities to continue studies in EKA or other universities and obtain the bachelor degree.

### **Weaknesses:**

1. Low number of students in the study programme can be the risk of study programme continuity.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The descriptions of the study courses for "Event Management" are provided. The quality of teaching, final thesis is proper, fulfilling regulatory enactments as all necessary programme realization documents regarding content are available and updated. Programme is very innovative as it provides contemporary and world trending event production insights. The study programme content complies with the aims of the study programme and ensures the achievement of the learning outcomes. The study generally fits the needs of local employees. Preparation for international competition demands more modules adjusted to global market and stronger impact on English teaching. The study programme is fulfilling ESG requirements both in preparation and implementation phase. Student-centred learning and teaching principles are taken into account and adjusted to the specificity of the local market, for example student voice is always considered and study programme management always reacts to the necessary improvements in the study process. The outcomes of the surveys and interviews that were conducted among the students, employers, and graduates are used to improve the quality of studies. The students have the opportunity to use incoming and outgoing mobility and EKA assures that learning outcomes achieved during such mobility would be recognised. However, the large number of working students limits the scope of international mobility. During the study process as this is a professional study programme there is enough trainee-ship provided to obtain practical skills according to the labor market and the quality is achieved as EKA have developed a large number of collaborative organisations that can provide suitable practice places and trainee-ship.

Compliance of the study content with the profession standard "Event organiser" can be evaluated as according, based on the performed analysis in self report, but there is no evidence that the evaluation is done to the newest profession standard (PS) (<https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/ps0441.pdf>). Even the draft of the new standard has not been analysed. Comparing the planned study courses with the old PS, study content may lack several knowledge to be acquired, for example, game and play management methodology, etc. No comparison of the submitted study courses is done to the draft of the new PS. Misleading is the reference to the Organisation Manager profession standard ((<https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-115.pdf>) in the document "18\_annex\_Compilance\_prof\_standard\_PO\_EN.docx". Experts also consider the fact that EKA submitted the documents in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new professional standard as it was still not developed.

### **Conclusions by specifying the strengths and weaknesses**

Study programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example the decisions of contract prolongation with academic teacher take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised. Compliance of the study content with the professional standard "Event organiser" (or more correctly Culture Event organiser) can be evaluated only as partly compatible, based on the performed analysis in self report, as there is doubt from expert's side that the evaluation is done to the newest profession standard (PS). Hence it can be concluded that the acquisition of the essential knowledge is not included sufficiently in study content as the draft version or newest standard states. But experts also understand that EKA submitted the documents

in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new PS as it was still not developed.

#### Strengths

1. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.
2. Links with industry are good especially in the area of internship.
3. Dialogue with the students is provided in the area of programmes and general satisfaction from the studies.
4. Different forms of verification of learning outcomes have been assured.

#### Weaknesses

1. Moodle contents need regular actualisation. Part of the materials is a bit outdated.
2. Small scale of international mobility.
3. Concentration on local employers needs, without taking into account global competition.
4. Compliance of the study content with the newest professional standard is missing.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

More information regarding resources and provision included in reports assessment part for study direction (Chapter 3. Resources and Provision of the Study field). But, all together experts see that the study provision, informative provision, material and technical provision, and financial provision comply with the specific features and the conditions for the implementation of the study programme and creates the prerequisites for the achievement of the learning outcomes.

The development of the strategy of the Study Programme "Event Management" is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

As it was mentioned in assessment of resources in study direction part, EKA plans to supplement budget through lifelong learning programs development and other sources of revenue. Undoubtedly, the courses of the Study Programme "Event Management" can also be successfully included in these lifelong learning programmes.

Although the Study Programme "Event Management" tends to reduce the number of students and currently only 36 students study it, it is still profitable, because in the last two years students are admitted only in part-time groups. Considering the efficient e-platform of EKA University, which allows students to receive lecture materials in spite of the smaller number of contact hours, which are comparable to the materials received by full-time students. Many working students are very satisfied with this opportunity.

The Study programme has all the necessary resources at its disposal to ensure their study process, as it was mentioned before, to meet needs of the study direction there are 6112 publications and 10781 copies available in the library and more than 50% of the literature available in the library is in English. The specific provision includes following resources: Cultural space (the Black Auditorium) is shared with the Professional bachelor Study Programme "Cultural Management"; Specialised textbooks in the study programme: 1151 titles (1692 copies).



## Conclusions by specifying the strengths and weaknesses

The development of the strategy of the Study Programme “Event Management” is based on the development strategy of the EKA. Study Programme “Event Management” tends to reduce the number of students and currently only 36 students study it, but it is still profitable, because in the last two years students are admitted only in part-time groups. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

Strengths:

1. Development of the Study Programme “Event Management” is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study Direction

Weaknesses:

No specific weaknesses were identified for this study programme

## 4. Teaching Staff

### Analysis

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. The selection or election of the academic staff is carried out in several stages, which is determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective.

The qualification of the academic staff employed to teach comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences. The implementation of the study programme “Event Management” involves a total of 16 members of the academic staff, of which EKA permanently employs 11 members, or 68.8 %, and 5 guest instructors constituting 31.2 % of the total number of the academic staff; There are 5 holders of the doctoral degree participating in the implementation of the study programme (4 are permanently employed by EKA), including 2 doctors of economics, 2 doctors of philology, 1 doctor of philosophy, 1 doctor of political science and 11 instructors with amaster's degree, including 1 doctoral student; From the study programme's 54 CP of the core courses 38 CP (70.4 %) are provided by the academic staff permanently employed by EKA, but 18 CP (29.6 %) are provided by EKA guest instructors. The other 26 CP include internships (16 CP), the research paper (2 CP) and the qualification paper (8 CP) supervision. EKA provides support for every teacher who wants to develop their academic capacity. EKA academic staff members' qualification allows them to attain expected learning outcomes by providing necessary knowledge and skills in the field of event management. The academic staff is involved in scientific research both at national and international level. The knowledge obtained is used in the study process.

Main outcomes of the analysis from self evaluation report and information after meetings:

- Teaching staff is reasonably diversified between academics and practitioners.
- EKA facilitates or organises events to develop the qualification of its academic staff: Scientific seminars, Methodological seminars.
- EKA encourages Erasmus + staff training mobility at foreign institutions, participation at international conferences.
- EKA provides methodological support and training for work with the e-environment.
- During the whole academic year EKA provides consultative support for lectures on e-environment

usage.

- EKA provides an opportunity to enhance pedagogical qualifications (organised didactic training).
- It is mentioned also increasing, but not sufficient staff foreign language development (Foreign language learning classes for academic staff were organised).
- Not enough developed motivational system to implement research activity.
- It is important to mention EKA readiness to participate at several Erasmus + partnership projects.
- Students underline high level experience of instructors coming from the labour market.
- It was noticed updated knowledge circulation between academic and labour market teaching staff. Not sufficient level of e-knowledge.
- All staff are encouraged to use the capabilities of the Moodle learning platform to the fullest extent.
- Not significant number of incoming teachers from abroad.

## **Conclusions by specifying the strengths and weaknesses**

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

### **Strengths**

1. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
2. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
3. The academic staff is involved in scientific research at national and less at international level.
4. The obtained information during training or personal development at the conference is used in the study process.
5. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

### **Weaknesses**

1. Not sufficient staff training for foreign languages.
2. Not sufficient staff training for use e-resources.
3. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
4. Lack of international scientific conferences, publications.
5. Not significant number of incoming teachers.

## **5. Assessment of the Compliance of the Study Programme "Event Management"**

### **Requirements**

- 1 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:** The Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES). The sample of the diploma to be issued for the acquisition of the study programme complies with 16.04.2013. Regulation No 202 of Minister Cabinet "Kārtība, kādā izsniedz valsts atzītus augstāko izglītību apliecinošus dokumentus / Procedures for Issuing State-Recognized Higher Education Documents"

- 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:** EKA has signed agreements with two institutions: Latvian Academy of Culture agency "Latvian College of Culture at the Latvian Academy of Culture", Alberta College and College of Business Administration. Agreements includes options to continue the acquisition of education in case the implementation of the study programme is discontinued.

- 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:** If EKA is unable to ensure the continuation of studies in another study programme or at a university or college of cooperation partner's where there is the possibility of obtaining equivalent degree or qualification, EKA repays the student the payment for non-trained credit points, drawing up an academic certified statement and other documents relating to ex-matriculation, without remuneration. It is possible to see the concluded cooperation agreements with universities and colleges on the transfer of students in case of a study programme elimination at the EKA Rector's.

