

## Besluit

**Besluit strekkende tot een positieve beoordeling van een aanvraag toets nieuwe opleiding van de opleiding wo-master Military Strategic Studies van de Faculteit Militaire Wetenschappen van de Nederlandse Defensie Academie**

	<b>Gegevens</b>	
<b>datum</b>	17 januari 2013	
<b>onderwerp</b>	Instelling	: Faculteit van de Militaire Wetenschappen van de Nederlandse Defensie Academie
	Opleiding	: wo-master Military Strategic Studies
Toets nieuwe opleiding	Variant	: deeltijd
wo-master	Afstudeerrichtingen (tracks)	: 1. Intelligence and Security 2. Military Management & Logistics 3. War Studies
Military Strategic Studies van de Nederlandse Defensie Academie (000654)	Locatie	: Breda
<b>uw kenmerk</b>	Studieomvang (ECTS)	: 60
NLDA/2012045419	Datum macrodoelmatigheidsbesluit	: niet van toepassing
<b>ons kenmerk</b>	Datum aanvraag	: 3 juli 2012
NVAO/20130104/AH	Datum locatiebezoek	: 28 oktober 2012
<b>bijlagen</b>	Datum paneladvies	: 4 december 2012
2		

### Beoordelingskader

Beoordelingskader voor de uitgebreide toets nieuwe opleiding van de NVAO (Stcrt. 2010, nr 21523).

### Bevindingen

De NVAO stelt vast dat in het paneladvies deugdelijk en kenbaar is gemotiveerd op welke gronden het panel de kwaliteit van de opleiding voldoende heeft bevonden.

### Advies panel

Samenvatting bevindingen en overwegingen panel.

The Accreditation Organisation of the Netherlands and Flanders (NVAO) received a request for an initial accreditation procedure, including programme documents, regarding a proposed master's programme Military Strategic Studies at the Netherlands Defence Academy. NVAO convened an expert panel, which studied the information available and discussed the proposed programme with representatives of the institution and the programme during a site visit.

Pagina 2 van 6 The following considerations have played an important role in the panel's assessment.

#### *Intended learning outcomes*

The academic master's programme Military Strategic Studies is concerned with understanding, analyzing and explaining the military dimension of international security. The programme explores the relationship between politics and the many kinds of military power: from the use of terror by small, non-state groups to cyber threats and the threatened use of nuclear weapons.

According to the panel, the programme is ambitious and challenging, with a strong focus on military strategy. The programme is timely relevant and serves a niche. The panel believes it makes an interesting contribution in a rapidly changing field. It is clear to the panel that the Netherlands Defence Academy performed a thorough benchmark analysis.

Three categories of exit qualifications (intended learning outcomes) must be achieved: knowledge-related exit qualifications, skills-related exit qualifications and attitude-related exit qualifications. Four or five skills-related exit qualifications are defined for each of the three following tracks: *war studies*; *intelligence & security*; and *military management and logistics*. The panel is of the opinion that the exit qualifications which have been formulated do meet the requirements which generally apply to a programme in this field of studies. The exit qualifications are very well-articulated and clearly specified. They correspond with the general, internationally accepted description of a master's qualification (Dublin descriptors).

The institution has suggested to classify the programme in the CROHO section 'Sectoroverstijgend'. According to the panel, this is a correct choice. The panel advises the NVAO to follow this proposal.

The panel assesses standard 1 on the intended learning outcomes as satisfactory.

#### *Learning environment*

The programme consists of two compulsory core courses and track-linked courses belonging to the chosen track. At the end of the programme, students do a track-linked Graduation Work. The Graduation Work consists of a research seminar, a thesis, a summary of the thesis and a final presentation. The panel believes that the programme offers the students the possibility to obtain thorough knowledge, insight and skills in the field of military strategic studies, and in particular in one of the three master tracks.

The panel has some concerns on the coherence of the programme. In the presented curriculum, the core part of the programme is rather small (10 ECTS) and students do not have the ability to choose electives from different tracks. The panel advises the programme to consider more flexibility in the programme and let students be able to choose electives from different tracks.

The panel is positive about the didactic concept of the programme, which is a blended-learning concept, offering a variety of working methods, both in face-to-face meetings as well as by electronic learning devices. The qualifications of the incoming students are in line with the structure and contents of the intended curriculum. However, the panel feels that there is a lack of internal consistency and overall an excessive workload in the programme. The panel discovered that the workload is not correctly measured for some courses. For example, students need to write a different amount of pages for courses of the same size. In

Pagina 3 van 6 addition, the students are asked to write and read too much. The panel doubts if the students will be able to keep up with the expectations, together with their regular work as fulltime officers.

Because of the above mentioned concerns, the panel assesses standard 6 on the feasibility of the programme as unsatisfactory. The panel assesses the other standards concerning the learning environment as satisfactory.

#### *Staff*

The panel feels that the programme has an effective staff policy in place and that the programme is well framed around the competencies of the staff. The panel thinks that the number of lecturers which is calculated for the new programme is sufficient. Therefore, the panel assesses the standards concerning the staff as satisfactory.

#### *Facilities*

The panel thinks the facilities are adequate for realising the programme. The students are accommodated in classrooms suited to the educational needs and the students have access to all Netherlands Defence Academy library facilities in Breda, Den Helder and The Hague as well as additional study facilities. In addition, the students are well informed about the programme. There is adequate staff to provide mentoring as well as information provision for students. Therefore, the panel assesses the standards concerning the facilities and the tutoring as satisfactory.

