

JOINT REPORT BY THE EXPERTS ON THE INCLUSION OF A LICENSED STUDY
PROGRAMME ON THE ACCREDITATION FORM

TURIBA UNIVERSITY

STUDY FIELD

Internal Security and Civil Protection

ACADEMIC MASTER'S STUDY PROGRAMME

“Management of the Security of the Organization”

Experts:

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I. Summary of the Assessment

Concise summary of the assessment of the study programme to be included on the accreditation form and its compliance with the requirements set forth, as carried out by the experts. Specify the positive and negative aspects identified.

The academic master's programme "Management of the Security of the Organization" has been strategically introduced to bolster the university's competitiveness and advance the study field of "Internal Security and Civil Protection." Developed through consultations with professional organizations, industry merchants, and associations, the programme's curriculum evolves based on feedback from lecturers, students, employers, and graduates. The content, emphasizing security in business, aims to prepare qualified security management specialists equipped with comprehensive knowledge in areas such as security psychology, cyber security, innovation, and corporate social responsibility.

The programme has undergone notable changes since its licensing, focusing on the scope of study subjects and improving the material base. Interdisciplinary in nature, the programme integrates law, management, psychology, sociology, and research methodology, enriching students' overall development. Changes include the restructured master's thesis process, emphasizing research, and the shift to the ECTS system. However, experts recommend considering additional content on international and national security threats, responding to the predominant professional activities of the students, who often serve in roles related to ensuring national security.

While the academic staff in the programme demonstrates diversity and extensive practical experience, there's a noted gap in scientific (research) competencies, particularly at the international level. The experts recommend strengthening the scientific basis, especially for visiting lecturers, by encouraging active participation in scientific research, international collaborations, and publications in recognized journals. Emphasizing a need for indicators of scientific results and a motivational system for researchers, the experts suggest to foster scientific research and to increase involvement in international associations and expert groups related to the study field.

II. Description of the study programme

1. Indicators describing the Study Programme

1.	Name of the higher education institution/college	Turība University
2.	Name of the study field corresponding to the study programme	Internal Security and Civil Protection
3.	Name of the study programme	Academic Master's study programme "Management of the Security of the Organization"
4.	Code of the study programme in accordance with the Latvian Education Classification	45861
5.	Language of study programme implementation	Latvian
6.	Amount, duration, form and type of the study programme (also distance-learning)	40 CP (60 ECTS), 1 year and 3 months, part time studies or part time extramural studies 80 CP (120 ECTS) 2 years and 1 month, part time studies or part time extramural studies
7.	Admission requirements	60 CP - professional bachelor's degree or second-level professional higher education (level 5 professional qualification), obtained by completing at least a four-year study programme in the field of study "Internal security and civil defence" or professional bachelor's degree or second-level professional higher education (level 5 professional qualification) obtained by completing a study programme of at least four years, as well as at least two years of practical experience in civil or military defence; 120 CP - an academic bachelor's degree in social sciences, business or law or an academic bachelor's degree in any other field, provided that at least 15 CP have been obtained in study courses in the field of social sciences, business or law.
8.	Address of the study programme implementation, indicating whether the study programme is implemented in the branches of the higher education institution / college	68 Graudu Street, Riga, LV-1058

9.	Degree, professional qualification or degree and professional qualification to be awarded	Master of Social Sciences in Personal and Property Protection
10.	Date of study programme licensing	18.05.2022.
11.	Date of starting the implementation of the study programme	01.09.2022.
12.	Accreditation term of the study field	31.12.2024.

Analysis

1. Compliance of the study programme with the study field.

Academic Master study programme “Management of the Security of the Organization” of the Turība University (hereinafter TU) is intended to be included in the study field “Internal Security and Civil Protection”. The main objective of the study field which the proposed study programme it is intended to be included in, according to the Self-Evaluation Report (hereinafter SER), is “to prepare highly qualified, internationally competitive security specialists who have acquired the theoretical knowledge, practical and research work skills necessary for the relevant profession, as well as in-depth knowledge, skills and competences in the chosen study program for work in security services and management in both state and local government institutions, both in companies and organizations” (SER, pg. 2) The main objective of the study field is similar to the main objective of the academic master study programme “Management of the Security of the Organization” which is to “prepare high-level security managers with a broad multidisciplinary perspective on the security and protection of persons, movable property and real estate” (SER, pg. 5). The content of the study programme is interdisciplinary (according to SER pg. 7). Although the study programme is interdisciplinary, the main emphasis is on strengthening the understanding of security in the business environment (SER pg. 7). The combination of business and management studies with security perspective is one of the uniqueness and strengths of the study programme. This was also confirmed at the site visit by various stakeholders, from students to management and professors. They all highlighted the need of business and creative competencies in the security sector and emphasised that one of the strengths of the study programme is a strong management foundation and security topics as an added value. Academic Master study programme “Management of the Security of the Organization” is unique to the Latvian higher education sector in a security study field. Many Latvian Higher Education Institutions offer study programmes in the field of Internal Security and Civil Protection, but no one covers the following three disciplines: management, business and security, such as the academic master study programme “Management of the Security of the Organization”. Interdisciplinarity is one of the strengths and uniqueness of this programme. Based on the analysis and the recognition that the main objective of the study field is similar to the main objective of the master study programme experts conclude that the academic master study programme “Management of the Security of the Organization” is fully compliant with the study field Internal Security and Civil Protection.