- 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:** Confirmation (signed by the Rector) of the correspondence of the state language proficiency level of the academic staff involved in the study programme provision to the requirements of the Regulations Regarding the Amount of the Knowledge of the Official Language and the Procedures for Examination of the Knowledge of the Official Language for the Performance of Professional Duties and Duties of Office.

- 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:**

- 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:**

- 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:**

- 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:** Comply, Annex 23, Composition of the agreement meets the requirements set forth in the Regulation No. 70 (23.01.2007.) of the Cabinet of Ministers "Mandatory provisions to be included in the study agreement"

- 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:** Comply, study courses are only in Latvian

- 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:** Partially compliant

**Justification:** Compliance of the study content with the profession standard "Event organiser" (or more correctly Culture Event organiser) can be evaluated only as partly compliant, based on the performed analysis in self report, as there is doubt from expert's side that the evaluation is done to the newest profession standard (PS). Hence it can be concluded that the acquisition of the essential knowledge is not included sufficiently in study content as the draft version or newest standard states. But experts also understand that EKA submitted the documents in early 2020 for the evaluation and hence experts allow the possibility that EKA didn't have all necessary information to perform the compliance of the study content to potential/new profession standard as it was still not developed.

- 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:**

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

**Assessment of compliance:** Fully compliant

**Justification:** The study program partially complies with 20.03.2001. Regulation No 141 of Minister Cabinet "Regulations regarding the State Standard for First Level Professional Higher Education.

- 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:**

- 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:** Comply, Annex 8 Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education.

15 P5 - Overall rating

**Assessment of compliance:** Partially compliant

**Justification:** Study programme in general fulfills all requirements and joint Experts' assessment for the study programme is "Good", except for the point No. 10 "The study programme complies with the valid professional standard or the requirements for the professional qualification.

## 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:** EKA fulfils all minimum requirements

- 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:** EKA fulfils all minimum requirements of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants.

- 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:** Not relevant

**Justification:**

## Conclusions by specifying the strengths and weaknesses

The first level professional higher education study programme "Event Management" is quite unique if compared with other similar study programmes in Latvia. The main concern is about the continuity of the study programme due to low student count and emerging situation in global markets (for example Covid-19 impact). In general learning outcomes are clearly represented in the self-evaluation report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation.

Study programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example the decisions of contract prolongation with academic teacher take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised. Compliance of the study content with the profession standard "Event organiser" (or more correctly Culture Event organiser) can be evaluated only as partly compatible, based on the performed analysis in self assessment report, as there is doubt from expert's side that the evaluation is done to the newest profession standard (PS). Hence it can be concluded that the acquisition of the essential knowledge is not included sufficiently in study

content as the draft version or newest standard states.

The development of the strategy of the Study programme “Event Management” is based on the development strategy of the EKA. Study programme “Event Management” tends to reduce the number of students and currently only 36 students study it, but it is still profitable, because in the last two years students are admitted only in part-time groups.

The qualifications and experience of the staff team involved in the study programme realisation are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

#### Strengths:

1. The title, professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated.
2. Study program has a new title which is in accordance with the market needs and the content of the study program.
3. With gained knowledge, skills and competences, there are opportunities to continue studies in EKA or other universities and obtain a bachelor's degree.
4. Program descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.
5. Links with industry are good especially in the area of internship.
6. Dialogue with the students is provided in the area of programs and general satisfaction from the studies.
7. Different forms of verification of learning outcomes have been assured.
8. Development of the study program “Event Management” is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study direction
9. Premises are enough, but do not give the space for future development. The good news is that in the next 2 years the university plans to move to new, almost twice as large premises.
10. E-resources are developed, a unified moodle system is applied and widely used by teachers and students. There are management activities around blended learning that create the chance for EKA to develop competitive e-learning strategy.
11. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements;
12. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
13. The academic staff is involved in scientific research at national and less at international level.
14. The obtained information during training or personal development at the conference is used in the study process.
15. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### Weaknesses:

1. Study programme is not revised in line with the newest professional standard.
2. Low number of students in the study program can be the risk of study program continuity
3. ERS related competences indicates weaknesses in the formulation of learning outcomes

4. Moodle contents need regular actualization, part of the materials is a bit outdated.
5. Small scale of international mobility.
6. Concentration on local employer's needs, without considering global competition.
7. Compliance of the study content with the professional standards is doubtful
8. Not all academic staff, especially guest lecturers, are using e-resources, moodle.
9. Not enough staff training for foreign languages.
10. Not enough staff training for use e-resources.
11. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
12. Not a significant number of incoming teachers.

## **Evaluation of the study programme "Event Management"**

Evaluation of the study programme:

Good

## **6. Recommendations for the Study Programme "Event Management"**

### **Short-term recommendations**

- |  |
|--|
| 1. There is a need to analyse the sustainability of the study programme and future development directions due to the emerging situation in the labour market (during the next two academic years).     |
| 2. Make participation in student surveys higher by increasing accessibility (during the next academic year).   |
| 3. To encourage staff to participate in exchange and international associations and research networks(during the next academic year).  |
| 4. Revise study programme content accordingly to the newest professional qualification standard (during the next academic year).   |
| 5. implement stronger enhancement to mobility by making different forms more accessible for working students (shorter internships, knowledge about Erasmus+ and ect.) (during the next academic year). |
| 6. Students should have a larger choice of places for international exchange and mobility (during the next academic year).   |
| 7. It is recommended to increase the size and diversity of international cooperation networks (during the next two academic years).  |

### **Long-term recommendations**

- |   |
|---|
| 1. Adjust to changing market needs caused by pandemics as it can influence the sustainability of the study programme. |
| 2. Make a stronger impact on training and staff preparation for use of e-resources.                                   |
| 3. Give access for teachers and students to more than one bibliographic database.                                     |
| 4. Provide better access to premises, library.  |

## **II. "Cultural Management" ASSESSMENT**

### **II. "Cultural Management" ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The professional Bachelor's study programme "Cultural Management" (42345) is implemented in two forms:

- Full time studies (4 years, 160 KP, implemented in Latvian with admission requirements: Secondary education);
- Part time studies (4 years 6 months, 160 KP, implemented in Latvian with admission requirements: Secondary education).

For both implementation options degree to be acquired - Professional bachelor degree in management science and qualification Enterprise's Manager (Uzņēmuma vadītājs).

Title of the study programme, the degree and the professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated and can be regarded as programme strengths. Programme is innovative, needed by the local labour market. Programme intended learning outcomes are formulated as knowledge, skills and competences which are in line with Latvian and European qualification framework (LQF and EQF - 6th level).

The learning outcomes are clearly represented in the self-evaluation report of the study programme. As discussed in the meeting with study programme directors and staff, the study programme considers ERS (ethics, responsibility and sustainability), but it is not represented in the study program self assessment report in learning outcomes - these aspects are an important part of students' competences.

Programme admission requirements are corresponding to the professional bachelor's study programme in accordance with the Council of the Higher Education and are in line with Articles 46 and 47 of the Law on Higher Education Institutions and Regulation of the Cabinet of Ministers No. 846 of October 10, 2006 on Requirements, Criteria and Procedures for Admission to Study Programmes.

At the moment for students with the bachelor degree there are no direct master study level programmes related to cultural management in EKA. Currently there are 111 full time and part-time students. Total count of students in the review period has lowered due to EKA management change and economic situation In Latvia. Some activities are made trying to increase the number of students - programme title change, content change, the introduction of new implementation methods. Drop-out rate for this study programme is low. Highest drop-out rate in full time studies is in the first semester, but in part time studies in fourth semester. The number of graduates is low.

#### **Conclusions by specifying the strengths and weaknesses**

Professional bachelor's study programme "Cultural Management" is innovative and corresponds to the local labour market needs. The title, degree and the professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated. In general learning outcomes are clearly represented in the self-evaluation report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation.

Strengths:

1. Unique study programme in comparison with other higher institutions in Latvia, that corresponds to the current labour market trends.



2. Competitive e-learning system used in full and part time studies.

Weaknesses:

1. Not at the moment further study options in master level in the same field of study (culture management).

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The descriptions of the study courses are provided. The quality of teaching, final thesis is proper, fulfilling regulatory enactments. The content complies with the aims of the study programme and ensures the achievement of the learning outcomes. During the site visit it was mentioned that in EKA teaching staff actively use an e-study platform, but there is a need for regular actualisation of the moodle system in order to keep new and actual teaching materials.

