Doc. 300.3.1/1

External Evaluation Report

(Programmatic within the framework of Departmental – Study Field Evaluation)

Date: October 8th 2023

- **Higher Education Institution:**
  College of Law (Latvia)

- **Town: Riga**

- **School/Faculty:** School/Faculty

- **Department (Study Field): Management, Administration and Management of Real Property**

- **Programmes of study - Name (Duration, ECTS, Cycle)**
Programme 1 – [Title 1]
In Greek:
Programme Name
In English:
 Real Estate Administration and Management (2 academic years, 120 ECTS, Diploma)
Language(s) of instruction: Latvian

Programme 2 – [Title 2]
In Greek:
Programme Name
In English:
 Human Resources Management (2 academic years, 120 ECTS, Diploma)
Language(s) of instruction: Latvian

Programme 3 – [Title 3]
In Greek:
Programme Name
In English:
 Security and Personal Data Protection (2 academic years, 123 ECTS, Diploma)
Language(s) of instruction: Latvian

![CYQAA logo] **ΔΙΠΑΕ CYQAA** ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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A.   Introduction

The External Evaluation Committee (EEC) instituted by the Cyprus Quality Assurance Agency (CYQAA) executed an in situ visit of the "College of Law (Juridiska Koledza)" in Riga, Latvia on September 28-29, 2023.

From a legal point of view, the College of Law (CoL) is a derived public person, granted autonomous competence by the Law which also includes establishment and approval of its budget. The CoL, established in 2000, is the first college in Latvia to be internationally accredited.

This report by the EEC is in conformity with the rules, regulations, standards and stipulations of (a) the CYQAA, (b) the Latvian Law on Higher Education Institutions and, hence, (c) the Guidelines for the Preparation of the Joint Opinion by the Expert Group on the Assessment of a Study Field.

Concretely, this means that the EEC, when assessing the Study Field (departmental evaluation) and the Programmes (programmatic evaluation within the framework of the departmental evaluation) fully aligns with the "Explanation of Evaluation" as set by the above mentioned "Guidelines" in the following way:
- **Excellent**: the study programme meets the specified requirements (**mark 5**);
- **Good**: when evaluating the compliance of the study programme with the specified requirements, insignificant shortcomings (i.e. leading to some recommendations & suggestions by the EEC) have been identified (**mark 4**);
- **Average:** evaluating the compliance of the study programme with the specified requirements, shortcomings and deficiencies have been identified that can be eliminated within the term of accreditation of the study field (**mark 3**);
- **Poor (unsatisfactory)**: evaluating the compliance of the study programme with the set requirements, significant shortcomings have been identified and the shortcomings identified in the implementation of the study programme cannot be eliminated within the two-year accreditation term of the study field (**marks 1-2**).

The EEC further fully aligns with the definition of:
- **Fully compliant**: the study field or the study programme complies with the prescribed requirements (**mark 4-5**);
- **Partially compliant**: whilst assessing the compliance of the study field and study programmes with the prescribed requirements, shortcomings and deficiencies have been identified, but they can be eliminated by the day on which the Study Quality Committee (hereinafter - the SQC) in its meeting is supposed to review the application on the accreditation of the study field, or within the accreditation term of the study field (**mark 3**);
- **Non-compliant**: whilst assessing the compliance of the study field and the study programmes with the prescribed requirements, significant deficiencies have been identified, and the identified shortcomings and deficiencies regarding the implementation of the study programme cannot be eliminated within the two-year accreditation term of the study field (**mark 1-2**).

Preparing the in situ visit, the EEC studied all the required documents submitted by the College of Law (CoL) and all relevant information made public by the CoL and available to the EEC (e.g. website).
The EEC notes that the development of the CoL is based on the key policy documents and regulatory framework of the Latvian State (Latvian Law on Higher Education Institutions) and that,

with respect to quality assurance, the activities of the CoL have been assessed in accordance with e.g. "ISO 9001:2015 Quality Management Systems", "Investor in Excellence" standards and with the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" as set by ENQA (European Network for Quality Assurance in Higher Education). To gain greater recognition at the European and global levels, the College of Law has joined several international organisations – PRME (Principles for Responsible Management Education); EURASHE (European Association of Institutions in Higher Education); WFCP (World Federation of Colleges and Polytechnics), and AACC (American Association of Community Colleges).

The EEC took note of the Mission & Vision of the CoL with respect to the education and training qualified specialists for the labour market both in Latvia and abroad (good theoretical knowledge and practical skills). The CoL educates and trains mid-level professionals with first-level professional higher education not only in the field of law, but also in other most demanding occupations in the labour market, where the legal aspects play an important role, such as the Programmes in the Study Field under review by the EEC. The College of Law aspires to grow by acquiring international experience and constantly improving the quality of studies ("to be the best in Latvia") of which legal science is the main field of strategic specialization.