2. Compliance between the title of the study programme, the degree to be awarded and the qualification.

Upon the graduation of the academic Master study programme “Management of the Security of the Organization”, the TU awards the students Master’s degree of Social Sciences in Personal and Property Protection. The title of the academic master study programme “Management of the Security of the Organization” is fully compliant with the Master’s degree of Social Sciences in Personal and Property Protection that is awarded at the end of the study programme. The awarding of the Master of Social Sciences Degree in Personal and Property Protection is based on the achievements and findings in the field of Internal Security and Civil Protection. The study courses provided in the study programme and the defence of the master's thesis are requirements for obtaining a master's degree (SER pg.17).

3. Compliance of the study programme indicators (study programme code, amount, implementation duration) with the learning outcomes.

The academic master study programme “Management of the Security of the Organization” consists of 40 CP/60 ECTS, lasts 1 year and 3 months or 80 CP/120 ECTS, lasts 2 years and 1 month and is delivered only in Latvian language. The admission requirements for the Latvian students are the following:

- 1) 60 CP study programme - professional bachelor's degree or second-level professional higher education (level 5 professional qualification), obtained by completing at least a four-year study program in the field of study "Internal security and civil defence" or professional bachelor's degree or second-level professional higher education (level 5 professional qualification) obtained by completing a study program of at least four years, as well as at least two years of practical experience in civil or military defence;
- 2) 120 CP study programme - an academic bachelor's degree in social sciences, business or law or an academic bachelor's degree in any other field, provided that at least 15 CP have been obtained in study courses in the field of social sciences, business or law (SER, pg. 4).

In experts’ opinion the admission requirements are adequate and in line with the aim of the academic master study programme “Management of the Security of the Organization”. However, in admission requirements experts found a technical mistake in the statement of level of professional qualification. The level of professional qualification does not comply with the regulatory enactments currently in effect. The professional qualification awarded upon the graduation of the bachelor study programme, is 6th level.

Code of the master study programme is in accordance with the Latvian Education Classification 45861. The learning outcomes of the academic master study programme are consisted of three main parts: 1) knowledge; 2) skills and 3) competencies. The knowledge that is expected to be gained in the study programme is the following: a) highly specific knowledge, which is partly at the vanguard of knowledge in the field of work or study and which is the basis for original thinking and/or research; b) critical understanding of issues related to knowledge problems in a specific field and at the interface of different fields (SAR, pg. 6). Skills that are expected to be developed are specific problem-solving skills required

for research and/or innovation to generate new knowledge and procedures and integrate knowledge from different fields (SAR, pg. 6). Competencies that are expected to be gained in the programme are the following: a) manage and transform complex and unpredictable working or learning conditions that require new strategic approaches; b) take responsibility for investing in professional knowledge and practice and/or for reviewing the strategic results of groups (SER, pg. 6).

Students who participated at the site visit confirmed that the study courses and the pedagogical approach are in compliance with intended learning outcomes. They emphasised that the study programme addresses their needs and the needs of their employers and that it offers a lot of practical skills and teamwork opportunities which enrich the study programme. The content of the study programme was created based on consultations with professional and public organizations in the field, for example, by surveying security industry merchants and members of security industry associations belonging to professional organizations, members and representatives of the Latvian Chamber of Commerce and Industry and improved over time, according to the recommendations of lecturers (SER, pg. 7). Experts again recognize that strong foundation of management courses at the TU is another important strength of this study programme which allows the students to interact and network with other students studying in other management study programmes offered by the university. Another important aspect of the study programme is security segment that adds the value to the study programme. The university also strongly supports the academic master study programme, especially from the point of view of ensuring graduates from the Professional Bachelor's degree programme graduates professional Bachelor study programme "Security of the Organization" (code 42861) continuing their studies on the master level. Experts conclude that the master study programme indicators (study programme code, amount, implementation duration) are fully compliant with the study programme's learning outcomes.

Conclusions, strengths and weaknesses

Conclusion can be made that the study programme complies with the study field as well as compliance has been identified between the title of the study programme, the degree to be awarded and the qualification. The following strengths and weaknesses could be identified:

Strengths:

- Academic Master study programme "Management of the Security of the Organization" is unique to the Latvian higher education sector in a security study field.
- The study programme is interdisciplinary. Security perspective (addressing the needs of the security sector) and developing business and creative competencies through unique courses (Security risk and crisis management, Prevention of money laundering, Security legislation, Security project management, Strategic and change management) is an added value to the programme.

- Study programme have strong foundation of management courses at the TU which allows the students to interact and network with other students studying in other management study programmes offered by the university.
- The university strongly supports the academic master study programme, especially from the point of view of ensuring Professional Bachelor's degree programme graduates "Security of the Organization" (code 42861) in continuing their studies on the academic master level.
- The university's strong cooperation with the Latvian security industry provides an opportunity for the employer to be actively involved in the study programme development.

Weaknesses:

- In admission requirements experts found a technical mistake in the statement of level of professional qualification.