The study generally fits the needs of local employees. Preparation for international competition demands more modules adjusted to the global market and stronger impact on English teaching. During the study process as this is a professional study programme there is enough traineeship provided to obtain practical skills according to the labor market and the quality is achieved as EKA have developed a large number of collaborative organisations that can provide suitable practice places and traineeship.

Comparing study programme with Enterprise's Manager (Uzņēmuma vadītājs) professional standard, approved on September 18, 2019, experts concluded that programme content meets requirements set in the standard.

The study programme is fulfilling ESG requirements both in preparation and implementation phase. Student-centred learning and teaching principles are taken into account and adjusted to the specificity of the local market. The outcomes of the surveys and interviews that were conducted among the students, employers, and graduates are used to improve the quality of studies. The students have the opportunity to use incoming and outgoing mobility and EKA assures that learning outcomes achieved during such mobility would be recognised. However, the large number of working students limits the scope of international mobility. The sources of data for analysis are mainly based on self assessment report and information is verified during remote on-site visit and information received during meetings. The future of the study programme is doubtful due to "Culture Management" place in labour market that has changed by pandemic.

### **Conclusions by specifying the strengths and weaknesses**

Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example, the decisions of contract prolongation with academic teacher take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised. Compliance of the study content with the profession standard can be evaluated as fully compliant, based on the performed analysis in self assessment report.

Strengths

1. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.  
2. Expectations of stakeholders (students, labour market, local governments) are aligned in a

competitive study programme content.

3. Links with industry are well established especially in the area of internship.
4. Dialogue with the students is provided in the area of programmes and general satisfaction from the studies.
5. Different forms of verification of learning outcomes have been assured.
6. Well developed study content and has stable place in study programme offer in EKA.

#### Weaknesses

1. Moodle contents need regular actualization, part of the materials is a bit outdated.
2. Small scale of international mobility.
3. Lack of adaptation of "Culture Management" to the labour market changed by pandemic.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

More information regarding resources and provision included in reports assessment part for study direction (Chapter 3. Resources and Provision of the Study field). But, all together experts see that the study provision, informative provision, material and technical provision, and financial provision comply with the specific features and the conditions for the implementation of the study programme and creates the prerequisites for the achievement of the learning outcomes.

The development of the strategy of the Study Programme is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

As it was mentioned in assessment of resources in study direction part, EKA plans to supplement budget through lifelong learning programs development and other sources of revenue. Undoubtedly, the courses of the Study Programme " Cultural Management " can also be successfully included in these lifelong learning programmes.

Study Programme "Cultural Management" has demonstrated a stable number of students in recent years and currently has 111 students, it is cost-effective and stable. The possibility to give all students, including part-time students, easy access to all study materials available to full-time students makes it competitive in comparison with similar programmes at other Latvian universities.

The Study programme has all the necessary resources at its disposal to ensure their study process, as it was mentioned before, to meet needs of the study direction there are 6112 publications and 10781 copies available in the library and more than 50% of the literature available in the library is in English. The specific provision includes following resources: Specialised textbooks in the Study Programme: 1151 titles (1692 copies).

#### **Conclusions by specifying the strengths and weaknesses**

The development of the strategy of the Study Programme "Cultural Management" is based on the development strategy of the EKA. Study Programme "Cultural Management" has demonstrated a stable number of students in recent years and currently has 111 students, it is cost-effective and stable. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

Strengths:

1. Development of the Study Programme “Cultural Management” is based on the creation and maintenance of a strict resource base, constant analysis of labor market requirements and is implemented in accordance with the Strategy of Study direction

Weaknesses:

No specific weaknesses were identified for this study programme

#### **4. Teaching Staff**

##### **Analysis**

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. The selection or election of the academic staff is carried out in several stages, which is determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective.

The qualification of the academic staff employed to teach comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences.

At the moment, . The implementation of the study programme involves a total of 24 members of the academic staff, of which EKA permanently employs 14 members, or 58.3 %, and 10 guest instructors constituting 41.7 % of the total number of the academic staff; There are 10 holders of the doctoral degree participating in the implementation of the study programme (7 of them are permanently employed by EKA), including 4 doctors of economics, 1 doctor of management, 1 doctor of philosophy, 2 doctors of philology, 1 doctor of history, 1 doctor of political science and 14 instructors with a master's degree, including 2 doctoral students (permanently employed by EKA as elected academic staff); From the study programme's 110 CP of the core courses 74 CP (67.3%) are provided by the academic staff permanently employed by EKA, but 36 CP (32.7%) are provided by EKA guest instructors. The other 50 CP include free electives (6 CP), three research papers (4 CP), three internships and the bachelor's paper (12 CP) supervision. EKA provides support for every teacher who wants to develop their academic capacity.

EKA academic staff members' qualification allows them to attain expected learning outcomes by providing necessary knowledge and skills in the field of Culture management.

The academic staff is involved in scientific research both at national and international level. The knowledge obtained is used in the study process.

Main outcomes of the analysis from self evaluation report and information after meetings:

- Teaching staff is reasonably diversified between academics and practitioners.
- EKA facilitates or organizes events to develop the qualification of its academic staff: Scientific seminars, Methodological seminars.
- EKA encourages Erasmus + staff training mobility at foreign institutions, participation at international conferences.
- EKA provides methodological support and training for work with the e-environment.
- During the whole academic year EKA provides consultative support for lectures on the-environment usage.
- EKA provides an opportunity to enhance pedagogical qualifications (organised didactic training).
- It is mentioned also increasing, but not sufficient staff foreign language development (Foreign language learning classes for academic staff were organised).
- Not enough developed motivational system to implement research activity.
- It is important to mention EKA readiness to participate at several Erasmus + partnership projects.
- Students underline high level experience of instructors coming from the labour market.

- It was noticed updated knowledge circulation between academic and labour market teaching staff.
- All staff are encouraged to use the capabilities of the Moodle learning platform to the fullest extent.
- Not significant number of incoming teachers from abroad.

### **Conclusions by specifying the strengths and weaknesses**

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

#### **Strengths**

1. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
2. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
3. The academic staff is involved in scientific research at national and at international level.
4. The obtained information during training or personal development at the conference is used in the study process.
5. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### **Weaknesses**

1. Not sufficient staff training for foreign languages;
2. Not enough staff training for use e-resources.
3. Not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
4. Not enough developed motivational system to implement research activity.
5. Not a significant number of incoming teachers.

## **5. Assessment of the Compliance of the Study Programme "Cultural Management"**

### **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:** The Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES). The sample of the diploma to be issued for the acquisition of the study programme complies with 16.04.2013. Regulation No 202 of Minister Cabinet "Kārtība, kādā izsniedz valsts atzītus augstāko izglītību apliecinošus dokumentus / Procedures for Issuing State-Recognized Higher Education Documents.

- 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:** Bologna Declaration states that HEI must ensure possibilities for students to continue education and get equivalent diploma in another HEI. EKA has signed agreements with two institutions: Baltic International Academy and University of Liepāja. Agreements includes options to continue the acquisition of education in case the implementation of the study programme is discontinued.

- 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:** If EKA is unable to ensure the continuation of studies in another study programme or at a university or college of cooperation partner's where there is the possibility of obtaining equivalent degree or qualification, EKA repays the student the payment for non-trained credit points, drawing up an academic certified statement and other documents relating to ex-matriculation, without remuneration. It is possible to see the concluded cooperation agreements with universities and colleges on the transfer of students in case of a study programme elimination at the EKA Rector's.

- 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:** Confirmation (signed by the Rector) of the correspondence of the state language proficiency level of the academic staff involved in the study programme provision to the requirements of the Regulations Regarding the Amount of the Knowledge of the Official Language and the Procedures for Examination of the Knowledge of the Official Language for the Performance of Professional Duties and Duties of Office.

- 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:**

- 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:**

- 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:**

- 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:** Comply, Annex 23, Composition of the agreement meets the requirements set forth in the Regulation No.70 (23.01.2007.) of the Cabinet of Ministers "Mandatory provisions to be included in the study agreement".

- 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:** The descriptions of the study courses and the study materials have been prepared in Latvian and they comply with the requirements set forth in Section 56', paragraph two and section 56.2, paragraph two of the Law on Institutions of Higher Education.

- 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:** Compliance of the study content with the professional standard can be evaluated as fully compliant, based on the performed analysis in self - assessment report. (professional standard approved on September 18, 2019).

- 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:**

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

**Assessment of compliance:** Fully compliant

**Justification:** The study programme complies with the State Professional Higher Education Standard (Cabinet Regulation No 512 of 26 August 2014 "Regulations on the requirements for the national standard for second-level professional higher education" ) (Annex 17).

