

APPROVED WITH
NDAL Senate Decision No.2 of 15.06.2023,
Minutes No.4/2023
In force with the Rector of the NDAL
Order No. 96 of 19.06.2023

National Defence Academy of Latvia Regulations on Internal Quality Assurance of Studies

I. General rules

1. The Regulations on Internal Quality Assurance of Studies of the National Defence Academy of Latvia (hereinafter - the Regulations) establish the procedure for internal evaluation and administrative supervision of the quality of studies and training for accredited study programmes and career/qualification courses.

2. The purpose of the Regulations is to ensure the continuous operation of the quality assurance system at the NDAL, which is to be observed by NDAL staff, visiting staff and students.

3. The Regulations have been developed in accordance with the Law on Higher Education Institutions, internal normative acts of the Ministry of Defence and the National Armed Forces (hereinafter - NAF), NDAL Quality Policy, Standards and Guidelines for Quality Assurance in the European Higher Education Area.

II. Assurance of the quality of studies

4. The quality objective of NDAL studies is to implement the principles of quality and excellence of the NDAL Quality Policy: strategic and systemic approach, goal and result orientation, customer focus, staff co-responsibility, leadership, external and internal communication, collaboration and social responsibility and continuous improvement.

5. Factors significantly affecting the quality of studies at the NDAL:

5.1. local and international requirements, guidelines and trends in the higher education;

5.2. current and future needs of learners, as well as learners' expectations and satisfaction;

5.3. NAF Development Plan and NDAL Development Strategy.

6. The quality of studies at the NDAL is ensured by:

6.1. a diverse range of student-centered study programmes, in line with military trends;

6.2. Higher education based on practice and research, focused on student and learning outcomes;

6.3. competent academic staff;

6.4. a modern study environment and efficient organization of the study process.

III. Development, revision, approval of study programmes

7. NDAL develops higher education study programmes in accordance with the requirements of the NAF and the NDAL Development Strategy.

8. For the development of a new study programme, the Vice-Rector of the NDAL appoints a responsible official or several officials who, in accordance with the normative documents, prepare all the necessary documents for the development and licensing of the study programme. The content of a new study programme shall be reviewed and discussed by a working group approved by the NAF Commander, which shall include representatives of the employer and the students.

9. The following guiding principles shall be followed in the design of a new study programme:

9.1. clearly defined aims of the study programme, objectives, study outcomes and competences to be acquired;

9.2. the content, learning opportunities and facilities of the study programme are relevant to the programme's aims and expected learning outcomes;

9.3. the qualification to be obtained as a result of the study programme is clearly defined and described;

9.4. the qualification is referenced to the appropriate level of higher education in the National Qualifications Framework, and as a result is also referenced to the appropriate level of the European Higher Education Area Qualifications Framework.

10. When a new study programme is developed, the responsible official shall submit it to the NDAL Council of Studies (hereinafter referred to as the Council) for consideration. After receiving a positive assessment from the NDAL Council, the responsible official shall submit the programme to the NDAL Senate for approval. After approval by the NDAL Senate, the programme shall be submitted for licensing in accordance with the requirements of the laws and regulations of the Republic of Latvia.

11. Career and qualification course programmes shall be developed and approved in accordance with the procedures laid down by the Commander of the Training and Doctrine Command/NDAL Rector.

12. Study plans and course content of existing study programmes are reviewed by the study programme director at least once a year before the matriculation of new students (for bachelor's and second-level professional higher education programmes - December - January; for master's study programme - August - September).

13. The Director of the study programme, in cooperation with the methodologist, prepares a study plan for those students who start their studies in the 1st year. The study plan is reviewed and approved by the NDAL Council before the matriculation of students.

14. Changes in the existing study plans and inclusion of new study courses in the study plans shall be made in accordance with the proposal of the study programme director, who shall take into account the request and guidelines of the NAF, requirements of the normative enactments, and recommendations of the course lecturer, student surveys and other justified requirements.

15. The lecturer shall review the course description of his/her course once a year, make changes if necessary and send the revised course description to the NDAL Training Planning and Support Department (hereinafter - TPSD) for approval.

16. The NDAL TPSD officer in charge reviews the submitted course descriptions in accordance with the requirements of the higher education legislation. If necessary, the TPSD officer in charge will resend the description to the lecturer for correction. After all the necessary changes have been made, the TPSD officer in charge sends the course description to the programme director for approval, and after receiving approval, the methodologist forwards the course description to the NDAL Council for approval.