2. Topicality of the study programme

Analysis

1. The topicality of the study programme and the compliance of the content with the tendencies of the industry (area), the changes made since the licensing of the study programme.

The topicality of the study programme and the compliance of the content with the tendencies of the industry (area)

After getting acquainted with the programme's self-evaluation report (SER, pg. 7), and during the site visit, in discussions with the university, as well as programme managers, it was determined that the academic master's programme "Management of the Security of the Organization" has been introduced to enhance the university's competitiveness and advance the study field of "Internal Security and Civil Protection."

This programme is particularly beneficial for graduates with qualifications in defense and internal affairs, providing them with an opportunity to stay updated on current security sector affairs and increase their lifelong education. Additionally, it provides graduates holding Security Specialist and Security Service Manager qualifications, to meet master's degree requirements for managerial roles in security-related organizations.

The study programme prioritizes interdisciplinary education, internationalization, and the integration of technology to enrich students' overall development, with a specific focus on enhancing understanding of security in the business environment (SER, pg. 8). After analyzing the content of the study programme (SER, Appendix 2; Annex 12), it was found that the programme is interdisciplinary. The content of the programme is characterized by a diversity of study subjects, including law, management, psychology, sociology, research methodology and other fields (SER, pg. 8).

Based on available information (SER, pg. 3, 7-9) and discussions with university and programme representatives, it was determined that, the programme's curriculum was developed through consultations with professional organizations, industry merchants, and associations,

evolving over time based on feedback from lecturers, students, employers, and graduates. To increase competitiveness in the job market, the university collaborates with security industry associations, employers, and state administrative institutions, fostering regular contact with entities such as the State Police and National Armed Forces. Documents regarding cooperation with the named entities were not presented to the experts, therefore the analysis is based only on the information obtained during the discussions during the site visit.

According to SER (Appendix 1), it was established that, the rationale for the creation of the study programme and its relevance to the study field are in line with Latvia's sustainable development strategy until 2030 (SER, pg. 3). The study programme, aligned with national academic education standards and TU's strategic goals, aims to contribute to the intellectual potential development necessary for Latvia (SER, pg. 7-8).

According to the information provided to experts (SER, pg. 9; Appendix 1), it was identified that the programme was structured to equip students with comprehensive knowledge essential for business security, covering areas such as security psychology, cyber security, innovation, money laundering prevention, conflict resolution, and corporate social responsibility. It anticipates future business trends by including courses on labor relations regulation, personnel management, business economics, security project management, quality management of security organizations, artificial intelligence solutions, intellectual property protection, public procurement, ethics, and emotional intelligence. Emphasizing risk analysis and solutions, legal regulation of security, organizational strategy, change management, negotiation strategies, detective work, and security risk and crisis management, the program provides both theoretical and practical evaluations of organizational security, with a dedicated focus on societal and environmental safety in the Civil and Environmental Protection course.

During the site visit, in the discussions with the students, it was established that the study programme and the competences acquired in it are particularly valuable for the institutions responsible for security. Current or former officers of the military, border guard, police and other structures responsible for national and internal security choose to study in the programme. According to the students, the knowledge and abilities provided by the study programme are useful and allow them to raise and improve their professional competences.

After analyzing the content of the study programme and the study subjects that make it up (SER, Appendix 2; Annex 12), it was found that the structure of the programme allows to achieve the objectives of the programme. Both in the study programme description (SER, pg. 3) and in the content (SER, Appendix 2; Annex 12), security in business is emphasized more. However, at the same time, when justifying the relevance of the study programme, military threats to national security are indicated among other threats SER (pg. 3).

Considering this and the predominance of students whose professional activities are mainly related to ensuring national security, it can be assumed that more attention can be paid in the study programme content to study subjects related to international and national security threats, the specifics of public sector security, the activities of international security organizations and etc. For example, at the suggestion of students, the study subject "International Security Organizations" (NATO, UN, EU, etc.) could be included in the study programme.

The changes made since the licensing of the study programme

According to SER (pg. 9-10), since the licensing of the study programme (18-05-2022), changes were made in the following areas of the study programme:

- 1) The master's thesis process:

- course “Master's thesis” divided into several study courses;
- to increase the volume of the “Master's thesis” in terms of credits (“Master's thesis I” - 9 ECTS, “Master's thesis II” - 21 ECTS), allows students to devote as much as 750 hours to the research and preparation of their final work – Mast;
- emphasis on the importance of research in academic studies.

The experts believe that, the changes allow timely submission of applications for Master's thesis, encourage starting thesis writing early and emphasize the importance of research in academic studies.

2) Changes in credit points:

- shift to the ECTS system;
- changes in study courses in the two-year and one-month programme: Theory of Security - 6 ECTS; Cybersecurity management - 3 ECTS; Conflictology - 3 ECTS; Security risk and crisis management - 6 ECTS;
- transition from CP to ECTS:
 - 1 CP corresponds to 25 hours of study work;
 - study courses with 3 ECTS have 75 hours of study work;
 - study courses with 6 ECTS have 150 hours of study work.

In the opinion of experts, these changes allow compliance with the amendments to the Law on Higher Education Institutions and ensure that credit points do not contain fractions.

3) Information transparency:

- study plan specifies work hours for each study course.