- 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:**

- 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:** Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education.

- 15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** Study program in general fulfills all requirements and joint Experts' assessment for the study programme is "Good".

## 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:** EKA fulfills all minimum requirements on study provision, scientific support, informative provision (including libraries), material and technical provision, and financial provision.

- 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:** EKA fulfills all minimum requirements of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants

- 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:** Not relevant

**Justification:**

## Conclusions by specifying the strengths and weaknesses

Professional bachelor's study programme "Cultural Management" is innovative and corresponds to the local labour market needs. The title, degree and the professional qualification to be acquired, the aims, objectives, and admission requirements are interrelated. In general learning outcomes are clearly represented in the self-evaluation report of the study programme as well as indicators describing the study programme evidence of the good study program realisation.

Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example, the decisions of contract prolongation with academic teacher take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised.

The development of the strategy of the Study programme "Cultural Management" is based on the development strategy of the EKA. Study programme "Cultural Management" has demonstrated a stable number of students in recent years and currently has 111 students, it is cost-effective and stable. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significant increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

Strengths:

1. Unique study programme in comparison with other higher institutions in Latvia, that corresponds to the labour market trends.

2. Well-developed study content and has stable place in study programme offer in EKA.
3. Competitive e-learning system used in full and part time studies.
4. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.
5. Expectations of stakeholders (students, labour market, local governments) are aligned in a competitive study programme content.
6. Links with industry are well established especially in the area of internship.
7. Dialogue with the students is provided in the area of programmes and general satisfaction from the studies.
8. Different forms of verification of learning outcomes have been assured.
9. Development of the study programme "Cultural Management" is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study direction
10. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements;
11. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
12. The academic staff is involved in scientific research at national and at international level.
13. The obtained information during training or personal development at the conference is used in the study process.
14. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### Weaknesses:

1. Not now further study options in master level in the same field of study (culture management).
2. ERS related competences indicate weaknesses in the formulation of learning outcomes
3. Moodle contents need regular actualization, part of the materials is a bit outdated.
4. Small scale of international mobility.
5. Lack of adaptation of "Culture Management" to the labour market changed by pandemic.
6. Not all academic staff, especially guest lecturers, are using e-resources, moodle.
7. Not enough staff training for foreign languages;
8. Not enough staff training for use e-resources.
9. Not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
10. Not significant number of incoming academic staff.

### **Evaluation of the study programme "Cultural Management"**

Evaluation of the study programme:

Good

### **6. Recommendations for the Study Programme "Cultural Management"**

#### **Short-term recommendations**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Attract more guest lectures (during the next academic year).</li> </ol> |
|---|



- |   |
|---|
| 2. Make participation in student surveys higher by increasing accessibility (during next academic year).  |
| 3. Stronger enhancement to mobility by making different forms more accessible for working students (shorter internships, knowledge about Erasmus+ and etc.) (during next 2 academic years).                           |
| 4. Introduce earlier than last semester pro seminars to learn making projects and writing for preparation to diploma dissertations. (during next 2 academic years).   |
| 5. Make a stronger impact on training and staff preparation for use of e-resources (during the next academic year).   |
| 6. Students should have a larger choice of places for international exchange and mobility. It is recommended to increase the size and diversity of international cooperation networks (during next 2 academic years). |
| 7. To encourage staff to participate in exchange and international associations and research networks (during the next academic year).  |

### Long-term recommendations

- |  |
|--|
| 1. There is a need to analyse the sustainability of the study programme and future development directions because there is a lack of continuity of masters level . |
| 2. Improve study programme outcomes, by integrating ERS (ethics, responsibility and sustainability) aspects.   |
| 3. Better access to premises, library, increased accessibility, size.  |
| 4. Strengthen internationalisation is needed (lectures, mobility etc.).  |
| 5. Erase the track, CV's of academic staff that are not employed longer than 5 years.  |
| 6. Give access for teachers and students to more than one bibliographic database.  |

## II. "Management" ASSESSMENT

### II. "Management" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The academic bachelor's study programme "Management" (43345), implementation forms:

- Full time (3 years, 120 CP, Latvian, English and Russian);
- Part time extramural studies distance education (4 years, 120 CP, Latvian);
- Part time (4 years, 120 CP, Latvian, English and Russian).

Title, the aims, objectives, and admission requirements are interrelated and can be regarded as programme strengths. Study programme is not innovative, but fully complies to the needs of the local and international labour market. The academic bachelor's study programme "Management" is realised in Latvian, English and Russian language. As experts understand, EKA complies with respected regulations that states that Students will no longer be able to be admitted to study

programmes that do not meet the new language requirements as of January 1, 2019, but those who have started their studies in Russian will be able to complete them. Hence Russian language is acceptable for the study programme years, but not for new admission.

After graduation students acquire a Bachelor degree of social sciences in business administration. Assessing degree compliance with state academic education standard (Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.) as well with Regulation Nr. 322 of the Cabinet of Ministers (13.06.2017), experts found flaws in title of degree as in accordance with regulations mentioned the would be Bachelor of Social Sciences in Management and administration.

Programme intended learning outcomes are formulated as knowledge, skills and competences which are in line with Latvian and European qualification framework (LQF and EQF - level 6).

The learning outcomes are clearly represented in the self-evaluation report of the study programme. Just some ERS (ethics, responsibility and sustainability) related competences could be integrated in the formulation of learning outcomes.

Programme admission requirements in Latvian and English are corresponding to the academic bachelor's study programme requirements stated by the Council of the Higher Education and are in line with Articles 46 and 47 of the Law on Higher Education Institutions and Regulation of the Cabinet of Ministers No. 846 of October 10, 2006 on Requirements, Criteria and Procedures for Admission to Study Programmes. No longer admission in Russian language is possible and that is taken into account by EKA. At the moment admission requirements for latvian and foreign students are the same. Taking into account that in programmes English implementation option work language will be English, it would be necessary to specify admission requirements, thus making sure that students' language skills are sufficient to acquire the intended content of the study programme and achieve the outcomes specified for the study programme.

Currently in the study programme there are 241 full time and part-time students. Total count of students in the review period has increased due to study programme opening in foreign languages. Drop-out rate for this study programme is average. Latvian students can't combine studies with work, but foreign students drop-out because of insufficient study performance. Highest drop-out rate is in the first study year in full time studies. The number of graduates is stable, but decreasing due to total student count.

In study programme effectively has been introduced distance learning option - e-learning system - which can be considered very competitive compared to other universities in Latvia.

## **Conclusions by specifying the strengths and weaknesses**

The academic bachelor's study programme "Management" is realised in Latvian, English, Russian (for the last year students) and in general learning outcomes are clearly represented in the self-evaluation report of the study programme as well as indicators describing the study programme evidence of the good study program realisation. However, EKA should ensure compliance of the degree to be awarded with the requirements of regulatory enactments and review the admission requirements for the different implementation options of the study programme (considering programmes implementation language).

Strengths:

1. Well developed study programme in EKA with clear content and indicators.
2. The title, the aims, objectives, and admission requirements are interrelated.
3. Developed and introduced distance learning option - a system which is very competitive

compared to other higher education institutions in Latvia

Weaknesses:

1. Foreign students drop-out rate is due to insufficient study performance
2. Degree to be acquired is not fully compliant with the requirements of regulatory enactments.
3. Admission requirements are not tailor-made for study programmes implementation in different languages.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The descriptions of the study courses are provided. This Management study programme mainly focused on local needs, but also takes into account global competition, considering the fact that programme is implemented in English and Russian. For more The quality of teaching, final thesis is proper, fulfilling regulatory enactments. The content complies with the aims of the study programme and ensures the achievement of the learning outcomes, for example, study programme content is deliberative and results in knowledge, skills that are necessary for the labour market needs. The descriptions and content of the existing study courses, and the final thesis are in accordance with quality and comply with the provisions set forth in the regulatory enactments. The study programme generally fits the needs of local employees hence the preparation for international competition demands more courses adjusted to the global market and stronger impact on English teaching, for example regarding global trends in topics of contemporary management science, industry 4.0 revolution etc. The study programme is fulfilling ESG requirements both in preparation and implementation phase. Student-centred learning and teaching principles are taken into account and adjusted to the specificity of the local market. As a huge number of students in Latvian group are working during the studies, there exist some complaints about non-effective lecture schedules. The outcomes of the surveys and interviews that were conducted among the students, employers, and graduates are used to improve the quality of studies. The students have the opportunity to use incoming and outgoing mobility and EKA assures that learning outcomes achieved during such mobility would be recognised. However, the large number of working students limits scope of international mobility, but there is a possibility to enhance internship mobilities that can be short-term mobilities (for example, Erasmus internship programmes).