#### *Quality assurance*

The panel is of the opinion that an adequate evaluation of the core, the tracks and the graduation work will be in place. The panel is of the opinion the students will be sufficiently questioned. The programme intends to actively involve staff, students, alumni and the relevant professional field in the internal quality assurance system. Therefore, the panel assesses the standards concerning the quality assurance as satisfactory.

#### *Assessment*

The students will be assessed, by means of many different assessment forms, in an adequate way to determine whether they have achieved the intended learning outcomes of the programme or parts thereof. There is some vagueness about the proportions and the asked length of essays and papers, according to the panel. There is a need for standards across all courses, it has to be clear to students what is expected. In general, the overall quality of the assessment is good. Therefore, the panel assesses the standard on assessment as satisfactory.

#### *Guarantees for completion*

The panel trusts the applicant has taken sufficient measures to ensure that students can complete the whole programme. The panel thinks the financial provisions are sufficient to cover the initial losses within a reasonable span of time. Therefore, the panel assesses the standard on guarantees for completion as satisfactory.

Given these considerations, the panel advises NVAO to take a positive decision regarding the quality of the proposed programme master's programme Military Strategic Studies at the Netherlands Defence Academy.

De NVAO vraagt expliciet aandacht voor de aanbevelingen van het panel om de studielast van de studenten beter te monitoren en om de consistentie rond werklast en toetsing bij de verschillende onderdelen in het programma te optimaliseren.

**Besluit**

Ingevolge het bepaalde in artikel 5a.10, tweede lid, in verbinding met artikel 5a.11, zesde lid, van de WHW heeft de NVAO Luitenant-generaal b.d. D. Starink Voorzitter van de Stichting Wetenschappelijk Onderwijs en Onderzoek NLDA van de Faculteit Militaire Wetenschappen van de Nederlandse Defensie Academie te Breda in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 11 december 2012 naar voren te brengen. Bij e-mail van 7 december 2012 heeft Luitenant-generaal b.d. D. Starink ingestemd met het voornemen tot besluit.

De NVAO besluit de aanvraag Toets nieuwe opleiding wo-master Military Strategic Studies van de Faculteit Militaire Wetenschappen van de Nederlandse Defensie Academie positief te beoordelen.

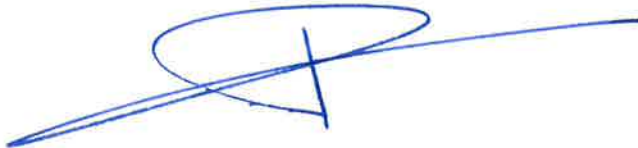
Graad: Master of Arts.

Advies onderdeel Croho-register: Sectoroverstijgend.

van kracht tot en met 16 januari 2019.

Den Haag, 17 januari 2013

Nederlands-Vlaamse Accreditatieorganisatie

A handwritten signature in blue ink, consisting of a large, stylized loop followed by a horizontal line that extends to the right and then curves back down to meet the loop.

R.P. Zevenbergen  
(bestuurder)

Tegen dit besluit kan op grond van het bepaalde in de Algemene wet bestuursrecht door een belanghebbende bezwaar worden gemaakt bij de NVAO. De termijn voor het indienen van bezwaar bedraagt zes weken.

Onderwerp	Standaarden	Oordeel
<b>1 Beoogde eindkwalificaties</b>	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	V
<b>2 Programma</b>	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk	V
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken	V
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken	V
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten	V
	6. Het programma is studeerbaar	O
	7. De opleiding voldoet aan wettelijke eisen met betrekking tot de omvang en de duur van het programma	V
	<b>3 Personeel</b>	8. De opleiding beschikt over een doeltreffend personeelsbeleid
9. Het personeel is gekwalificeerd voor de inhoudelijke, onderwijskundige en organisatorische realisatie van het programma		V
10. De omvang van het personeel is toereikend voor de realisatie van het programma		V
<b>4 Voorzieningen</b>	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma	V
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten	V
<b>5 Interne kwaliteitszorg</b>	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen	V
	14. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken	V
<b>6 Toetsing</b>	15. De opleiding beschikt over een adequaat systeem van toetsing	V
<b>7 Afstudeergarantie en financiële voorzieningen</b>	16. De instelling geeft aan studenten de garantie dat het programma volledig kan worden doorlopen en stelt toereikende financiële voorzieningen beschikbaar	V
<b>Algemene conclusie</b>		<b>V</b>

V = voldoende O = onvoldoende

Pagina 6 van 6 **Bijlage 2: panelsamenstelling**

- Prof. dr. R.V.A. Janssens (Ruud), Professor of American Studies, University of Amsterdam;
- Prof. dr. J. Leysen (Jan), head of the Department of Economics, Management and Leadership and Dean of the Faculty of Social and Military Sciences;
- Prof. R.J. Aldrich (Richard), director of the Institute of Advanced Study, professor of International Security, Department of Politics and International Studies, University of Warwick;
- Prof. P. Sabin (Philip), Professor of Strategic Studies, Department of War Studies, King's College London;
- A.J.T.M. Smulders (Toine), BSc, student at Maastricht University, Master Healthcare Policy and Innovation Management.

Het panel werd bijgestaan door Irma Franssen, beleidsmedewerker NVAO, procescoördinator en Linda van der Grijsparde, secretaris.