According to experts, these changes allow both teachers and students to better understand the scope of the course content, plan tasks and their completion in terms of time.

2. Dynamics of the student number and prospects of employment for graduates.

Dynamics of the student number

Based on the information provided (SER, pg. 10), the experts found that the study programme, initiated in the 2022-2023 academic year, is limited to the first year, making it challenging to gauge student enrolment dynamics.

The study programme offers part time and part time extramural studies exclusively in Latvian, with no international students. All students are self-funded.

Initially planned for 20 students, 21 were enrolled in 2022/2023 and 16 – in 2023-2024. Implemented only in the form of part time extramural studies. During the site visit, it was established that without collecting the required number of part time students, students are offered to study in the form of part time extramural studies. There are no graduates from the study programme to date.

Prospects of employment for graduates

During the study programme evaluation process, it was found that the Master of Social Sciences Degree in Personal and Property Protection opens doors to careers in law enforcement, government, and private sectors. This study programme cultivates qualified security management specialists capable of independently addressing internal security challenges in organizations. The curriculum spans various internal security, civil defence, and management science subfields, ensuring graduates possess a broad knowledge base. Equipped to analyze decision-making processes, manage personnel, and address organizational challenges, these

graduates meet Latvia's demand for high-level security specialists engaged in academic development.

According to experts, to boost student enrolment and fill both study forms, as well as to increase the internationality of studies, it could be considered in the future to conduct studies not only in Latvian but also in English, thereby admitting students from foreign countries. Also, in order to increase the number of students and to better respond to the need for specialists in the field of security, it is possible to create a network of alumni and stakeholders of the study programme in the future, to analyze feedback on the need for the provided competencies and to improve the content of the study programme.

Conclusions, strengths and weaknesses

Based on the analysis the experts conclude that standard of topicality is compliant. The study programme demonstrates a commitment to industry by offering a comprehensive and interdisciplinary curriculum that caters to the needs of graduates in defence and internal affairs, emphasizing contemporary security issues, internationalization, and technology integration. The study programme, faces challenges in student enrolment dynamics, offering limited part-time extramural studies, therefore, options should be considered for the future to enhance enrolment and internationalize studies.

Strengths:

- The study programme is relevant in the field of security;
- The relevance of the study programme content is recognized and enhanced based on the needs of stakeholders;
- Students find the knowledge provided by the study programme especially valuable for acquiring and refining their professional competences;
- Following licensing, the changes made to enhance the study subjects align with the aim of the study field and updates in legal regulations;
- Study programme allows to prepare qualified security management specialists, who are able to perform the activities in the field of security.

Weaknesses:

- Emphasis on business industry and security, with less focus on international, national, and public sector security.

3. Resources and provision

Requirement [R1]: Compliance of the study base, science base (if applicable), information base (including library), material and technical base and financial base with the conditions for the implementation of the study programme and for ensuring the achievement of learning outcomes.

Analysis

TU possesses a comprehensive and organized foundation of information and material base. The TU library provides access to a wide range of information resources according to the study programmes and research directions of the university (SER, pg. 15). During TU sightseeing tour experts found out that the TU library works five days a week (including Saturdays). The standard working hours are as follows: on Mondays from 11.00 to 18.15., on Thursdays and Wednesdays from 10.30 to 18.15, on Thursdays from 11:00 to 18:15, Fridays from 10:00 to 17:00, on Saturdays from 10:30 to 16:00. Library users can use the open access library resources, periodicals and online electronic databases. Several databases are available for students and lecturers, such as EBSCO, Scopus, ScienceDirect, etc. (<https://www.turiba.lv/en/for-students/library/online-databases>). Currently, 166 books on safety are available in the library resources, their total number is around 487 copies. In the library, students can receive various types of services (SER, pg. 15):

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

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

The rooms and resources of the Business Incubator, computer classrooms with Microsoft Office and SPSS programmes are available. Microsoft Office and programmes are also available in the library reading room. Negotiations are ongoing with CSC Telecom on the possibility of cooperation for the installation and use of the CRM system for the needs of the students of the programme (SER, p.16). During TU sightseeing tour experts found out that the TU a Security Laboratory has been set up in room C319, where students have access to security equipment from security industry merchants and manufacturers and distributors of security equipment.

During the site visit, it was established that TU uses the Batis information system, which is used to provide information both at the level of academic staff and students. This system allows you to receive unified information related to the content of study programmes and their implementation. It was also established that the Moodle Learning Platform (course management system) is used only in study programmes in which Erasmus+ and foreign students study.

In the conversation with students, it was established that communication with teachers, except for physical lectures, usually takes place via e-mail. Study materials are also often sent to students via email. The students indicated that they usually send written assignments to the teachers by e-mail. According to experts, such practices limit students' (especially part-time study forms) opportunities for independent learning and student-oriented activities, thus making it difficult to ensure academic ethics.

Therefore, according to the experts, it is worth paying more attention in the future to strategic regulations regarding the preparation and use of electronic learning tools (setting requirements, improving the qualifications of teachers, establishing the procedure for accreditation of e-learning tools, etc.). It is possible to reinforce the use of the Moodle Learning Platform already used at the university, which not only provides various technical possibilities for creating interactive learning environments, but also ensures the originality of written works and the prevention of plagiarism (e.g. using the Turnitin plugin).