Students have a lot of different evaluation methods for study courses and studying methods are different. Students have the possibility to visit events, listen to guest lecturers, take part in conferences and many more different ways to be next to industry during studies.

This is not a professional study programme, but during the study process there is enough practice provided to obtain practical skills according to the labor market and the quality is achieved as EKA have developed a large number of collaborative organisations, guest lectures, that can provide contemporary practical and theoretical knowledge base.

The sources of data for analysis are mainly based on self assessment report and information verified during remote on-site visit and information received during meetings.

### **Conclusions by specifying the strengths and weaknesses**

Programme meets the basic needs of the local industry and environment. Student orientation and student-centered learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited eg. the decisions of contract prolongation with academic staff take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised.

#### Strengths

1. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes
2. Expectations of stakeholders (students, labour market, local governments) are aligned in a competitive study programme content.
3. Dialogue with the students is provided in the area of programme and general satisfaction from the studies.
4. Different forms of verification of learning outcomes have been assured.

#### Weaknesses

1. Moodle contents need regular actualization as part of the materials is a bit outdated.
2. Small scale of international mobility.
3. Concentration on local employers needs, without taking into account global competition.
4. Schedules of the lectures are not meeting all student needs as the majority of them are working.

### 3. Resources and Provision of the Study Programme

#### Analysis

More information regarding resources and provision included in reports assessment part for study direction (Chapter 3. Resources and Provision of the Study field). But, all together experts see that the study provision, informative provision, material and technical provision, and financial provision comply with the specific features and the conditions for the implementation of the study programme and creates the prerequisites for the achievement of the learning outcomes.

The development of the strategy of the Study Programme "Management" is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

As it was mentioned in assessment of resources in study direction part, EKA plans to supplement budget through lifelong learning programs development and other sources of revenue. Undoubtedly, the courses of the Study Programme " Management " can also be successfully included in these lifelong learning programmes.

The academic bachelor's Study Programme "Management", despite the limitations of studying in Russian, shows stable growth and is one of the most profitable study programmes. The number of students since the 2014/2015 academic year has increased from 106 to 241 students, but the number of foreign students from 1 to 109. Thus, from the financial point of view, this study programme is the most profitable of all the Study Direction programmes.

The Study programme has all the necessary resources at its disposal to ensure their study process, as it was mentioned before, to meet needs of the study direction there are 6112 publications and 10781 copies available in the library and more than 50% of the literature available in the library is in English. The specific provision includes following resources: Business simulation platform (BSS); 1655 titles (3428 copies); Periodicals: The Baltic Times, The Economist, iFinances.

#### Conclusions by specifying the strengths and weaknesses

The development of the strategy of the Study Programme "Management" is based on the development strategy of the EKA. The academic bachelor's Study Programme "Management" shows stable growth and is one of the most profitable Study Programmes. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the

quality of the learning process.

Strengths:

1. Development of the Study Programme "Management" is based on the creation and maintenance of a strict resource base, constant analysis of labor market requirements and is implemented in accordance with the Strategy of Study Direction.

Weaknesses:

No specific weaknesses were identified for this study programme

## **4. Teaching Staff**

### **Analysis**

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. The selection or election of the academic staff is carried out in several stages, which is determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective. The qualification of the academic staff employed to teach comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences.. The implementation of the study programme "Management" that is conducted in Latvian involves a total of 25 members of the academic staff, of which EKA permanently employs 18 members, or 72%, and 7 guest instructors constituting 28% of the total number of the academic staff. There are 12 holders of the doctoral degree participating in the implementation of the study programme (10 of them are permanently employed by EKA), including 6 doctors of economics, 1 doctor of management, 1 doctor of philosophy, pedagogy 1 doctor of pedagogy, 1 doctor of philology, 1 doctor of history and 1 doctor of political science, 1 Doctor and 13 instructors with a master's degree. From the study programme's 100 CP of the core courses conducted in Latvian, 82 CP (82%) are provided by the academic staff permanently employed by EKA, and 18 CP (18%) are administered by EKA guest instructors. The other 20 CP include free electives (4 CP), two research papers (4 CP) and the bachelor's paper (12 CP) supervision.

in English is in line with the laws and regulations and the EKA University of Applied Sciences strategic goal and objective implementation, because: The implementation of the study programme "Management" that is conducted in English involves a total of 19 members of the academic staff, of which EKA permanently employs 13 members, or 68.4 %, and 6 guest instructors constituting 31.6% of the total number of the academic staff (see Table). There are 7 holders of the doctoral degree participating in the implementation of the study programme (5 of them are permanently employed by EKA), including 3 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy, 1 doctor of philology, 1 doctor of political science and 12 instructors with a master's degree.

From the study programme's 100 CP of the core courses conducted in English, 80 CP (80%) are provided by the academic staff permanently employed by EKA, and 20 CP (20%) are administered by EKA guest instructors. The other 20 CP include free electives (4 CP), two research papers (4 CP) and the bachelor's paper (12 CP) supervision. EKA provides support for every teacher who wants to develop their academic capacity. EKA academic staff members' qualification allows them to attain expected learning outcomes by providing necessary knowledge and skills in the field of management. The academic staff is involved in scientific research both at national and international level. The knowledge obtained is used in the study process.

Main outcomes of the analysis from self evaluation report and information after meetings :

- Teaching staff is reasonably diversified between academics and practitioners.
- EKA facilitates or organises events to develop the qualification of its academic staff: Scientific seminars, Methodological seminars.
- EKA encourages Erasmus + staff training mobility at foreign institutions, participation at international conferences.
- EKA provides methodological support and training for work with the e-environment.
- During the whole academic year EKA provides consultative support for lectures on e-environment usage.
- EKA provides an opportunity to enhance pedagogical qualifications (organised didactic training).
- It is mentioned also increasing, but not sufficient staff foreign language development (Foreign language learning classes for academic staff were organised).
- Not enough developed motivational system to implement research activity.
- It is important to mention EKA readiness to participate at several Erasmus + partnership projects.
- Students underline high level experience of instructors coming from the labour market.
- It was noticed updated knowledge circulation between academic and labour market teaching staff.
- Not sufficient level of e-knowledge.
- All staff are encouraged to use the capabilities of the Moodle learning platform to the fullest extent.
- Not significant number of incoming teachers from abroad.

### **Conclusions by specifying the strengths and weaknesses**

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. . In the future, it would be necessary to pay more attention to the improvement of the teaching staff English language proficiency, strengthening e-skills. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively

#### **Strengths**

1. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
2. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
3. The academic staff is involved in scientific research at national and at international level.
4. The obtained information during training or personal development at the conference is used in the study process.
5. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### **Weaknesses**

1. Not sufficient staff training for foreign languages.
2. Not sufficient staff trainings for use e-resources.
3. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, trainings, conferences).
4. Lack of international scientific conferences, publications.

5. Not a significant number of incoming teachers.

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

### 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:** Partially compliant

**Justification:** The Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES). The sample of the diploma to be issued for the acquisition of the study programme only partially complies with 16.04.2013. Regulation No 202 of Minister Cabinet "Kārtība, kādā izsniedz valsts atzītus augstāko izglītību apliecinošus dokumentus / Procedures for Issuing State-Recognized Higher Education Documents" (see self assessment report annex No 22) because the awarded Bachelors degree of social sciences in business administration is not fully compliant with state academic education standard (Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.) as well with Regulation Nr. 322 of the Cabinet of Ministers (13.06.2017). More appropriate degree would be Bachelor of Social Sciences in Management and administration.

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:** EKA has signed agreements with several institutions: RISEBA University of Applied Sciences, Baltic International Academy, Transport and Telecommunication Institute and Turība University. Agreements includes options to continue the acquisition of education in case the implementation of the study programme is discontinued.

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:** If EKA is unable to ensure the continuation of studies in another study programme or at a university or college of cooperation partner's where there is the possibility of obtaining equivalent degree or qualification, EKA repays the student the payment for non-trained credit points, drawing up an academic certified statement and other documents relating to ex-matriculation, without remuneration. It is possible to see the concluded cooperation agreements with universities and colleges on the transfer of students in case of a study programme elimination at the EKA Rector's.

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:** Confirmation (signed by the Rector) of the correspondence of the state language proficiency level of the academic staff involved in the study programme provision to the requirements of the Regulations Regarding the Amount of the Knowledge of the Official Language and the Procedures for Examination of the Knowledge of the Official Language for the Performance of Professional Duties and Duties of Office.