B. External Evaluation Committee (EEC)

Name	Position	University
Prof.dr. Philip Vergauwen, Chair	Professor at Solvay Brussels School of Economics & Management	Université Libre de Bruxelles, Belgium
Prof.dr. Na Fu	Professor, Trinity College Dublin	University of Dublin, Ireland
Prof.dr. Norman Hutchison	Professor, University of Aberdeen Business School	University of Aberdeen, United Kingdom (UK)
Prof.dr. Kevin Curran	Professor, School of Computing, Eng & Intel Systems	Ulster University, Northern Ireland (UK)
Mr. Platonas Michaelides	Student	University of Cyprus, Cyprus

C. Guidelines on content and structure of the report

- The external evaluation report follows the structure of assessment areas.

- At the beginning of each assessment area there is a box presenting:
  (a) sub-areas
  (b) standards which are relevant to the European Standards and Guidelines (ESG)
  (c) some questions that EEC may find useful.

- The questions aim at facilitating the understanding of each assessment area and at illustrating the range of topics covered by the standards.

- Under each assessment area it is important to provide information regarding the compliance with the requirements of each sub-area. In particular, the following must be included:

  Findings

  A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

  Strengths

  A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

  Areas of improvement and recommendations

  A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

- The EEC should state the compliance for each sub-area (Non-compliant, Partially compliant, Compliant), which must be in agreement with everything stated in the report. It is pointed out that, in the case of standards that cannot be applied due to the status of the HEI and/or of the programme of study, N/A (= Not Applicable) should be noted.

- The EEC should state the conclusions and final remarks regarding each programme of study as a whole.

- **The report may also address other issues which the EEC finds relevant.**

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1. Study programme and study programme's design and development
(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Sub-areas

1.1. **Policy for quality assurance**
1.2. **Design, approval, on-going monitoring and review**
1.3. **Public information**
1.4. **Information management**

Findings

For the 3 programmes under review, the EEC finds clear evidence that all 3 programmes have formal status and operate adequate quality assurance systems through appropriate structures, regulations and processes.

Design, approval, on-going monitoring and review are in compliance with relevant standards, and all requirements with respect to information management and public information are met.

Findings for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

This short cycle professional higher education programme was first introduced in 2006. It has matured into a well-recognised and respected programme.
The objective of the programme is to educate students seeking a career as a House Manager, with graduate employment destinations predominantly in-country.

The EEC finds that the programme design incorporates the mandatory government professional standards as well as the subject specialist areas (part A of the syllabus covering "general courses", part B covering "subject specialist areas and part C relevant "optional modules".

Noting that most of the students are already in employment (with lectures and tutorials timetabled in the weekday evening and weekend), the EEC finds that the programme is more than adequately focused on the practical skills required and that the outcome is a well-balanced mix of theory and practice preparing the students for their chosen career: there is a logical sequence and coherence to the course content.

Findings for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC finds that the programme has meticulously structured curriculum that places a strong emphasis on legal aspects, complemented by a diverse array of modules dedicated to both professional and personal development.

The programme benefits from a dedicated management and delivery team that works tirelessly to uphold the highest standards of quality and ensure a positive and enriching experience for all learners.

The program team is truly committed, going above and beyond in their efforts. They not only impart knowledge about HRM but also actively integrate the most effective HR practices into their teaching

and learning methods, ensuring that students receive a comprehensive and practical education in the field. Examples include peer review, self-evaluation, etc.

Findings for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The Security and Personal Data Protection is a strong offering that provides solid teaching in cybersecurity and personal data protection. The program's goals are carefully aligned with the institutional strategy, marked by clear intended learning outcomes that steer students' educational journey. The program's content and modules demonstrate a high level of relevance to the ever-evolving demands of the industry, effectively addressing the needs of our student body. The teaching approach is varied and encompasses pedagogical techniques like lectures, case studies, role-playing exercises, and innovative application of flipped classroom methods.

Furthermore, the program is strengthened by a robust framework aimed at supporting staff development, promoting knowledge exchange, establishing an efficient feedback mechanism, and collectively nurturing and upholding quality, integrity, and the overall learning experience of our students.

Notwithstanding the above, the EEC finds that the main negative finding concerns the current title of the programme (does not adequately fit with the programme content). There is a question on whether the programme is tailored to those who see themselves as managers of cybersecurity or whether those taking the course see themselves as security specialists. In fact given the depth of cybersecurity content, a more fitting title is along the lines of cybersecurity and personal data protection management.