TU uses only private funds for study provision. TU financial position is remarkably stable. 2022/2023 the net turnover of the financial year is EUR 6,040,860, the gross profit is EUR 1,250,366, and the profit after tax is EUR 46,300. The income of the study programme "Organizational Safety Management" in 2002/2023 is EUR 35,780 and the profitability is 34%. Study programme's net turnover 2023/2024 planned to reach EUR 70,000 (SER, p.16).

Conclusions, strengths and weaknesses

Conclusion can be made that the study base, information base (including library), material and technical base and financial base of the TU comply with the conditions for the implementation of the study programme and for ensuring the achievement of learning outcomes with the following strengths and weaknesses:

Strengths:

- TU have developed convenient and modern library that can provide all necessary scientific information for needs of academic master's programme "Management of the Security of the Organization"
- TU have developed special Security Laboratory for implementation process of the academic master's programme "Management of the Security of the Organization".
- A financially efficient and remarkably stable system is in place.

Weaknesses:

- E-learning tools are insufficiently used, especially without taking advantage of the Moodle Learning Platform.

Evaluation of the requirement [R1]:

Requirement	Compliance			Justification
Compliance of the study provision, science provision (if	Fully compliant	Partially compliant	Non-compliant	

applicable), information provision (including library), material and technical provision and financial provision with the conditions for the implementation of the study programme and for ensuring the achievement of learning outcomes.	X			The resources available within the TU, including the study base, scientific infrastructure, as well as material, technical, and financial support, are deemed adequate to facilitate the effective implementation of the study programme and enable the attainment of intended learning outcomes.
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Requirement [R2]: Compliance of the qualification of the academic staff and visiting professors, visiting associate professors, visiting docents, visiting lecturers and visiting assistants with the conditions for the implementation of the study programme and the requirements of the laws and regulations.

Analysis

According to the SER (Annex 11), a total of 28 members of the academic staff teaching in the study programme, of which 12 teachers hold elected positions, the other 16 are guest lecturers.

According to the positions held by the academic staff, the study programme is taught by 5 associate professors and 3 professors, all other 20 hold the positions of lecturers and guest lecturers.

Looking at the qualifications of the teaching staff, in total the study programme is taught by persons with the following degrees:

- 10 - doctorate degree (PhD);
- 17 - master's degree;
- 1 - not indicated.

Analysing the selection of teachers teaching in the programme according to the subjects they teach, approximately half of the subjects are taught by staff with PhD (20 study subjects) and slightly more with a master's degree (26 study subjects).

The analysis shows that visiting teachers, who are experts in their field, especially strengthen the practical side of the taught subjects. During the site visit, in the discussions with the students, it was also noted that the students especially value the practical experience and professionalism of the academic staff. According to the students, sharing practical experience and solving tasks

of a practical nature make it much easier for them to master the content of the subjects they are studying and to apply the knowledge in their professional activities.

However, at the same time, it should be noted that the master's study programme is academic in nature. As stated in the aim of the study field (see SER, p. 2), graduates of the programme should acquire not only practical skills, but also theoretical knowledge and research skills. Therefore, in addition to practical experience, the scientific competence of the academic staff is also significant. Taking into account the fact that approximately half of the study subjects are taught by visiting lecturers who mostly have master's degrees and less scientific work experience, it can be assumed that the scientific basis of the study programme content is not sufficient.

For this, it is recommended to strengthen the scientific competences of the academic staff, especially visiting professors, by encouraging them to participate more actively in conducting scientific research and publicizing their results, as well as by creating favorable conditions for them to study in doctoral studies.

During the visit, in discussion with the academic staff of the programme, it was found out that there are favorable financing conditions for publishing the results of research in high-level scientific journals referenced in the WoS and Scopus databases, as well as participating in international scientific conferences, and participation in the activities of international expert working groups.

However, from the list of scientific publications of academic staff in recent years presented in the SER (Annex 14), the involvement of all academic staff in research, especially at the international level, is insufficient. International competences can also be increased by more actively participating in the activities of international associations and expert groups related to the study field.

Considering arguments above, experts raise the question of the expediency of determining indicators of scientific results and the creation of a motivational system for researchers and experts to achieve internationality.

Conclusions, strengths and weaknesses

The academic staff's qualifications partially align with the requirements of the study programme and the implementation conditions, as well as the regulations within the education field. The practical experience of the academic staff is large and sufficient, while the scientific (research) basis, especially at the international level, could be strengthened.

Strengths:

- the diversity of academic staff, taking into account their competences and professional fields;
- Extensive practical experience of academic staff, especially visiting lecturers, in study field;
- Students appreciate the practical experience and professionalism of the teachers.

Weaknesses:

- Small number of visiting lecturers with PhD and scientific research competencies;
- Insufficient involvement of all academic staff in scientific research activities;

- Limited internationalization of academic staff activities.

Evaluation of the requirement [R2]:

Requirement	Compliance			Justification
	Fully compliant	Partially compliant	Non-compliant	
Compliance of the qualification of the academic staff and visiting professors, visiting associate professors, visiting docents, visiting lecturers and visiting assistants with the conditions for the implementation of the study programme and the requirements of the laws and regulations.		X		The academic staff is partially compliant for implementing the Study programme, as well as legislative requirements. The scientific (research) competencies of teaching stuff, especially at the international level, should be strengthened.