17. The course of study is included in the study plan after its approval by the NDAL Council.

IV. Planning and implementing the study process

18. The NDAL TPSD is responsible for drawing up the timetable of classes in accordance with the approved study plans. The timetable is drawn up at least two weeks before the start of the semester.

19. The NDAL TPSD contacts the course lecturers and schedules them according to the course description. Classes can be scheduled in modules or throughout the semester. When planning lessons, it is taken into account that the course must be completed without long breaks between lessons (no more than two weeks between lessons).

20. The NDAL TPSD shall enter the list of classes in the LAIS electronic system at least two weeks before the start of the classes.

21. Career and qualification courses shall be implemented by order of the TRADOC Commander in accordance with the content of the career or qualification course.

22. Before the beginning of the new academic year, the NDAL TPSD shall create course groups for all study programmes in the ILIAS electronic system (hereinafter - ILIAS), where the teaching staff shall upload the course materials of their courses.

23. The following student-centred guidelines apply to the implementation of the study process:

23.1. takes into account and respects the diversity of learners' academic and personal needs by designing appropriate ways of teaching;

23.2. use a variety of pedagogical methods, according to the circumstances

23.3. assessment criteria and methods are specified in the course descriptions and are introduced to the students in the first lessons;

23.4. students are encouraged to pursue their studies systematically and independently, while being guided and supported by teaching staff;

23.5. there is mutual respect between student and teacher;

23.6. feedback on course performance.

24. Before the start of the course, the NDAL faculty member posts his/her course materials in ILIAS. The person in charge of the Distance Learning Studies Department of the NDAL shall check the compliance of the materials and other information uploaded to ILIAS with the technical requirements for course design set by the NDAL.

25. The Head of the study course shall meet with the Cadets at least quarterly to discuss issues related to the study process and to answer questions from the Cadets.

V. Teaching resources

26. The teaching staff shall ensure that the required course materials are uploaded to ILIAS in accordance with the basic requirements for teaching - methodological materials for distance learning course components.

27. The teaching staff uses a variety of recording materials and video lectures to facilitate effective learning.

28. The Programme Director regularly reviews course materials.

29. The NDAL Library shall be regularly updated with the latest literature according to a list submitted by the NDAL faculty or staff to the Vice-Rector for approval.

30. The Library subscribes to databases that enable cadets to study more successfully.

31. Library staff support cadets in their literature search.

VI. Organization of regular surveys

32. The aim of the surveys is to find out the views of students, audiences, alumni and employers on the quality of the study/learning process and outcomes, and to use the results to improve the quality of studies.

33. The responsible persons of the NDAL regularly organize such surveys:

33.1. a survey for the NDAL cadet candidates (Annex 1);

33.2. a survey on study/career courses and the performance of the teaching staff (Annex 2);

33.3. a survey on internship (Annex 3);

33.4. a survey on practical courses (Annex 4);

33.5. a survey of NDAL alumni (Annex 5);

33.6. a survey for employers (Annex 6);

33.7. career/qualification survey (Annex 7);

33.8. a survey for NDAL guest lecturers (Annex 8).

34. The survey for cadet candidates shall be organized by the Head of the Cadet Candidate Course after the completion of the introductory course, and completed in the NDAL electronic environment (Annex 1). The results of the survey shall be summarized by the Head of the Cadet Candidate Course and submitted to the NDAL TPSD together with the report.

35. A survey about the course or career and the work of the teaching staff shall be sent after each course. Cadets and trainees complete the survey in the NDAL electronic information system (Annex 2). The results of the survey on the career course are compiled by the Head of the career course and submitted to the NDAL TPSD. The results of the surveys on the courses of study for each semester are compiled by the programme methodologist and submitted to the programme director.

36. The internship questionnaire and the practical course questionnaire are sent after the completion of the internship and practical course (Annexes 3 and 4). The surveys are organized and the results are compiled by the study programme methodologist and submitted to the study programme director.

37. The questionnaire to NDAL graduates shall be sent after they have passed the state examination (Annex 5). The surveys are organized and the results are compiled by the study programme methodologist and submitted to the study programme director, the NDAL Vice-Rector and the NDAL Rector.

38. The Rector of the NDAL discusses the results of the graduate surveys with the graduates before graduation.

39. The aim of the employers' survey is to find out the opinion of the NAF Regular Forces units and the National Guard on the relevance of the knowledge, skills and competences acquired by the NDAL graduates for military service, as well as to obtain proposals for improving the quality of studies. The Director of the study programme or the methodologist shall send the survey to employers by e-mail within 6 months after graduation from NDAL (Annex 6). The methodologist submits the compiled questionnaires to the study programme Director.