Strengths

Strengths for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC commends the programme management for its focus on the practical skills required and for the outcome (achievement of learning objectives) as a result of a well-balanced mix of theory and practice preparing the students for their chosen career. There is a logical sequence and coherence to the course content. The graduating students are in high demand with good employment statistics: with an increase in house building in Latvia, there is indication of consistent demand for the graduates. The one employer interviewed spoke highly of the reputation of the programme as did a number of graduates who felt grateful for a very positive study experience. Employers also highly appreciate the strong legal basis/foundation (core business of the CoL) of the programme.

The EEC is, furthermore, confident that the learning outcomes from the CoL's Real Estate programme is of a comparable international standard, which is reassuring should graduating students wish to work abroad.

Strengths for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The Human Resource Management programme demonstrates a well-structured curriculum that emphasizes legal aspects and encompasses a comprehensive array of HR-related subjects crucial to the profession.

The programme's objectives are thoughtfully aligned with the institutional strategy, characterized by explicit intended learning outcomes that guide students' educational journey. The programme's content and modules exhibit a high degree of relevance to the dynamic demands of the industry and cater effectively to the needs of the student body. The instructional approach is diverse and includes pedagogical methods such as lectures, case studies, role-playing exercises, and the innovative use of flipped classroom techniques.

The program is fortified with a robust framework for supporting staff development, facilitating knowledge exchange, establishing an effective feedback loop, and collectively fostering and preserving quality, integrity, and the overall learning experience of our students.

Strengths for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC identified multiple strengths of the programme, perhaps best captured by the programme's strong focus on attempts to overlap legal aspects as well as the more technical side of cybersecurity and by the fact that individual modules/courses are industry led in most if not all cases.

The EEC commends the programme management for industry relevance and for the fact that, given the small student numbers, a closeness of educational experience emerges resulting in excellent student support.

The EEC further observed that the programme covers important areas in cybersecurity and there appears to be a good balance between theory and practice. The program structure is actively developed and students in the feedback session seemed very content. Access to staff was very good.

Areas of improvement and recommendations

Areas of improvement and recommendations for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The core programme being disaggregated into 15 modules, the EEC has some (minor) concerns that there might be some overlap in material, although it is accepted that reinforcement of key points can also be helpful. The programme director organises regular reviews of the programme involving all teaching staff, alumni and student feedback and such issues should be kept under review.

The EEC notes that with respect to continuous improvement of the programme design, the programme team might consider including financial maths in the programme. A House Manager maybe involved in the development of an existing property or in the acquisition of new properties for inclusion in their portfolio and understanding compounding, discounting, nominal and effective

interest rates, NPV/IRR rules, amortisation of debt, sinking funds, gearing etc maybe advantageous. Given the role that real estate has played in some of the major financial crises, real estate students need to be financially literate and having good financial skills should also be helpful for career progression.

The programme team itself identified that digitisation of real estate practice was a growing area in the marketplace (e.g. Building Information Systems) and they expressed a wish to integrate the requisite skills into the syllabus. The EEC strongly encourages the programme to do so.
Drop-out rates from the programme look very high, but on closer inspection are maybe overinflated as they include students who have temporarily suspended their studies as well as students who may not have intended to finish the programme, but simply wanted to top up their skills by studying a limited number of courses. The programme team may wish to consider whether having an exit qualification with say 60 credits might be appropriate option (subject to government approval) or whether some micro credential qualifications could be offered - such an offering may more accurately match the ambitions of some of the students on enrolment. The EEC recognises this may have adverse financial consequences for the CoL. From an income generating perspective, the Part C Optional courses could be packaged up as "continuous personal development or lifelong learning" courses and offered to graduates and the wider real estate community.

Areas of improvement and recommendations for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

Regarding potential enhancements and recommendations, The EEC strongly recommends to pay attention to the considerable teaching and learning loads within the programme: it is advisable to explore options at the program level aimed at reducing lecture or contact hours, while maintaining alignment with both national and international educational standards.

The EEC further identified a notable area for improvement pertaining to modules that emphasize quantitative skills, including finance and economics: while the current curriculum primarily centers on theoretical foundations, a more pragmatic approach would be highly beneficial for students and shifting the focus towards real-world applications, such as comprehending financial statements and budgeting, could significantly enhance their preparedness for practical work scenarios.

Areas of improvement and recommendations for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The program covers many topics and many of them relate to professional aspects in computing. The professional relevance is commendable; however, a course which ultimately focuses on cybersecurity and legal aspects relating to cybersecurity should aim to be more explicit in how it markets the course – hence the necessity of a title change.