Requirement [R3]: The study programme for obtaining a master's or doctoral degree is based on the achievements and findings of the respective field of science or artistic creation (if applicable).

Analysis

According to the SER (p. 17) “the awarding of the Master of Social Sciences Degree in Personal and Property protection is based on the achievements and findings in the field of International Security and Civil protection”. During the Master's studies, students prepare and defend the Master's thesis at the final stage. In this way, they demonstrate their acquired competences in scientific research work. In the opinion of students, who often work in security-related organizations, the topics of the Master's thesis correspond to the scientific trends and current realities of the field of study.

During the site visit, in the discussions with the students, it was identified that the tasks of the study subjects and the topics of the Master's theses, in the students' opinion, are relevant and allow them to acquire new knowledge useful for their professional activities.

SER indicates (p. 17) that the study subjects (courses) are related to the security issues of Latvia and the European Union. This statement is confirmed by the fact that the analysis of the syllabus of study subjects (SER, Annex 12), shows that the main and additional literature used during studies is related to the field of study and the content of study subjects. The literature is relevant, fairly new, mostly foreign sources. For this reason, it can be said that the relevant theoretical basis for the subjects of study is sufficient.

The scientific output of the academic staff teaching in the study programme (scientific articles, presentations at conferences) is not always related to the taught subjects and their content. Thus,

greater attention could be paid to research related to security issues, its environment and management specifics.

It should be noted that there are study subjects whose teachers, according to SER (Annex 14) data, do not have scientific results (scientific publications or scientific presentations). It can be concluded that taught subjects have a very good practical basis, because they are mostly taught by professionals in their field - practitioners, but at the same time, it can be presumed that the basis of internal scientific research in the taught subjects may be insufficient.

Scientific publications of academic staff are mostly published in conference material. The internationality of scientific research, scientific publications and presentations at scientific conferences is not high. In order to strengthen the sharing of research results in the study field, as well as improving the content of teaching with the comparative practice of various countries, there could be more publication in foreign scientific journals or books from recognized international publishing houses, as well as more joint publications with foreign researchers. There may also be more research publications and presentations with students.

It was also identified that the teachers of the study subject hardly include their scientific publications in the lists of the main or additional literature of the taught subject. In this way, the dissemination of research conducted at the university and its results among students in the context of the subject being studied may be insufficient.

Conclusions, strengths and weaknesses

The master's degree is awarded after defending the master's thesis. The content of the study subjects uses relevant scientific literature, but the number of research studies carried out by the academic staff of the programme is not high.

Strengths:

- Master's theses are relevant both in the scientific sense and correspond to the latest realities in the field of security;
- The theoretical basis of study subjects is mainly based on new and relevant foreign scientific literature.

Weaknesses:

- Inadequacy of scientific research supporting the study subjects taught in the study programme;
- Lack of dissemination of scientific results of academic staff in the context of taught subjects.

Evaluation of the requirement [R3]:

Requirement	Compliance			Justification
The study programme for obtaining a master's or doctoral degree is based on the achievements and findings of the	Fully compliant	Partially compliant	Non-compliant	The study programme for obtaining master's degree is partially based on the
		X		

respective field of science or artistic creation (if applicable).				achievements and findings in the security management field and compliant. Scientific research should be more focused on safety, and the taught subjects should be supported not only by practice, but also by research results.
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Requirement [R4]: Compliance of the study programme with the requirements of the Law on Higher Education Institutions and other laws and regulations.

No.	Requirement	Fully compliant	Partially compliant	Non-compliant	Justification
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1.	<p>The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard, including the minimum requirements for the content of the compulsory civil protection course and the content of civil protection training for employees specified for the implementation of the study programme.</p> <p>The study courses of the professional study programmes include a module for the development of professional competence of entrepreneurship in the amount of at least 6 CP, if it has not been acquired in the previous professional study programme or is not included in the theoretical basic courses of the study programme branch (field of professional activity).</p>	X			Based on the Cabinet of Ministers Regulations No. 240 "Regulations on the State Academic Education Standard", the Study programme complies with the standard of academic education. The study programme includes course for Civil and environmental protection.
2.	The study programme complies with a valid professional (occupational) standard, or with the requirements of professional qualification (if it is not necessary to develop a professional standard for the profession), if a professional qualification is awarded after acquisition of the study programme				Not applicable
3.	The code of the study programme complies with the Cabinet regulations on the Latvian Education Classification	X			The code of the master study programme - 45861 is in accordance with the Latvian Education Classification
4.	The qualification of the teaching staff ¹ complies with the conditions and requirements set for the implementation of the	X			The composition of academic staff complies with the requirements set out in Section 55, paragraph 1. 3 of

¹ As used in this document, the term "teaching staff" refers to the academic staff and visiting professors, visiting associate professors, visiting lecturers, visiting lecturers, and visiting assistants of the corresponding higher education institution / college.

