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**Title**

Two Sides of the Same Coin : How to Involve Employers in Higher Education and Its Quality Management System / Anita Lice ; Tatjana Volkova ; Arkadijs Zvaigzne

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**Abstract**

Employers form the opinion about higher education institutions by employing their graduates and encountering learning outcomes in the process of their application. Therefore they can provide valuable information for higher education stakeholders, not only about the labour market but also about higher education itself from an external perspective. This article presents the views of employer representatives on two main issues: How employers could be better involved in higher education and how the higher education quality management system could be improved to better meet employers' expectations. The survey included employer representatives who had experience in evaluating the quality of higher education and thus had a deeper understanding of higher education than their counterparts. The research results confirmed that employers are keen on participating in activities which give them a say on the national regulation of higher education or in institutional activities which provide a direct and immediate benefit to their enterprise. To better meet employer expectations, the quality management system of higher education should be professionally run, pay

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attention to the development of internal quality management systems of higher education institutions, consider the best international practice and include only meaningful procedures and criteria. (HRK / Abstract übernommen)