Please select what is appropriate for each of the following sub-areas:

Sub-area		Non-compliant/ Partially Compliant/Compliant		
		Real Estate Mgmt	*HR Mgmt*	*Security and Data Protection*
1.1	Policy for quality assurance	Compliant	Compliant	Compliant
1.2	Design, approval, on-going monitoring and review	Compliant	Compliant	Partially compliant
1.3	Public information	Compliant	Compliant	Compliant
1.4	Information management	Compliant	Compliant	Compliant

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2. Student – centred learning, teaching and assessment *(ESG 1.3)*

<u>**Sub-areas**</u>

2.1 Process of teaching and learning and student-centred teaching methodology
2.2 Practical training
2.3 Student assessment

<u>Findings</u>

The EEC finds overall compliance for all three programmes with respect to the standards related to the process of teaching and learning, student-centred teaching methodology, practical training and student assessment.

<u>Findings for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)</u>

The EEC finds the programme fully compliant with standards.

The EEC found clear evidence of best-practice student-centred learning teaching and assessment and of innovative approaches to student learning with a mix of lectures, tutorials and group work projects. Students expressed no concern over the level of workload. Assessment included individual and group assignments along with unseen written exams/graduation papers/other assignments.

<u>Findings for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)</u>

The EEC finds that the delivery of the programme demonstrates strong commitment to supporting students' holistic development, encompassing both their professional growth and individual well-being. This commitment is reflected in the overwhelmingly positive feedback received from students, who report a highly enriching learning experience.

The teaching and learning process within the programme is characterized by its flexibility and adaptability. It takes into account various modes of delivery as appropriate, employs a diverse range of pedagogical methods, and effectively facilitates the attainment of predefined learning outcomes.

The assessment practices consistently maintain uniformity across modules, whether at the group or individual level. Additionally, the incorporation of peer reviews within certain group assignments is a commendable practice that upholds fairness and equity. Notably, the assessment structure also integrates practical components, involving the resolution of real-world business challenges, thereby ensuring a well-rounded evaluation process.

<u>Findings for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)</u>

The Department establishes student admission criteria for each programme, which are adhered to. The course has excellent industry relevance and the studies support professional certification in some areas of cybersecurity. The number of students in the teaching rooms is suitable for

theoretical, practical, and laboratory lessons. The teaching materials are up-to-date and of an appropriate standard.

The teaching staff of the Department seems to have regular and effective communication with their students and provide timely and effective feedback to their students. Students were very complimentary of access to staff and appreciate the criteria and the method of assessment as well as the criteria for marking being published in advance. The learning process is properly designed to achieve the expected learning outcomes. The assessment allows students to demonstrate the extent to which the intended learning outcomes have been achieved.

The members of teaching personnel for the course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation. There does seem however to be some reliance on one member of staff who teaches many of the modules.

Strengths

Strengths for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC commends the CoL for all-round the state-the-art Real Estate programme recognized by students, employers and other stakeholders.

Strengths for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC commends the programme management for the diversity of teaching approaches in the delivery of the programme. The programme's notable strengths include its commitment to employing a wide range of innovative teaching approaches. Notably, the development of interactive digital platform-based modules showcases a dedication to fostering engaging and dynamic learning experiences.

The EEC further commends the CoL for its industry partnerships and internship opportunities: another significant strength indeed lies in the programme's proactive engagement with industry partners and this collaboration facilitates valuable internship and work placement opportunities for students, enhancing their practical exposure and employability prospects.

Noteworthy and highly commendable is alumni engagement: the programme distinguishes itself through its active engagement with alumni and ongoing, "lifelong" connection with students which creates a supportive network also benefiting current students and contributing to the overall programme's growth and success.

Strengths for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC appreciates the regular meetings the teaching staff of the programme have and the effective communication with students concerning timely and effective feedback.

The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the programme's quality. The cybersecurity modules are relevant and led by industry in many cases.

Areas of improvement and recommendations

Areas of improvement and recommendations for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC encourages the programme management to explore more international collaboration and/or student and staff exchange.

The EEC also invites the programme management to consider giving more weight to and/or to intensify finance and finance-related courses in order to further strengthen the core courses of the programme.

Areas of improvement and recommendations for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The increasingly prominent role of technology in both the HR profession and global education is undeniable. It is commendable to observe that the programme's team is cognizant of these evolving dynamics and has demonstrated adaptability, exemplified by the incorporation of innovative approaches like the flipped classroom. The EEC, therefore, strongly recommends that this adaptability continues to be a hallmark of the programme by further integrating digital content into their modules. Additionally, exploring effective pedagogical strategies for teaching in this evolving context should be a continuous endeavor.

