

APPROVED WITH  
NDAL Senate Decision No.2 of 31.07.2023  
Minutes No.6/2023  
In force with Order No.110 of the NDAL Rector of 01.08.2023

**Development plan for the study field "Military Defence"  
2023-2028**

The development plan for the study field "Military Defence" is developed in accordance with the NDAL Development Strategy for 2023-2032 and the guidelines set by the NAF.

No.	Goal	Task	Deadline	Person or department responsible	Achievable result
1.	Assessment of the study field "Military Defence"	1.1. Review the content of all study programmes and their relevance to vocational education curricula and occupational standards.	September, 2023	Study programme directors	The content of the study programmes is in line with the standards of vocational study programmes and profession, as well as with the professional needs of the NAF.
		1.2. The study plans shall be converted to the ECTS system in accordance with the Law on Higher Education Institutions and the Cabinet of Ministers Regulation No 305 of 13.06.2023.	August, 2023	Study programme directors	All NDAL courses are assessed according to the European Credit Transfer and Accumulation System (ECTS).
		1.3. Prepare self-assessment reports in accordance with the Quality Agency for Higher Education (AIKA) guidelines.	September, 2023	Study Programme Directors, Training Planning and Support Department	The self-assessment of the study programme "Military Defence" is submitted to the AIKA.
		1.4. Update and prepare all necessary documents (course descriptions, teaching staff CVs, internship regulations, etc.).	September, 2023	Study programme Directors, Training Planning and Support Department	The necessary documents for the self-assessment of the study field "Military Defence" have been prepared and submitted to the AIKA.
2.	Accreditation of study programmes of	Implementing the experts' recommendations in study	May, 2024	NDAL Vice-Rector	Making changes to all study programmes in line with expert assessments, which

	the study field "Military Defence"	programmes and submitting documents for accreditation.			improve the quality of study programmes. Accreditation of the study field "Military Defence".
3.	Improvement of study programmes	3.1. To define the main objectives and approve the six-year development plan for the study programme.	March, 2023	NDAL Rector	The development plan of the study field "Military Defence" has been approved, which identifies the main tasks and those responsible for their implementation at the NDAL.
		3.2. To consider the possibility of introducing the specialization "Naval Command Staff Officer" in the second level vocational higher education study programme "Command Staff Officer".	June, 2025	NDAL Vice-Rector	An opinion or action plan on the introduction of the specialization "Naval Command Staff Officer" in the second-level vocational higher education study programme "Naval Command Staff Officer" or a proposal on how the NDAL offers further studies to young people with higher maritime education.
		3.3. To consider the possibility of implementing the professional bachelor study programme "Air Forces Military Leadership" without a call for tenders.	January, 2026	Study programme director	An opinion or action plan for the implementation of the professional bachelor study programme "Air Forces Military Leadership" at the NDAL in cooperation with the NAF Air Forces or the establishment of a joint programme with the Institute of Transport and Communications (ITC).
		3.4. To consider the possibility of implementing the professional bachelor study programme "Naval Forces Military Leadership" without a call for tenders.	January, 2026	Study programme director	An opinion or action plan on the possibility of implementing the professional bachelor study programme "Naval Forces Military Leadership" at the NDAL in cooperation with the NAF Naval Forces.
		3.5. Introduce the EU Competence Module for Military Education (SQF-MILOF) in all study programmes.	2028	NDAL Vice-Rector	The EU military education competences are acquired during the studies.
		3.6. Improve information technology skills in study programmes.	2025	NDAL Vice-Rector	NDAL graduates are able to responsibly and safely select and use information