	<p>study programme, which are specified in the regulatory enactments in the field of education including the participation in the implementation of an academic study programme of at least five professors and associate professors together who have been elected to academic positions in the respective higher education institution, except in the cases provided for in Section 55, Part two of the Law on Higher Education Institutions.</p>				<p>the Law on Higher Education Institutions: “Not less than five professors and associate professors altogether, who are elected to academic positions in the relevant higher education institution, shall take part in the implementation of the compulsory part and the limited elective part of academic study programmes”. According to the SER (Annex 11), a total of 28 members of the academic staff teaching in the study programme, of which 12 teachers hold elected positions, the other 16 are guest lecturers. According to the positions held by the academic staff, the study programme is taught by 5 associate professors and 3 professors, all other 20 hold the positions of lecturers and guest lecturers.</p>
5.	<p>Confirmation of the higher education institution/college that 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, according to the European Language Proficiency Assessment levels (the division of levels is available on the website www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language or proficiency of the Latvian language at least on the B2 level, if the study programme</p>	X			Meets the requirement

	or a part thereof is intended to be implemented in the Latvian language and the lecturer has not acquired secondary or higher education in the Latvian language.				
6.	The study programme, which is intended to be implemented in a foreign language, complies with the requirements of Section 56, Part three of the Law on Higher Education Institutions				Not applicable
7.	The sample of the study agreement complies with the mandatory provisions to be included in the study agreement (if applicable).	X			Information has not changed since the licensing
8.	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 (if applicable).	X			Information has not changed since the licensing
9.	The higher education institution/ college has confirmed that it 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 (if applicable).	X			Information has not changed since the licensing
10.	The higher education institution/ college has confirmed that it 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	X			Information has not changed since the licensing

	actions of the higher education institution/ college (actions or omissions) and the student does not wish to continue the studies in another study programme (if applicable).				
11.	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 (if applicable).				Not applicable
12.	The scientific and pedagogical qualification of doctors of science complies with the criteria specified in the regulatory enactments regarding the evaluation of the scientific and pedagogical qualification of a candidate for the position of a professor and an associate professor (if applicable).				Not applicable
13.	The joint study programme complies with the requirements prescribed in Section 55 ¹ , of the Law on the Higher Education Institutions (if applicable).				Not applicable

Evaluation of the requirement [R4]:

Requirement	Compliance			Justification
Compliance of the study programme with the requirements of the Law on Higher Education Institutions and other laws and regulations.	Fully compliant	Partially compliant	Non-compliant	Programme fully complies with the requirements of the Law on Higher Education Institutions
	X			

				and other applicable regulations.
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4. Implementation of the recommendations received during the licensing of the study programme

Assessment of the implementation of the recommendations provided by the licensing experts of the study programme.

Analysis

During the licensing process, recommendations from experts were received for improving the operation of the study programme. A total of 9 recommendations were received: 3 short-term (before the commencement of the study programme) and 6 long-term (before the accreditation of the study programme).

The first three recommendations were implemented before the commencement of the study programme, namely:

1. Revise the study course Syllabus, indicating the amount of current mandatory literature - books, publications, chapters or pages - in the study courses that is realistic and feasible. It is not permissible to include in the study courses in the basic literature section the amount of learning sources that cannot be realistically fulfilled within the framework of the CP indicated to the student.
2. Develop descriptions of the organization and tasks of students' independent work adapted to study courses.
3. Make a comparison with foreign study programmes, including demonstrable knowledge - good practices, ideas, content - which should be adopted during the implementation of the study programme.

Results: The implementation of these recommendations have been made. The Syllabi of each study course contains the mandatory basic literature (2-5 sources), as well as optional literature. In the structure of the study course, the literature sources that must be learned for each section of the study course are indicated in the form of a table, so that it can be realistically completed within the framework of the CP indicated to the student. In the structure of each study course Syllabi, the structure of the study course contains descriptions of the organization and tasks of the students' independent work adapted to the study courses in the form of a table. (see Study course description – Annex 12) University of Security and Economics (Hungary); University of Economics and Law, Department of Police and Security Management (Germany); The Integrated Security and Risk Management and Corporate Security (Austria) master's programme is similar to the study programme offered by Turība University "Organizational Safety Management", which shows the comprehensive value of this programme and does not require significant improvements (see–Review of implementation of recommendations- Annex 9, p.27).

The 4 long-term recommendations have also been completely met:

1. Critically evaluate study results during the programme approval process to ensure the achievement of study goals and the dominance of safety knowledge in each study course.

On 17.04.2023, during the Legal science department meeting, updated study course syllabuses were approved, in which, among other things, the dominance of security knowledge was strengthened in several study courses. For example: Cyber security management, Emotional intelligence, Conflictology (see Study course description – Annex 12).

2. Complement the quality assurance system, which includes key performance indicators (KPIs) and procedure definitions.

On 06.12.2022, at the Senate meeting, the Quality Management Manual was improved, which includes the quality assurance system (Chapter 3), which includes key performance indicators (KPI) and procedure definitions. (see Quality management handbook – Annex 13).

3. Start the library digitization process in order to implement TU's strategy for distance learning studies.

Digitization of the entire library collection is not possible, as it is not permitted by the Copyright Law. TU uses the digitized works of the National Library of Latvia, which does so in accordance with the requirements of regulatory acts, obtaining the necessary permissions from the authors or the collective management organization. TU provides access to electronic resources, such as online databases EBSCO, Scopus, Science direct, etc., in order to implement the strategy for distance learning studies. (see–Review of implementation of recommendations - Annex 9, p.28).