Given the multifaceted nature of the HR profession, which demands a broad array of transferable skills encompassing presentation, public speaking, communication, and team leadership, it is encouraging to note that the current curriculum strikes a balance between theoretical and practical components. To enhance the program's effectiveness, The EEC advises the CoL to place even greater emphasis on practical elements within the curriculum's design and delivery, thus better preparing students for the realities of the profession.

Areas of improvement and recommendations for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC is a bit concerned about the current potential overreliance on one or a few particular teaching staff members teaching numerous modules. Although the EEC realizes the programme is very young and still under further finetuning, the risk that teaching quality could suffer when those few should fall sick or leave, is a critical concern.

The EEC furthers encourages programme management to strengthen the research connection, notwithstanding the fact that there is proven value in the real-life industry relevance of the program.

Please select what is appropriate for each of the following sub-areas:

Sub-area		Non-compliant/ Partially Compliant/Compliant		
		Real Estate Mgmt	*HR Mgmt*	*Security and Data Protection*
2.1	Process of teaching and learning and student-centred teaching methodology	Compliant	Compliant	Compliant
2.2	Practical training	Compliant	Compliant	Compliant
2.3	Student assessment	Compliant	Compliant	Compliant

3. Teaching staff *(ESG 1.5)*

Sub-areas

3.1.Teaching staff recruitment and development
3.2.Teaching staff number and status
3.3.Synergies of teaching and research

Findings

The EEC finds full compliance with respect to the standards, indicators and criteria related to teaching staff recruitment and development, teaching staff sufficiency (number and status) and synergies of teaching and research in the context of a short-cycle professional/vocational programme.

Findings for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC confirms that teaching staff has an appropriate level of qualification to teach on the programme and that the programme benefits from being taught by both full time academics and a number of 'academic practitioners' thus ensuring the market relevance of the material. There are adequate numbers of staff to ensure a quality student experience.

Findings for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC finds that the teaching staff demonstrates a strong commitment to their professional development and the enhancement of their teaching skills through regular training and development initiatives. The programme team actively promotes innovation in teaching methods and encourages the integration of new technologies, fostering a dynamic and progressive learning environment and the teaching staff is composed of a well-rounded team, comprising both academic experts and industry professionals.
This blend of expertise provides students with a unique opportunity to acquire both theoretical knowledge and practical insights, contributing significantly to the overall program quality.

The EEC commends the programme director's dedication as evidenced by his leadership in fostering collaboration among the teaching staff in both formal and informal capacities, spanning teaching and research initiatives. Furthermore, the active engagement of employers, alumni, and practitioners with the programme team ensures the continuous development and relevance of module content, enriching the students' learning experience.

Findings for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The number of the teaching staff is adequate to support the programme of study. The teaching staff status is appropriate to offer a quality programme of study. The visiting staff number does not exceed the number of the permanent staff. There is sufficient evidence of staff on this programme being

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accessible to students. Promotion processes seem transparent and staff engage in professional and teaching skills training.

Strengths

Strengths for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The programme benefits from being taught by both full time academics and a number of 'academic practitioners' thus ensuring the market relevance of the material. These practitioners are reputed and recognized, which is further evidence of the close connections between the CoL and the world of practice.

Strengths for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC highly commends programme management for its commitment to the programme and to the students. The programme team ensures the high-quality of the programme for varied stakeholders: teaching staff share their best practices both formally and informally and student evaluation and feedback is taken seriously. Programme management clearly focuses on continuous improvement of the programme quality and of the learners' experience.

Teaching staff are highly dedicated to the student-centred teaching and learning. They go beyond of knowing (what they have learned); to doing (how they understand and apply their learning) and being (advocate their values).

Teaching staff also shows their adaptivity and proactivity in coping with changes in the industry and economy. They update their teaching content on a regular basis. They take students' feedback to continuously improve their teaching.

Strengths for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)
The EEC finds that many members of the staff are engaged in active cybersecurity links with industry and cybersecurity professional bodies.

The EEC commends the programme for its wide range of assessment instruments used in delivering the modules.

Areas of improvement and recommendations

Areas of improvement and recommendations for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC encourages the CoL and the Real Estate programme management to continue to produce scientific work and intellectual contributions relevant for the world of practice, but to also explore opportunities to, increase publications of high quality in peer reviewed academic journals.

Notwithstanding the professional/vocational nature of the degree, it is important that when judging scholarship and the strong interaction with industry (which does appear to be a strength of the College teaching staff), more academic research output can leverage the programme's standing internationally.

Areas of improvement and recommendations for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC encourages a review of the contact hours for ECTs within the programme and recommends the CoL and programme management (both at the program and college levels) to undertake a comprehensive reevaluation of the workload expectations for both staff and students, ensuring a balanced and manageable academic environment.