- 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:** Partially compliant  
**Justification:** Confirmation (signed by the Rector) that the academic staff members have knowledge of a foreign language for teaching in English at least B2-level knowledge of a related foreign language according to European language levels (Annex 25). Annex do not hold information regarding teaching staff language for teaching in Russian.
- 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:**
- 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:** Complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.
- 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 template of the Study Agreement is in accordance with the Cabinet Regulation No.70 (23.01.2007.) "Mandatory provisions to be included in the study agreement" ("Studiju līgumā obligāti ietveramie noteikumi") (see annex 24).However, the title of the degree should be specified.
- 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:** Comply, studies are in Latvian, English, Russian and the study course descriptions and materials are in accordance with the study programme implementation.
- 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:**
- 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:** Relevant opinion of the Council of Higher Education has been received.
- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.  
**Assessment of compliance:** Partially compliant



**Justification:** Study programme generally meet the requirements set in the state academic education standard (Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.)). However, degree awarded is not compliant with requirements. More appropriate degree would be Bachelor of Social Sciences in Management and administration.

- 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:**

- 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:** Comply, Annex 8 member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education.

- 15 P5 - Overall rating

**Assessment of compliance:** Partially compliant

**Justification:** Study programme mostly fulfills requirements and joint Experts` assessment for the study programme is "Good". However, the title of degree should be specified to ensure its compliance with state academic education standard. As programme is implemented also in Russian, EKA should submit approval that the teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of Russian language.

## 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:** EKA fulfills all minimum requirements of the study provision, scientific support, informative provision (including libraries), material and technical provision, and financial provision.

- 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:** EKA fulfills all minimum requirements of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants.

- 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:** Not relevant

**Justification:**

## Conclusions by specifying the strengths and weaknesses

In general learning outcomes in the academic bachelor's study programme "Management" are clearly represented in the self-assessment report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation. However, the title of the degree to be awarded should be specified in accordance with the requirements specified in the regulatory framework. More appropriate degree would be Bachelor of Social Sciences in Management and administration. As programme is implemented in 3 languages, EKA should review admission requirements and make them tailor-made for study programmes implementation in different languages. Few technical deficiencies have been identified in the conformity assessment against regulatory enactments (see in chapter 5. Assessment of the Compliance of the Study Programme "Management").

Programme meets the basic needs of the local industry and environment. Student orientation and student-centered learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example, the decisions of contract prolongation with academic staff take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities and the learning outcomes achieved during such mobility are recognised.

The development of the strategy of the Study programme "Management" is based on the development strategy of the EKA. The academic bachelor's study programme "Management" shows stable growth and is one of the most profitable study programmes. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process.

The qualifications and experience of the staff team are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively

#### Strengths:

1. Well-developed study program in EKA with clear content and indicators.
2. The title, the aims, objectives, and admission requirements are interrelated.
3. Developed and introduced distance learning option - a system which is very competitive compared to other higher education institutions in Latvia
4. Program descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes
5. Expectations of stakeholders (students, labour market, local governments) are aligned in a competitive study program content.
6. Dialogue with the students is provided in the area of program and general satisfaction from the studies.
7. Different forms of verification of learning outcomes have been assured.
8. Development of the study program "Management" is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study direction.
9. Premises are enough, but do not give the space for future development. The good news is that in the next 2 years the university plans to move to new, almost twice as large premises.
10. E-resources are developed, a unified moodle system is applied and widely used by teachers and students. There are management activities around blended learning that create the chance for EKA
11. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
12. The qualification of the academic and labour market teaching staff members involved in the

implementation of the study programme complies with the requirements for the implementation of the study programme.

13. The obtained information during training or personal development at the conference is used in the study process.

14. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

Weaknesses:

1. Foreign students drop-out rate is due to insufficient study performance
2. ERS related competences indicate weaknesses in the formulation of learning outcomes
3. The degree of the study program is partly compliant with the academic study program title
4. Moodle contents need regular actualization, part of the materials is a bit outdated.
5. Small scale of international mobility.
6. Concentration on local employer's needs, without considering global competition.
7. Not all academic staff, including guest lecturers, are using e-resources, moodle system.
8. Not enough staff training for foreign languages;
9. Not enough staff training for use e-resources.
10. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
11. Lack of international scientific conferences, publications.
12. Not a significant number of incoming teachers.

## **Evaluation of the study programme "Management"**

Evaluation of the study programme:

Good

## **6. Recommendations for the Study Programme "Management"**

### **Short-term recommendations**

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| 1. Review admission requirements and make them more relevant to all implementation languages.  |
| 2. Submit a confirmation on the level of Russian language skills of the teaching staff (applicable to teaching staff who implement the study program in Russian)4. As a huge number of students in Latvian group are working during the studies, more effective planning of lecture schedules could be provided for the study process (during next academic year). |
| 3. Provide stronger study performance control in order to keep foreign students involved in the study process (during next academic year).   |
| 4. Add more global business content of courses with the scope of contemporary trends in management (during next two academic years).   |
| 5. Make participation in student surveys higher by increasing accessibility (during next academic year).   |
| 6. Make a stronger impact on training and staff preparation for use of e-resources (during next academic year).  |
| 7. Precise the degree of the study programme (Till decision regarding accreditation is taken).   |

## Long-term recommendations

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| 1. Stronger enhancement to mobility by making different forms more accessible for working students (shorter internships, knowledge about Erasmus+ and ect.)                          |
| 2. To encourage staff to participate in exchange and international associations and research networks.   |
| 3. Students should have a larger choice of places to international exchange and mobility, It is recommended to increase the size and diversity of international cooperation network. |
| 4. Provide better access to premises, library.   |
| 5. Give access for teachers and students to more than one bibliographic database.  |

## II. "Business Administration" ASSESSMENT

### II. "Business Administration" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The academic master's study programme "Business Administration" (45345), is implemented in two forms:

- Full time studies (2 years, 80 KP, implemented in Latvian with admission requirements: Bachelor degree in social sciences. Bachelor degree in humanities, engineering, natural science or computer science and at least two year experience in management)
  - Full time studies (2 years, 80 KP, implemented in English with admission requirements: Bachelor degree in social sciences. Bachelor degree in humanities, engineering, natural science or computer science and at least two year experience in management International English language certificate).
- After graduation students acquire a Master's degree of social sciences in business administration. However Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.) as well with Regulation Nr. 322 of the Cabinet of Ministers (13.06.2017) indicates that title would be Master of Social Sciences in Management and administration.

Otherwise, title of the programme corresponds to other programme parameters. The aims, objectives, and admission requirements are interrelated and can be regarded as programme strengths. Study programme has a very common and understandable scope in Latvian education system with business management direction and there is a need for such a study programme in the local labour market. For the development of the full cycle study programmes in EKA, it is recommended to develop a doctoral level study programme (long term goal).

Programme Intended learning outcomes are formulated as knowledge, skills and competences which are in line with Latvian and European qualification framework (LQF and EQF - 7 level).

The learning outcomes are clearly represented in the self-assessment report of the study programme. Just some ERS (ethics, responsibility and sustainability) related competences could be integrated in the formulation of learning outcomes.

Currently, there are 98 full time and part-time students. Total amount of students in the review period has increased due to changes in study organisation process and content. Because of the study programme opening in English, there are a lot of students from foreign countries - 77. Drop-out rate for this study programme is high - 30%. Latvian students can't combine studies with work, but foreign students drop-out because of insufficient study performance. Highest drop-out rate is in the first study year. The number of graduates is significantly low, one of the reasons is that many

students are not prepared to write a master's thesis.

Advantage of the implementation of this study programme is modular system approach. In study programme effectively has been introduced e-learning system - which can be considered very competitive compared to other universities in Latvia.

Programme admission requirements in Latvian and English are corresponding to the academic master study programme in accordance with the Council of the Higher Education and are in line with Articles 46 and 47 of the Law on Higher Education Institutions and Regulation of the Cabinet of Ministers No. 846 of October 10, 2006 on Requirements, Criteria and Procedures for Admission to Study Programmes.

### **Conclusions by specifying the strengths and weaknesses**

The academic master's study programme "Business Administration" is offered in Latvian and English and in general learning outcomes are clearly represented in the self-assessment report of the study programme as well as indicators describing the study programme evidence of the good study programme realization, however, EKA should ensure compliance of the degree to be awarded with the requirements of regulatory enactments.