40. A survey on the career/qualification course is organized by the Head of the career/qualification course at the end of the course (Annex 7). The collected results of the surveys are submitted to the NDAL TPSD.

41. The questionnaire for visiting lecturers at the NDAL is organized by the Head of the Department where the visiting lecturer is recruited (Annex 8). The questionnaire is to be completed by the guest teaching staff before the end date of the contract. The results of the surveys are compiled by the Head of the relevant department and submitted to the NDAL Vice-Rector at the end of the academic year.

42. The Director of the study programme analyses the results of the survey of students, graduates and employers and uses them to improve the content and organization of the study programme.

43. The results of the surveys are discussed at a meeting of the NDAL Council of Studies, which is attended by representatives of the NDAL Student Council. The NDAL Council of Studies decides on the necessary improvements. The result of the surveys and the decision of the NDAL Student Council shall be reported to the NDAL assembly, at which the NDAL cadets shall be present.

VII. Procedure for submitting and handling proposals and complaints

44. Suggestions and complaints about the quality of courses can be made individually or by groups of students or teaching staff.

45. Anonymous suggestions or complaints can be dropped in the anonymous complaints, suggestions and proposals mailbox, which is available on the 1st floor of the NDAL building. Anonymous suggestions and complaints are considered and discussed at the meetings of the Council of Studies once a month.

46. Students or staff may submit proposals or complaints in writing to the Vice-Rector of the NDAL.

47. The NDAL Vice-Rector shall, within one month, examine the proposal or complaint, assess its merits and discuss it with all the parties involved.

48. In cases where violations of the NDAL internal regulations or the laws and regulations of the Republic of Latvia have been established, the Vice-Rector of the NDAL shall request a written explanation from the person about whom the complaint has been lodged. The decision and the response are made with the involvement of stakeholders: faculty, students and administration.

49. The Vice-Rector of the NDAL shall reply in writing to the petitioner or complainant no later than one month from the date of submission of the petition or complaint.

50. If, after reviewing the complaint, the complainant disagrees with the decision or proposed resolution, or the parties cannot reach an agreement, the NDAL Vice-Chancellor shall refer the complaint to the NDAL Academic Arbitration Court for further review.

VIII. Quality report

51. The internal quality assessment of studies and teaching is based on management reports for study programmes, career courses, qualification courses, which are prepared by programme directors in cooperation with methodologists and by the heads of career and qualification courses.

52. The quality report on study programmes is prepared at the end of the calendar year for the previous academic year.

53. A quality report on a career or qualification course is produced within one month of the course being completed.

54. The quality report shall include up-to-date information on the progress of the study programme or career or qualification course, assess feedback, justification for changes and an action plan (Annex 9).

55. Quality reports are reviewed and approved by the NDAL Council of Studies when deciding on the necessary changes to be made to a study programme or a career or qualification course.

SURVEY OF CADET CANDIDATES

The aim of the survey is to find out your opinion on the teaching process and the quality of the cadet candidate course. The survey data will only be used in an aggregate form.

For each statement, rate one answer (*with an X*) on a numerical scale from 4 to 0, where: 4 - strongly agree, 3 - rather agree, 2 - rather disagree, 1 - strongly disagree, 0 - hard to say.

You can comment on each statement. If the answer is unsatisfactory, please explain your assessment.

Statement	4	3	2	1	0	Comments
1. The purpose of the Cadet Candidate Course is clear and understandable.						
2. The quality of the Cadet Candidate Course is of a high standard.						
3. The organization of the training is well thought-out and fit for purpose.						
4. The material and technical support for the practical sessions is in line with the course objectives.						
5. Teaching staff are of a high professional standard.						
6. Teaching staff promote interest in the chosen profession.						
7. The knowledge acquired is fully relevant to the chosen profession.						
8. Support from the Head of the course is available.						
9. There is good cooperation with the course leader.						
10. Administrative issues are dealt with quickly and constructively.						
11. The infrastructure is fit for purpose.						
12. Living conditions are good.						
13. Learning promotes personal development.						

Additional comments:

Thank you for your answers!

SURVEY ON STUDY/CAREER COURSES AND STAFF PERFORMANCE

Study programme, course, semester _____

Study course _____

The aim of the survey is to find out your opinion on the quality and process of study/learning at the NDAL. The survey data will only be used in an aggregated form for the improvement of the study process.

Please give us your feedback on the work of the NDAL and the staff of the partner universities.