Recognizing that many students are concurrently full-time employees, the cultivation of transferable skills such as presentation, public speaking, and team leadership takes on paramount significance. Rather than augmenting the program with additional modules, the EEC recommends the CoL to create more opportunities within the existing curriculum for students to practically apply and hone these vital skills. This approach would allow students to better integrate their academic and professional pursuits while acquiring valuable competencies.

Areas of improvement and recommendations for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

Here too, the EEC finds that it would be good practice to monitor the scheduling and burden of assignments for students at the start of each term in order to avoid clustering and disproportionate burden at given times.

Please select what is appropriate for each of the following sub-areas:

Sub-area		Non-compliant/ Partially Compliant/Compliant		
		Real Estate Mgmt	*HR Mgmt*	*Security and Data Protection*
3.1	Teaching staff recruitment and development	Compliant	Compliant	Partially compliant
3.2	Teaching staff number and status	Compliant	Compliant	Compliant
3.3	Synergies of teaching and research	Compliant	Compliant	Compliant

4. Student admission, progression, recognition and certification *(ESG 1.4)*

> **Sub-areas**
>
> **4.1.** Student admission, processes and criteria
> **4.2.** Student progression
> **4.3.** Student recognition
> **4.4.** Student certification

Findings

The EEC finds full compliance for all three programmes with respect to processes and criteria for student admission, student progression, student recognition and student certification.

The reason for partial compliance with respect to student certification for the Security and Personal Data Protection programme concerns the inadequate title of the programme, probably due to the tensions between the requirements for "Security Specialist – level 5" certification and the vision & mission of the programme as designed by the CoL. This issue requires immediate attention and clarification.

Findings for **"Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)**

With respect to student admission, progression recognition and certification for the Real Estate programme, the EEC finds that, in order to become a House Manager in Latvia, a completion certificate is required following successful participation in the programme. The programme is thus considered a valuable resource and has high standing. The programme demonstrates best-practices and an innovative, multidisciplinary approach on par with the best (professional/vocational) programmes internationally.

Findings for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The process of student admission, progression, recognition, and certification is thoughtfully outlined and efficiently managed, reflecting a high level of organization and competence.

Findings for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

There are very good synergies in administration functions, planning of teaching, and best practices. The students receive help and support from the administration regarding the admission and education-related forms and processes. The Admission Team is responsible for the processes.

Strengths

Strengths for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC finds that the programme is very strong, well appreciated by the industry and designed and executed at high international level of standards. This programme is clear evidence of the leader position of the CoL as provider of professional/vocational short-cycle programmes in the Study Field.

Strengths for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

Students have consistently demonstrated a remarkably high level of satisfaction with the programme. The content delivered in the programme remains not only relevant but also timely, enabling students to directly apply their learning to their work through real-business cases and practices. They also find the communication and support from the staff and college within the programme to be extremely helpful in their studies and in navigating the balance between their academic, work, and personal life.

Strengths for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC commends the programme for its customer intimacy (student-centredness): student selection process is transparent, the process is implemented in a consistent manner and student study progress is monitored and managed on a personal level. Feedback is gathered on a systematic basis, which is important for a new and in many ways still developing programme.

Areas of improvement and recommendations

Areas of improvement and recommendations for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

No immediate areas for improvement were identified by the EEC. The EEC recommends programme management to continue to explore strategies for attracting more international students.

Areas of improvement and recommendations for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

While some students currently derive great learning outcomes from the Erasmus programme, there is an opportunity for further enriching their international experience by expanding the range of countries available for participation.

In terms of program content, the EEC recommends that consideration be given to offering lifelong learning opportunities to alumni members. This could include the incorporation of emerging topics and trends, such as advanced communication skills, into the curriculum to ensure that alumni continue to benefit from the program's educational offerings beyond their initial enrollment.

Areas of improvement and recommendations for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC strongly recommends programme management to update core reading texts related to cybersecurity modules to more recent titles.
With respect to student certification, the EEC strongly recommends to immediately address the tensions between the requirements for certification wrt. "Security Specialist – level 5" (as set by the

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Latvian government) and the requirements for successful programme completion given the CoL's mission, vision and aspirations with respect to the provision of content related to (cyber)security and personal data protection (management).

The EEC finds partial compliance wrt. student certification. The EEC finds that that the current title of the programme is not adequate as it does not reflect what the CoL wants to achieve with the programme on top of or complementary the requirements wrt. "Security Specialist – level 5". Tensions arising from the desire to serve multiple purposes also result in the programme having 123 ECTS instead of the normal stylized 120 ECTS.