					technologies for service, research and lifelong learning, as well as for the acquisition, creation and sharing of digital content.
		3.7. Integrate graduates of O. Kalpaks Secondary School in studies at the NDAL.	February, 2025	NDAL Vice-Rector	NDAL pre-study stage for graduates of O. Kalpaks Secondary School developed and approved.
		3.8. Introduce drone control training for NDAL cadets.	July, 2023	Department of Study Planning and Support	Changes to courses and study programmes, introducing practical training in drone control.
		3.9. Increase the number of physical fitness classes in study programmes.	From September, 2023	Department of Study Planning and Support and the Physical Fitness and Sport Studies Course	Cadets' level of physical fitness has improved, with 60% passing the annual physical standards with "Excellent" and "Excellent" grades.
4.	Development of new study programmes in the field of studies "Military Defence"	4.1. Develop and approve a short cycle vocation-oriented higher education study programme for non-commissioned officers of NAF	March, 2025	NDAL Vice-Rector	A license for a short-cycle vocation-oriented higher education study programme is obtained and the programme is being launched.
		4.2. Review and revise the occupational standard "Lieutenant-Colonel" in line with changes to the Military Service Law.	September, 2024	NDAL Vice-Rector	Changes to the occupational standard "Lieutenant-Colonel" are approved.
		4.3. Develop and approve a new Master's degree programme in line with the changes to the Military Service Law.	September, 2025	NDAL Vice-Rector	Master's degree programme licensed and launched
		4.4. To develop and approve a professional study programme for NAF non-commissioned officers after a short cycle of vocation-oriented higher education.	March, 2028	NDAL Vice-Rector	The license for the professional study programme for NAF non-commissioned instructors has been obtained and its implementation has been started.
5.	Improving the quality of study programmes	5.1. Introduce a Quality Report for each study programme.	From October, 2023	Study programme director	The Council of Studies approves the submitted quality reports, according to

					which improvements are made in the study programmes. Cadet satisfaction with their studies rises to 80%.
		5.2. Introduce surveys for NDAL guest teaching staff and submission of survey results to the Council of Studies.	May, 2023	Department of Military Leadership Studies	Improving the cooperation process with NDAL guest teaching staff, introducing the necessary changes in the organization of studies.
		5.3. Implement changes in study programmes to improve quality, taking into account decisions taken by the NDAL Council and NDAL collegiate bodies regarding study programmes and decisions taken at off-site meetings.	Within one month after each decision	Study programme director	The content of study programmes is in line with current trends in the sector and higher education.
		5.4. Evaluate the results of the annual evaluation of academic staff and the cadet surveys on the performance of teaching staff.	Every calendar year, January	Head of the unit	Improving the quality of academic staff performance through annual appraisals and cadet evaluations.
		5.5. Offer highly qualified teaching staff from other universities to teach free elective courses in undergraduate programmes each academic year.	September-October of each calendar year	Department of Study Planning and Support	Increased number of courses of study, giving cadets more choices.
		5.6. At the start of studies, give a lecture to cadets on the values of the National Armed Forces, the duties of an officer, career opportunities.	Every calendar year, February	Department of Study Planning and Support	Cadets have a thorough understanding of the specifics of the service and career opportunities.
		5.7. Organize a seminar "Leadership" for NDAL graduates.	After the State Examination	Department of Military Leadership Studies	Graduates gain additional knowledge about leadership and enhance their leadership competences.
6.	Developing the e-learning environment	6.1. For teaching staff to put learning materials in an electronic environment ILIAS as ordered by the Vice-Rector of the NDAL.	September, 2023	Department of Study Planning and Support and the Department of Distance Learning	Cadets have access to course materials in a single electronic system ILIAS.