Rate each statement on a scale from "Strongly disagree" to "Strongly agree".

Statement	Totally disagree	Mostly disagree	Rather disagree	Rather agree	Mostly agree	Totally agree
1. Before the start of the course, the teacher informs the student about the aim of the course, the learning requirements and the assessment criteria.						
2. The course has a well-designed structure and scope.						
3. The teacher presents the content clearly.						
4. The teacher knows how to engage.						
5. The teacher has good oratorical skills.						
6. The teacher assesses objectively - according to the requirements.						
7. There was an opportunity to receive tutoring.						
8. The teaching methods used by the lecturer facilitated the learning of the course.						
9. During the lessons, the teacher maintains good contact with the audience.						
10. Theory and practice complement each other.						
11. I would love to take another course with this teacher.						

Additional comments:

Thank you for your answers! Good luck in your future studies!

INTERNSHIP SURVEY

Study programme, course, semester _____

Study course _____

The aim of the survey is to find out your views on the internship. The survey data will only be used in an aggregated form to improve the internship.

Rate each statement on a scale from "Strongly disagree" to "Strongly agree".

Statement	Totally disagree	Mostly disagree	Rather disagree	Rather agree	Mostly agree	Totally agree
1. Before the start of the internship, the supervisor of the internship informed about the conditions and the course.						
2. The internship is well structured and comprehensive.						
3. The traineeship is in line with the content of the course programme.						
4. The methods used by the internship supervisor facilitated the acquisition of new knowledge and skills during the internship.						
5. The internship commission assesses objectively - according to the requirements.						

Additional comments:

Thank you for your answers!

SURVEY ON PRACTICAL COURSES

Study programme, course, semester _____

Study course _____

The aim of the survey is to find out your opinion on practical military courses. The survey data will only be used in an aggregate form to improve the quality of the practical courses.

Rate each statement on a scale from "Strongly disagree" to "Strongly agree".

On the Summer Field Camp

Statement	Totally disagree	Mostly disagree	Rather disagree	Rather agree	Mostly agree	Totally agree
1. I am informed about the conditions and the course before I start.						
2. The aim of the course is clear and understandable.						
3. The course is well structured and comprehensive.						
4. The methods used in the course contributed to the acquisition of new knowledge and skills.						
5. The skills acquired will be useful for future service.						

About Combat Endurance Course

Statement	Totally disagree	Mostly disagree	Rather disagree	Rather agree	Mostly agree	Totally agree
1. The purpose of the CEC is clear and understandable.						
2. The quality of the CEC is high.						
3. The organization of the course is well thought-out and fit for purpose.						
4. Instructors have a high professional standard.						
5. The skills acquired will be useful for future service.						
6. Support is available from the course staff.						
7. The course promotes personal development.						
8. The course is useful for cadets.						

Additional comments:

Thank you for your answers!

QUESTIONNAIRE TO GRADUTES

Graduated programme _____

Year of graduation _____

The aim of the survey is to find out your opinion on the quality and process of study/learning at the NDAL. The survey data will be used to positively influence the study process based on the graduates' evaluation and comments.

Please give us your feedback on your studies at NDAL.

Rate each statement according to the answers provided. We would be very grateful for your comments.

Statement	Totally disagree	Mostly disagree	Rather disagree	Rather agree	Mostly agree	Totally agree	Difficult to say
1. The university and study programme I chose fully met my expectations.							
2. The quality of the study programme is high.							
3. The methodological and information support meets the programme requirements.							
4. Courses are delivered by highly qualified academic staff.							
5. NDAL international cooperation is at a high level.							
6. Students have the opportunity to participate in improving the quality of the study programme.							
7. I would definitely recommend NDAL to my relatives, friends and acquaintances.							

Additional comments:

Thank you for your cooperation!

SURVEY FOR EMPLOYERS

The aim of the survey is to find out your opinion on the quality of studies at the NDAL and the education received by graduates. The survey data will be used to positively influence the study process based on employers' thoughts and suggestions.