Please select what is appropriate for each of the following sub-areas:

Sub-area		Non-compliant/ Partially Compliant/Compliant		
		Real Estate Mgmt	HR Mgmt	Security and Data Protection
4.1	Student admission, processes and criteria	Compliant	Compliant	Compliant
4.2	Student progression	Compliant	Compliant	Compliant
4.3	Student recognition	Compliant	Compliant	Compliant
4.4	Student certification	Compliant	Compliant	Partially compliant

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5. Learning resources and student support *(ESG 1.6)*

Sub-areas

    5.1. Teaching and Learning resources
    5.2. Physical resources
    5.3. Human support resources
    5.4. Student support

Findings

The EEC finds full compliance with respect to standards, indicators and criteria related to teaching and learning resources, human, physical and student support resources.

The EEC found proof of adequate and readily accessible teaching and learning resources (teaching and learning environments, materials, aids and equipment) provided to students and support the achievement of objectives in the study programme. All resources are fit for purpose (although some are basic) and student-centred learning and flexible modes of learning and teaching are taken into account when allocating, planning and providing the learning resources.

Findings for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC finds that the programme is best-practice equipped for successful delivery of the high quality teaching and learning experience the CoL stands for. Physical resources, such as lecture and tutorial rooms are adequate, library resources are adequate with a mix of physical texts and online material and students can access the Moodle remotely with courses offering a mix of face-to-face delivery and online classes.

Findings for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The program is well-equipped with sufficient resources to facilitate students' learning and professional development. Physical resources, including facilities, libraries, study spaces, and IT infrastructure, are sufficiently robust to effectively support the study program. Furthermore, the program offers comprehensive support services that cater to the diverse needs of the student population, including mature students, part-time learners, working professionals, international students, and those with special requirements.

Findings for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The program advocates student-centred learning and the programs have a relatively small number of students resulting in a favourable student-teacher ratio. The students appear to enjoy excellent tutoring and mentoring in the programs.

The staff are aware of the quality assurance policy and it is an integral part of the everyday operations. The students benefit from a very good student-teacher ratio and student feedback is very positive.

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Overall, the course receives feedback from the industry and the graduating students appear to have excellent career prospects in the industry. The interviewed students emphasized the value of the content which was provided.

Strengths

For all three programs, the EEC commends the CoL for its human and student support resource utilization. Tutors/mentors, counsellors, other advisers, qualified administrative staff, are adequate to support the study programme and the CoL's connections to industry are leveraged in this context.

Strengths for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC commends the CoL and programme management for its staff: staff appeared to be very student-centred and expressed willingness to help assist them with appropriate advisory services.

Strengths for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC found a great synergy among the teaching staff, students, alumni, and employers within the program. This synergy fosters a supportive environment where students receive robust support, both in terms of individual development and professional growth.

Strengths for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The EEC commends the CoL for its good international networks allowing students the chance to study/work(interns) abroad.

The EEC also commends programme management for very positive and forward-looking attitude of teaching and support staff, giving the impression that the programme has a solid foundation despite its recent introduction.

Student feedback, complaints were taken into account. The building was in excellent condition and computer lab, library and teaching rooms were satisfactory.

Areas of improvement and recommendations

Areas of improvement and recommendations for "Real Estate Administration and Management" (2 academic years, 120 ECTS, Diploma)

The EEC encourages the CoL to continue to invest in state-of-art classroom and complementary facilities to successfully deliver participative, active learning, e.g. flipped classroom.

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Areas of improvement and recommendations for "Human Resources Management" (2 academic years, 120 ECTS, Diploma)

The EEC finds that students consistently report a highly positive experience, underscoring the exceptional support they receive from lecturers, peers, and alumni members alike. This strong support network contributes significantly to the overall success of the program.

The EEC encourages the CoL to further enhance students' mobility, particularly considering that many of them are concurrently full-time employees. A more customized and flexible mobility program, taking into account factors such as duration, location, and industry sector, would be a valuable addition. Such tailored mobility initiatives could not only enhance the students' overall experience but also elevate the program's quality by aligning it more closely with the unique needs and circumstances of its diverse student body.

Areas of improvement and recommendations for "Security and Personal Data Protection" (2 academic years, 123 ECTS, Diploma)

The IT lab infrastructure seems quite ancient and basic: e.g. perhaps more modern 'swivel' chairs could be purchased in the future for student comfort.