		6.2. Continue cooperation with the University of Latvia on the use of the University's server services.	Permanent	Department of Study Planning and Support	Information on students and study plans is stored in a single system, which facilitates the monitoring of the study process and the preparation of reports.
7.	Improving the governance of the field of study	7.1. To include representatives of the Student Council in the meetings of the Council of Studies when deciding on the results of the cadet surveys.	October-November, 2023	Secretary of the Council of Studies	Improved information flow between the NDAL management and cadets. Cadets are informed of the decisions of the NDAL management as to the results of the survey.
		7.2. Include in the general meetings the issues related to changes in the study process.	From September, 2023	Head of the Department of Study Planning and Support	Improved communication between the NDAL management and cadets, providing information and justification for key changes.
		7.3. Monitor the adequacy of the NDAL infrastructure for an attractive and modern learning environment for students.	Permanent	Head of the Department of Study Planning and Support	The NDAL infrastructure is in line with a modern study environment, with all necessary equipment and facilities modernized.
		7.4. Replace the computers in the computer room.	September, 2023	Department of Study Planning and Support	The computer classroom meets modern requirements, improving the teaching of information technology courses.
		7.5. Request in due time the NAF military training range and the necessary resources for tactical training, shooting classes and internship.	Permanent	Head of the Department of Study Planning and Support	Military exercises are conducted according to an approved plan, with all necessary resources provided.
		7.6. Amend the NDAL staff plan to provide for permanent posts for study programme directors.	2026	NDAL Vice-Rector	The NDAL has created permanent posts for programme directors, thus improving the quality of programme management.
		7.7. Review the responsibilities of the NDAL staff by introducing a person in charge of monitoring the internal quality of the NDAL.	2025	NDAL Vice-Rector	Improved internal quality monitoring of the NDAL, with a designated person in charge.
		7.8. Develop a staffing plan for academic staff in line with the launch of the new study programmes.	April, 2025	NDAL Vice-Rector	The implementation of the new short-cycle study programme and the Master's degree programme is ensured.

8.	Enhancing research activities in study programmes	8.1. Organise annual cadet scientific conferences	From June 2023	Department of Military Leadership Studies	Presentation of at least 6 studies at a scientific conference.
		8.2. Involve cadets in the annual Ministry of Defence hackathon.	Permanent	NDAL Vice-Rector	At least one NDAL team participates in the hackathon and presents its ideas related to innovation in the military environment.
		8.3. Involve and support NDAL academic staff in applied and interdisciplinary research through participation in local and international conferences and the publication of scientific articles.	From January, 2024	NDAL Vice-Rector	Academic staff shall participate in at least one national or international conference with a scientific paper per academic year.
9.	Extending the internationalization of the study process	9.1. In each study programme, consider the possibility for students to go on an exchange programme within ERASMUS+ or another international exchange programme.	October, 2023	Study programme director	Every student in the professional bachelor programme has the opportunity to go on an exchange programme at least once during their studies.
		9.2. Increase the participation of NDAL lecturers in the ERASMUS+ mobility programme.	October, 2023	NDAL Vice-Rector	At least one NDAL lecturer takes advantage of ERASMUS+ mobility opportunities each semester.
		9.3. Attract foreign guest lecturers to teach courses.	February, 2024	Department of Study Planning and Support	At least one course is taught by a foreign guest lecturer.
10.	Upgrading the qualifications of teaching staff	10.1. Organize seminars for faculty members on topical issues in education, management or the military.	Permanent	Department of Military Leadership Studies	Seminars on contemporary topics in education, management or the military are organized at least twice a year.
		10.2. Support staff participation in professional development courses.	Permanent	NDAL Vice-Rector	At least every two years, staff have the opportunity to attend refresher or professional development courses.
11.	Improving the promotion and recruitment activities	11.1. Maintain the NDAL website, updating it with current and relevant information.	Permanent	Department of Study Planning and Support	The NDAL website is easy to use and all the information you need about the NDAL is available.

		11.2. To give informative lectures on study opportunities at NDAL schools in Latvia.	Permanent	Department of Study Planning and Support	At least four lectures are given in schools in Latvia during the spring semester.
		11.3. Participate in the exhibition "School".	Every year	Department of Study Planning and Support	NDAL is a well-known Latvian higher education institution.
		11.4. Organize an Open Day involving NDAL cadets.	Every year	Department of Study Planning and Support	
		11.5. Organize attractive Shadow Days.	Every year	Department of Study Planning and Support	