Strengths:

1. The title, the study programme aims, objectives, and admission requirements are interrelated.
2. Competitive e-learning system used in full-time studies.
3. Modular system for the study course organisation.

Weaknesses:

1. Currently, no further study options in doctoral level in the same field of study.
2. High drop-out rate is in the first-study year.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The content analysis proves that the descriptions of the study courses are provided and comply with regulatory requirements. Study programme is focused on local market needs. The quality of teaching, requirements for the final thesis are sufficient, fulfilling regulatory enactments in both Latvian and English. The content complies with the aims of the study programme and ensures the achievement of the learning outcomes also in both teaching languages. In general EKA teaching staff actively use an e-study platform, but there is a need for regular actualisation of the moodle system in order to keep new and actual teaching materials. The study generally fits the needs of local employees, but there could be more focus on the global market. In this case preparation for international competition demands more modules adjusted to the global market and stronger impact on English teaching.

The study programme is fulfilling ESG requirements both in preparation and implementation phase. Student-centred learning and teaching principles are taken into account and adjusted specificity local market. The outcomes of the surveys and interviews that were conducted among the students, employers, and graduates are used to improve the quality of studies. The students have the opportunity to use incoming and outgoing mobility and EKA assures that learning outcomes achieved during such mobility would be recognised. . However, the large number of working students limits scope of international mobility, but the EKA could promote internship exchange programs at least at Europe level.

This is not a professional study programme, but during the study process there is enough practice

provided to obtain practical skills accordingly to the labor market and the quality is achieved as EKA have developed a large number of collaborative organisations, guest lectures, that can provide contemporary practical and theoretical knowledge base. The sources of data for analysis are mainly self assessment report and information is verified during remote on-site visit and information received during meetings.

### **Conclusions by specifying the strengths and weaknesses**

Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited eg. the decisions of contract prolongation with academic teachers take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities, but if they do, the learning outcomes achieved during such mobility are recognised.

#### **Strengths**

1. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.
2. Expectations of stakeholders (students, labour market, local governments) are aligned in a competitive study programme content.
3. Dialogue with the students is provided in the area of programme and general satisfaction from the studies.
4. Different forms of verification of learning outcomes have been assured.

#### **Weaknesses**

1. Moodle contents need regular actualization, part of the materials is a bit outdated.
2. Small scale of international mobility.
3. Concentration on local employers needs, without taking into account global competition.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

More information regarding resources and provision included in reports assessment part for study direction (Chapter 3. Resources and Provision of the Study field). But, all together experts see that the study provision, informative provision, material and technical provision, and financial provision comply with the specific features and the conditions for the implementation of the study programme and creates the prerequisites for the achievement of the learning outcomes.

The development of the strategy of the Study Programme is based on the development strategy of the EKA, analysis of the internal and external environment of the activities, recommendations by staff and other involved parties, the framework of the Latvian education policy, as well as trends in the field of higher education in Latvia and globally.

As it was mentioned in assessment of resources in study direction part, EKA plans to supplement budget through lifelong learning programs development and other sources of revenue. Undoubtedly, the courses of the Study Programme "Business Administration" can also be successfully included in these lifelong learning programmes.

Academic master Study Programme "Business Administration" is one of the fastest growing and most popular Study Programme in this study direction. Thus, since the 2016/2017 academic year,

when teaching in English begins, the number of foreign students has increased from 10 to 77, but the total number of students from 21 to 98. That way this Study programme has become one of the most economically advantageous programmes.

The Study programme has all the necessary resources at its disposal to ensure their study process, as it was mentioned before, to meet needs of the study direction there are 6112 publications and 10781 copies available in the library and more than 50% of the literature available in the library is in English. The specific provision includes following resources: Business simulation platform (BSS); Specialised textbooks in the Study programme: 928 titles (1687 copies). Periodicals: iFinances, The Baltic Times, The Economist.

### **Conclusions by specifying the strengths and weaknesses**

Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process. The development of the strategy of the Study Programme "Business Administration" is based on the development strategy of the EKA.

Strengths:

1. Development of the Study Programme "Business Administration" is based on the creation and maintenance of a strict resource base, constant analysis of labor market requirements and is implemented in accordance with the Strategy of Study direction.
2. Study programme is one of the fastest growing and most popular Study Programme in this study direction.

Weaknesses:

No specific weaknesses were identified for this study programme

## **4. Teaching Staff**

### **Analysis**

The needs of the teaching staff for professional and didactic improvement are identified in a target-oriented manner. Appropriate improvement measures are undertaken, and the outcome and efficiency of the implemented measures are assessed. The selection or election of the academic staff is carried out in several stages, which is determined by certain procedures. The process of recruitment and evaluation of lecturers is transparent and effective.

The qualification of the academic staff employed to teach comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences.

. The implementation of the study programme "Business Administration" that is conducted in Latvian involves a total of 13 members of the academic staff, of which EKA permanently employs 9 members, or 69.2%, and 6 guest instructors constituting 30.8% of the total number of the academic staff. There are 7 holders of the doctoral degree participating in the implementation of the study programme (6 of them are permanently employed by EKA), including 5 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy and 6 instructors with a master's degree (3 of them are doctoral students; From the study programme's 60 CP of the core courses, 44 CP or 73 % are provided by the academic staff that is permanently employed by EKA, but 27 % or 16 CP are taught by EKA guest instructors. The rest consists of 20 CP of the master's thesis (20 credits) supervision. The implementation of the study programme "Business Administration" that is conducted in

English involves a total of 13 members of the academic staff, of which EKA permanently employs 9

instructors or 69.2%, and 6 guest instructors constituting 30.8% of the total number of the academic staff. There are 9 holders of the doctoral degree participating in the implementation of the study programme (6 of them are permanently employed by EKA), including 6 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy, 1 doctor of political science and 6 instructors with a master's degree (3 of them are doctoral students); From the study programme's 60 CP of the core courses, 44 CP or 73 % are provided by the academic staff permanently employed by EKA, but 27 % or 16 CP are taught by EKA guest instructors. The rest consists of 20 CP of the master's thesis (20 credits) supervision.

EKA provides support for every teacher who wants to develop their academic capacity. EKA academic staff members' qualification allows them to attain expected learning outcomes by providing necessary knowledge and skills in the field of Business administration. The academic staff is involved in scientific research both at national and international level. The knowledge obtained is used in the study process. Main outcomes of the analysis from self assessment report and information after meetings:

- Teaching staff is reasonably diversified between academics and practitioners.
- EKA facilitates or organises events to develop the qualification of its academic staff: Scientific seminars, Methodological seminars.
- EKA encourages Erasmus + staff training mobility at foreign institutions, participation at international conferences.
- EKA provides methodological support and training for work with the e-environment, it was noted that not all teaching staff members have sufficient level of e-knowledge,
- During the whole academic year EKA provides consultative support for lectures on e-environment usage.
- EKA provides an opportunity to enhance pedagogical qualifications (organised didactic training).
- It is also mentioned the increasing, but not sufficient foreign language development (Foreign language learning classes for academic personnel were organised).
- Not enough developed motivational system to implement research activity.
- It is important to mention EKA readiness to participate at several Erasmus + partnership projects.
- Students underline high level instructors coming from the labour market.
- It was noticed updated knowledge circulation between academic and labour market teaching staff.
- All staff are encouraged to use the capabilities of the Moodle learning platform to the fullest extent.
- Not significant number of incoming teachers from abroad.

## **Conclusions by specifying the strengths and weaknesses**

The qualifications and experience of the staff team in the study programme are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. In the future, it would be necessary to pay more attention to the improvement of the teaching staff English language proficiency, strengthening e-skills. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively.

Strengths:

1. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements.
2. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
3. The academic staff is involved in scientific research at national level.



4. The obtained information during training or personal development at the conference is used in the study process.
5. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and also committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### Weaknesses

1. Not sufficient staff training for foreign languages.
2. Not sufficient staff training for use e-resources.
3. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
4. Lack of international scientific conferences, publications.
5. Not a significant number of incoming teachers.

### 5. Assessment of the Compliance of the Study Programme "Business Administration"

#### Requirements

- 1 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:** Partially compliant

**Justification:** The Diploma Supplement follows the model developed by the European Commission, Council of Europe and the United Nations Educational, Scientific and Cultural Organization (UNESCO/CEPES). The sample of the diploma to be issued for the acquisition of the study programme only partially complies with 16.04.2013. Regulation No 202 of Minister Cabinet "Kārtība, kādā izsniedz valsts atzītus augstāko izglītību apliecinošus dokumentus / Procedures for Issuing State-Recognized Higher Education Documents" (see self assessment report annex No 22) because the awarded Master's degree of social sciences in business administration is not fully compliant with state academic education standard (Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.) as well with Regulation Nr. 322 of the Cabinet of Ministers (13.06.2017). More appropriate degree would be Master of Social Sciences in Management and administration.