1. How many NDAL graduates from the last five years are working in your unit?

2. How would you describe the graduates of recent years in general? *(Several aspects can be noted.)*

- Good theoretical and practical training, able to carry out their duties independently at a moment's notice.
- After a short on-the-job training/induction, is able to carry out his/her duties.
- Graduates were well prepared in theory, but not sufficiently equipped with practical skills.
- Graduates had good practical skills but poor theoretical knowledge.
- Overall, it is difficult to make a judgement, as graduates are very diverse.
- Another answer _____

3. Please indicate *(with an X)* the extent to which NDAL graduates meet the learning outcomes defined in the European Qualifications Framework (EQF)! *(Comments are welcome, especially if you have indicated that the result was not achieved or rather not achieved.)*

Learning outcome	Fully achieved	Rather achieved	Rather not achieved	Not achieved	Comments
Able to demonstrate basic and specialized knowledge specific to the profession and a critical understanding of this knowledge, some of which is at the highest level of achievement in the profession.					
Able to demonstrate an understanding of the key concepts and patterns in the relevant professional field.					
Able to use the theoretical foundations and skills acquired to carry out professional and innovative activities, to formulate and analytically describe					

information, problems and solutions in their profession, to explain them and to reasonably discuss them with professionals and other stakeholders.					
Able to structure own learning, to guide own and subordinates' further learning and professional development, to demonstrate a scientific approach to problem solving, to take responsibility and initiative when working individually, in a team or leading others, to make decisions and find creative solutions in changing or uncertain circumstances.					
Able to acquire, select, and use information independently, make decisions and solve problems in the profession, demonstrate an understanding of professional ethics, assess the impact of their professional activities on the environment and society and contribute to the development of the professional field.					

Additional comments:

Thank you for your cooperation!

CAREER/QUALIFICATION COURSE SURVEY

The aim of the survey is to find out your opinion on the teaching process and the quality of the career course. The survey data will only be used in an aggregate form.

For each statement, rate one answer (*with an X*) on a numerical scale from 4 to 0, where: 4 - strongly agree, 3 - rather agree, 2 - rather disagree, 1 - strongly disagree, 0 - hard to say.

You can comment on each statement. If the answer is unsatisfactory, please explain your assessment.

Statement	4	3	2	1	0	Comments
1. The aim of the career course is clear and understandable.						
2. The quality of the career course is high.						
3. The organization of the training is well thought-out and fit for purpose.						
4. The material and technical support for the practical sessions is in line with the course objectives.						
5. Teaching staff are of a high professional standard.						
6. Teaching staff promote interest in the chosen profession.						
7. The knowledge acquired is fully relevant to the chosen profession.						
8. Support from the Head of the course is available.						
9. There is good cooperation with the course leader.						
10. Administrative issues are dealt with quickly and constructively.						
11. The infrastructure is fit for purpose.						
12. Living conditions are good.						
13. Learning promotes personal development.						

Additional comments:

Thank you for your answers!

SURVEY FOR GUEST TEACHING STAFF

The aim of the survey is to find out your views on cooperation with the National Defence Academy (NDAL). The survey data will only be used in an aggregate form.

How long have you been working with the NDAL?

- a. Less than one year.
- b. One to two years.
- c. Two to five years.
- d. More than five years.

A number of statements are made below. Please rate each statement assuming 1 - strongly disagree/does not fully agree, 2 - strongly disagree, 3 - difficult to answer, 4 - strongly agree, 5 - strongly agree/fully agree.

You can comment on each statement. If the answer is unsatisfactory, please explain your assessment.

Statement	5	4	3	2	1	Comments
1. I am satisfied with my cooperation with the NDAL so far.						
2. I am satisfied with the communication.						
3. I always got answers to my questions from the NDAL.						
4. I always receive information about a new course in full.						
5. I am satisfied with the material and technical base (teaching materials, the possibility to come at your own convenience and print the necessary materials on the spot, the availability of computers in the classrooms).						
6. I understand where, when and how to upload learning materials to the ILIAS online learning platform.						
7. I am satisfied with the classroom set-up and equipment (computer, projector, necessary software).						
8. I am aware of the resources available in the NDAL Library.						
9. I am satisfied with the workspace and the material and technical equipment for teaching staff.						
10. I fully understand the payment terms.						
11. I always get enough support in problem situations.						
12. I am sufficiently informed and knowledgeable about my field in a military context.						

13. I am keen to continue working with the NDAL in the future.							
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Additional comments:

Thank you for your answers!

Quality report on _____

Title of study programme/career/qualification course

Reporting period/Time of occurrence	
Number of trainees	
Number of dropouts (reason)	
Teaching staff (which teaching staff were involved)	
Up-to-date information on study programmes/career/qualification courses	
Evaluation of changes introduced (previous period)	
Assessment of success	
Summary of feedback	
Equipment provision (relevant to the training programme)	
Justification for the changes required	
Action plan for implementing the changes	
Tasks to be carried out	
Responsible persons	
Execution time	
Resources required	

Prepared by: _____
(position, rank, signature, name, surname)