4. Consider the possibility of creating a practical infrastructure base for experiments in the field of security systems.

A Security Laboratory has been set up in room C319, where students have access to security equipment from security industry merchants and manufacturers and distributors of security equipment. This was also confirmed at the site visit.

2 long-term recommendations are in the implementation process and will be implemented in the study programme until the accreditation of the study field by objective reasons:

1. To improve TU infrastructure so that it is more accessible to people with mobility impairments.

In cooperation with the association of the disabled and their friends "Apeirons", ramps for the disabled have been placed in the premises. Since such ramps do not provide access to all visitors, it is planned to create an appropriate ramp on the 1st floor of building C, so that visitors with mobility impairments have the opportunity to fully visit the administration, faculties, auditoriums and specially adapted facilities. In order to provide access to the auditoriums located on the higher floors of the building, future plans consider the possibility of installing a mechanical lift next to the stairwell. (see–Review of implementation of recommendations-Annex 9, p.28)

2. Carry out a long-term programme development perspective analysis including potential future development paths, scenarios or steps of the programme.

In order to achieve this goal, the study courses included in the study programme are subject to an annual correction of the study course descriptions, which meet both local and international security requirements. (see–Review of implementation of recommendations- Annex 9, p.28).

TU provides the answers to the expert’s additional questions after the November 17, 2023 visit “Inclusion of a Licensed Study Programme “Management of the Security of the Organization” on the Accreditation Form of the study field “Internal Security and Civil Protection” according to the November 21, 2023 AIC electronic mail letter. In received letter experts found out a “List of training courses in the field of research and in the field of improving educational competencies in years 2019-2023” and “List of study programme teaching staff involved in the programme, who participated in training courses in years 2019-2023 (indicating the number of hours)” that shows TU strong commitment to carry out a long-term programme academic development perspective. At the same time experts are highly appreciated in the list of publication of scientific articles, which also applied to the perspective of study programme. For example, Issues of the state and society security (part i): Ensuring public security in the fight against crime. Journal of Security and Sustainability Issues, 2017, 6(3), pp. 401–418 (SCOPUS).

We can conclude that the university followed all recommendations of the licensing experts and introduced necessary changes to the study programme. This substandard could be therefore assessed as fully compliant.

Conclusions, strengths and weaknesses

Conclusion can be made that the previous recommendations were seriously taken into account and important results were achieved.

Strengths:

- All short-term and long-term recommendations given by the licensing experts have been met.
- University and study programme management is highly engaged and motivated to keep the study programme relevant to the needs of students, security sector, and employers on one side and requirements and QA standards on the other.

Weaknesses: Experts have not identified any weaknesses under this standard

III. Assessment of the study programme

Excellent	<u>Good</u>	Average	Poor
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IV. Recommendations

Taking into account the results of the analysis, experts recommend that the academic master's study programme "Management of the Security of the Organization" be included in the study field of "Internal Security and Civil Protection."

The experts provide the following recommendations which can contribute to addressing the identified weaknesses and further enhancing the overall quality, relevance, and effectiveness of the study programme.

Recommendations for the elimination of the deficiencies identified (on a short-term basis):

1. Revise admission requirements to comply with the current system for professional qualification levels (completion date 01.09.2024).
2. Revise the study programme curriculum and include additional courses that specifically address international security organizations (e.g., NATO, UN, EU), international security threats and the specifics of public sector security (completion date 01.09.2024).
3. Review the content of individual courses, supplementing them with the specifics of the activities of public sector security institutions (completion date 01.09.2024).
4. Encourage academic staff teaching in the study programme to include their relevant scientific publications in the main or additional literature lists of the study subjects they teach, and/ or explore the possibility to establish platforms or events within the university where academic staff can disseminate their research results to students (completion date 01.09.2024).

Recommendations for the improvement of the study programme (on a long-term basis):

1. Explore the possibility of offering the study programme not only in Latvian but also in English to attract international students (completion date 31.12.2028).
2. Create and actively maintain a network of alumni and stakeholders to gather feedback on the study programme's competencies, identify areas for improvement, and enhance overall programme content and relevance (completion date 31.12.2026).
3. Formulate and implement strategic regulations that outline the systematic integration of electronic learning tools (e.g using Moodle Learning Platform). This strategy should include clear guidelines for the preparation, accreditation, and use of such tools to enhance the overall learning experience (completion date 31.12.2026).
4. Evaluate the opportunity to facilitate favourable conditions for academic staff to pursue doctoral studies. This can be achieved by providing financial support, flexible schedules, and mentoring to guide them through the doctoral process (completion date 31.12.2028).
5. Define clear indicators for measuring scientific results and internationalization within the academic staff. These indicators should encompass aspects such as publications in

high-level scientific journals, participation in international conferences, and involvement in expert groups (completion date 31.12.2025)

6. Create a motivational system that rewards and recognizes academic staff for achieving internationalization goals and scientific excellence (completion date 31.12.2025).
7. Encourage academic staff teaching in the study programme to align their scientific research more closely with the content of the study subjects, emphasizing security specifics (completion date 31.12.2025).