- 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:** EKA has signed agreements with several institutions: RISEBA University of Applied Sciences, Baltic International Academy and Rēzekne Academy of Technologies. Agreements includes options to continue the acquisition of education in case the implementation of the study programme is discontinued.

- 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:** If EKA is unable to ensure the continuation of studies in another study programme or at a university or college of cooperation partner's where there is the possibility of obtaining equivalent degree, EKA repays the student the payment for non-trained credit points, drawing up an academic certified statement and other documents relating to ex- matriculation, without remuneration. It is possible to see the concluded cooperation agreements with universities and colleges on the transfer of students in case of a study programme elimination at the EKA Rector's.

- 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:** Confirmation (signed by the Rector) of the correspondence of the state language proficiency level of the academic staff involved in the study programme provision to the requirements of the Regulations Regarding the Amount of the Knowledge of the Official Language and the Procedures for Examination of the Knowledge of the Official Language for the Performance of Professional Duties and Duties of Office.

- 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:** Fully compliant

**Justification:** Comply, Annex 25 (Rector of EKA confirms that the academic staff members have knowledge of a foreign language for teaching in English).

- 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:**

- 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:** Complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

- 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 template of the Study Agreement is in accordance with the Cabinet Regulation No.70 (23.01.2007.) "Mandatory provisions to be included in the study agreement" ("Studiju līgumā obligāti ietveramie noteikumi") (see annex 24). However, the title of the degree should be specified.

- 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:** 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.

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:**

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:** Relevant opinion of the Council of Higher Education has been received.

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

**Assessment of compliance:** Partially compliant

**Justification:** Study programme generally meets the requirements set in the state academic education standard (Regulation Nr. 240 of the Cabinet of Ministers (13.05.2014.)). However, degree awarded is not fully compliant with requirements as regulations indicate that degree would be Master of Social Sciences in Management and administration.

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:**

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:** Comply, Annex 8, Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education.

15 P5 - Overall rating

**Assessment of compliance:** Partially compliant

**Justification:** Study programme mostly fulfills requirements and joint Experts` assessment for the study programme is "Good". However, the title of degree should be specified to ensure its compliance with state academic education standard.

## 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:** EKA fulfills all minimum requirements of the study provision, scientific support, informative provision (including libraries), material and technical provision.

- 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:** EKA fulfills all minimum requirements of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants.

- 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:** Business Management programme is based on the advances and finding in the field of science.

### Conclusions by specifying the strengths and weaknesses

The academic master's study programme "Business Administration" is realized in Latvian and English and in general learning outcomes are clearly represented in the self-assessment report of the study programme as well as indicators describing the study programme evidence of the good study programme realisation. However, the title of the degree to be awarded should be specified in accordance with the requirements specified in the regulatory framework.

Programme meets the basic needs of the local industry and environment. Student orientation and student-centred learning are applied on a fundamental level. Feedback between student surveys and decisions of programme administration and teaching staff is limited, for example, the decisions of contract prolongation with academic teacher take surveys into account. Students rarely engage in the incoming and outgoing mobility opportunities.. Overall, EKA has a good resource base and the students and teaching staff have access to the necessary resources to ensure the quality of the learning process. Study programme is one of the fastest growing and most popular study programmes. The development of the strategy of the Study programme is based on the development strategy of the EKA. The qualifications and experience of the staff team in the study programme are in accordance with legal and other requirements. The lecturing staff are open to new ways of presenting subject material and committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness. It is significantly increasing the role of foreign lecturers in subject delivery. In this respect, perhaps modern technology could be deployed more extensively. In the future, more attention should be paid to the improvement of study courses content - diversification in accordance with international markets. It is also necessary to improve the level of English language skills and e-skills of teaching staff.

Strengths:

1. The title, the study programme aims, objectives, and admission requirements are interrelated.
2. Competitive e-learning system used in full-time studies.
3. Modular system for the study course organisation.
4. Programme descriptions, teaching materials are adequate quality and ensures the achievement of the learning outcomes.
5. Expectations of stakeholders (students, labour market, local governments) are aligned in a competitive study programme content.
6. Dialogue with the students is provided in the area of programme and general satisfaction from the studies.
7. Different forms of verification of learning outcomes have been assured.

8. Development of the study programme "Business Administration" is based on the creation and maintenance of a strict resource base, constant analysis of labour market requirements and is implemented in accordance with the Strategy of Study direction.
9. EKA undertakes measures in order to guarantee the quality of the implementation of the study programme and the compliance of the study programme with the aims and requirements;
10. The qualification of the academic and labour market teaching staff members involved in the implementation of the study programme complies with the requirements for the implementation of the study programme.
11. The academic staff is involved in scientific research at national and less at international level.
12. The obtained information during training or personal development at the conference is used in the study process.
13. Lectures are very motivated to do personal training and development. The lecturing staff are open to new ways of presenting subject material and committed to and welcoming of whatever self-development opportunities or initiatives might be introduced by the Faculty to enhance their effectiveness.

#### Weaknesses:

1. Degree to be acquired is not fully compliant with the requirements of regulatory enactments
2. Not now further study options in doctoral level in the same field of study.
3. High drop-out rate is in the first year of study.
4. ERS related competences indicate weaknesses in the formulation of learning outcomes.
5. Moodle contents need regular actualisation. Part of the materials is a bit outdated.
6. Small scale of international mobility.
7. Concentration on local employer's needs, without considering global competition.
8. Not all academic staff, especially guest lectures, are using e-resources, moodle.
9. Not enough staff training for foreign languages;
10. Not enough staff training for use e-resources.
11. Yet not sufficiently established support, assessment mechanisms to increase competencies of teachers (commissions, motivational systems, training, conferences).
12. Lack of international scientific conferences, publications.
13. Not a significant number of incoming teachers.

### Evaluation of the study programme "Business Administration"

Evaluation of the study programme:

Good

### 6. Recommendations for the Study Programme "Business Administration"

#### Short-term recommendations

- |   |
|---|
| 1. Specify the title of the degree to be awarded, ensuring its compliance with the requirements of regulatory enactments.   |
| 2. Emphasise the master thesis development in the first study year of the study programme (deeper explanation on thesis, scientific approach, support as methodological training etc.) (during next academic year). |
| 3. Add more global business content of courses (during next two academic years).  |
| 4. Make participation in student surveys higher by increasing accessibility (during next academic year).  |

5. Make a stronger impact on training and staff preparation for use of e-resources (during next two academic years).
6. Stronger enhancement to mobility by making different forms more accessible for working students ( benefits from Erasmus+ etc.) (during next two academic years).

### Long-term recommendations

1. Encourage staff to participate in exchange and international associations and research networks (during the next three academic years).
2. Improve study programme outcomes, by integrating ERS (ethics, responsibility and sustainability) aspects.
3. Students should have a larger choice of places to international exchange and mobility,
4. It is recommended to increase the size and diversity of international cooperation networks.
5. Consider development of doctoral study programme in the study direction.

## 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			EKA ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems.
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			The cooperation with different organizations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction. However, for further development EKA should increase scientific cooperation internationally

<b>Requirements</b>	<b>Requirement Evaluation</b>			<b>Comment</b>
R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).	Fully compliant			Scientific research and the outcomes thereof are integrated in the study process in the study programmes, especially in master level study programme.
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			The changes after last accreditation has been done and it corresponds to the evaluation criteria, despite the fact that some weaknesses were found out during the analysis, for example, English language skills for teaching staff still needs to be improved.

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

<b>No.</b>	<b>Study programme</b>	<b>R5</b>	<b>R6</b>	<b>R7</b>	<b>R8</b>	<b>Evaluation of the study programme (excellent, good, average, poor)</b>
1	Marketing (41345)	Partially compliant	Fully compliant	Fully compliant	Not relevant	Good
2	Event Management (41345)	Partially compliant	Fully compliant	Fully compliant	Not relevant	Good
3	Cultural Management (42345)	Fully compliant	Fully compliant	Fully compliant	Not relevant	Good
4	Management (43345)	Partially compliant	Fully compliant	Fully compliant	Not relevant	Good
5	Business Administration (45345)	Partially compliant	Fully compliant	Fully compliant	Fully compliant	Good

#### **The Dissenting Opinions of the Experts**