Please select what is appropriate for each of the following sub-areas:

Sub-area		*Non-compliant/ Partially Compliant/Compliant*		
		Real Estate Mgmt	*HR Mgmt*	*Security and Data Protection*
5.1	Teaching and Learning resources	Compliant	Compliant	Compliant
5.2	Physical resources	Compliant	Compliant	Compliant
5.3	Human support resources	Compliant	Compliant	Compliant
5.4	Student support	Compliant	Compliant	Compliant

6. Additional for doctoral programmes *(ALL ESG)*

> **Sub-areas**
>
> **6.1. Selection criteria and requirements**
> **6.2. Proposal and dissertation**
> **6.3. Supervision and committees**

Findings
NOT APPLICABLE

Strengths
NOT APPLICABLE

Areas of improvement and recommendations

NOT APPLICABLE

Please select what is appropriate for each of the following sub-areas:

Sub-areas		Non-compliant/ Partially Compliant/Compliant
6.1	Selection criteria and requirements	Not applicable
6.2	Proposal and dissertation	Not applicable
6.3	Supervision and committees	Not applicable

D.   Conclusions and final remarks

Overall, the EEC finds that the CoL offers and delivers educational programmes:
- that have an open international mind-set (e.g. Erasmus exchange focused on international internships);
- open, widely available, of high quality and capable of satisfying demand for professionals with appropriate qualification in accordance with the development needs of the Latvian economy and the trends of the global education market;
- that contribute to the individual student's personality growth and social development;
- that reflect a contemporary education approach that meets the demands of the labour market and promotes the transformation of the (national) economy by focusing on the development of competencies, entrepreneurial skills and creativity needed to implement the priorities of smart specialization strategies.

The EEC recommends the CoL to establish clear strategies with respect to the following challenges:
- sustainable growth and internationalization: student numbers may, in the coming years, be affected by the relatively poor demographic situation in the country, the outflow of the Latvian population abroad and the increase of competition in higher education (especially in the college education system);
- attracting qualified (international) academic staff;
- investments in infrastructure matching the pedagogies of the institution (flipped class-room, active participation, …);
- the need for increasing flexibility in line with the rapid development of the labour market and the changing demands of employers (e.g. lifelong learning, postgrad education, …).

The EEC encourages the CoL to seek continuous improvement with respect to:

- systematical (e.g. annual) in-depth evaluations of the study programmes with all its stakeholders;
- strategies and tactics to avoid high drop-out rates and/or long study-completion times;
- the focus on, deepening and expansion of the students' learning experience next and complementary to their working experience;
- this experience of supplementing theoretical knowledge with the acquisition of practical skills and competencies by e.g. promoting the involvement of guest lecturers, recognized professionals in their field of activity, as well as international specialists to support the delivery of lectures/programmes;
- stimulating students to take part in activities of the CoL networked Latvian and foreign industry partners, organisations of higher education (colleges and scientific institutions), such as (international) conferences, workshops, forums, internships, (Erasmus) exchanges, etc …i.e. to maintain "best experiences of knowledge transfer" to students;
- the acquisition of critical thinking and even (applied, thematic, practice-relevant) research skills by the students reflected in reports/qualification papers.

Reviewing, assessing and appraising the College of Law (CoL), the EEC finds that the Study Field (departmental) evaluation leads to the conclusion that the College of Law is in overall compliance and is to be recognized as an excellent organization in the delivery of programmes demonstrating an efficient and effective approach to the core business and the continuous improvement thereof. This makes the CoL one of the leading college in Latvia and a reliable partner in the international context.

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The only major concerns the EEC wants to highlight relates to the "Security and Personal Data Protection" programme. As clearly detailed in the above, the title does not adequately reflect the design (content delivery), mission and vision of the programme and structure of the programme.
The CoL struggles with a correct positioning of the programme, that is in itself a strong and practice relevant programme. It could be argued that the programme tries to serve multiple purposes simultaneously, leading to some tensions. The programme aims to (and does so) meet the requirements set by the government with respect to the "Security Specialist – level 5" certification. At the same time, the programme wants to achieve more in terms of technical and management background (content and competences), resulting in a lack of focus or balance in specific core areas. The multiple purpose challenge also results in the programme having 123 ECTS instead of 120 ECTS.

It is important to note that the EEC appreciates the fact that the programme is very young and still under finetuning development. The EEC wants to explicitly voice its full confidence in the CoL and is convinced that the CoL, together with the excellent programme management of the programme, will be able to resolve these issues and to further grow into maturity.

As a final comment, the EEC was impressed by several strengths of all three programmes, of which the most important one is undoubtedly the successful efforts of all (extremely engaged, knowledgeable and experienced) teaching and support staff to deliver high quality professional/vocational programmes in a context of student-centredness (customer-intimacy), strong stakeholder connections and creating value for the world of practice.

E. Signatures of the EEC

Name	Signature
Philip Vergauwen, chair	
Na Fu	
Norman Hutchison	
Kevin Curran	
Platonas Michaelides	

Date: October 8th 2023