



NVAO • THE NETHERLANDS

PEER REVIEW NEW PROGRAMME

MASTER'S PROGRAMME

SCALING UP

Global School for Entrepreneurship

SUMMARY REPORT

9 August 2021

1 Peer Review

The quality of a new programme is assessed by means of peer review. A panel of independent peers including a student reviews the plans during a site visit to the institution. A discussion amongst peer experts forms the basis for the panel's final judgement and the advisory report. The focus is on the curriculum, the teaching and learning environment, and student assessment.

The Accreditation Organisation of the Netherlands and Flanders (NVAO) takes a formal decision on the quality of the new programme based on the outcome of the peer review. This decision can be positive, conditionally positive or negative. Following a positive NVAO decision with or without conditions the institution can proceed to offer the new programme. Upon completion of the programme graduates are entitled to receive a legally accredited degree.

This summary report contains the main outcomes of the peer review. A full report with more details including the panel's findings and analysis is also available. NVAO bases an accreditation decision on the full report.

Both the full and summary reports of peer reviews are published on NVAO's website www.nvao.net. There you can also find more information on NVAO and peer reviews of new programmes.

Because of COVID-19 temporary measures apply for this peer review.

2 Panel

Peer experts

1. Jacqueline Cramer (*chair*): professor in sustainable innovation at Utrecht University, strategic advisor of the Utrecht Sustainability Institute;
2. Nies Rijnders (*panel member*): senior project manager at Avans;
3. Wouter Josso (*panel member*): educational manager International Business at Fontys Hogescholen;
4. Hessel Prins (*student member*): student MBA at LOI, instructor professional education at De Haagse Hogeschool.

Assisting staff

- Erik van der Spek: secretary
- Jona Rovers: NVAO policy advisor and process coordinator

Site visit

Online visit, July 2nd, 2021

3 Outcome

The NVAO panel reaches the conclusion *conditionally positive* about the quality of the Master Scaling up offered by the Global School for Entrepreneurship. The programme complies with seven standards of the extensive NVAO framework and partially complies with three standards.

The panel is charmed by the main asset of the master's programme Scaling Up: the idea of scaling up a start-up while studying relevant business theory is very appealing. This central idea is developed further in the curriculum, which combines theory, research and real-life cases from the working field. Also in the composition of the staff the panel encountered a healthy balance of academic knowledge and professional experience. An interesting feature is the incubator, an individual part of the programme that is tailor-made to fit the needs of each students' business initiative.

On the other hand, the panel saw room for improvement in quite a few areas. For instance, the panel feels that the programme should clarify the research component and the role of methodology within the programme. The same goes for the learning outcomes: in the current set-up, it is not always clear how they can be assessed. Another recommendation concerns the international component of the programme: both the ambitions of the programme and the way the students are prepared for an international playing field need clarification.

A general point of improvement concerns the documentation. The panel established that a substantial number of plans and initiatives were present, but mainly were to be found in the heads of developers and staff. Therefore this report contains several recommendations to describe or elaborate parts of the curriculum, formal requirements and procedures. The panel also stresses the importance of sufficient and full student information on these topics.

In summary, the panel appreciates the focus of the programme, but at the same time feels that more effort is needed to finalize it. Since the final conclusion is 'conditionally positive', the panel posed a number of conditions (see the standards 2, 3 and 5 and the summary in 6.12). The panel, however, is convinced that both management and staff will be able to fulfill these conditions within the set timeframe.

4 Commendations

The programme is commended for the following features of good practice.

1. **Promising didactic approach** - The programme employs the CORE-concept (Competence Oriented Research and Education), which is based on the assumption that students construct their own understanding and knowledge through experience and reflection. This is done through working in small groups combined with highly personalized guidance (staff-student-ratio of 1:10).
2. **Incubator project** - The incubator, with its tailor-made setup, is one of the strong points of the programme. In addition, the incubator contributes to the feasibility of the programme, since it is linked to the students' own scale-up.
3. **Balanced staff** - The staff consists of professionals in three different roles: learning coaches, subject experts and field experts. Within the staff, there is a healthy balance

of academic knowledge and professional experience. This balance is also reflected in the Board of Inspiration and the Academic Board.

4. **Inspiring accommodation and facilities** - The panel feels that the location (close to the center of Amsterdam) offers an added bonus to the students of the master programme. The location and the facilities are attractive to both international and domestic students.
5. **Reliable assessments**: The programme has taken extensive measures to safeguard the validity and reliability of the assessments.

5 Recommendations

For further improvement to the programme, the panel recommends a number of follow-up actions.

1. **Assessable learning outcomes** - Re-evaluate the learning outcomes and make sure they are assessable. A further option would be to reduce the number of learning outcomes to simplify the constructive alignment of the programme.
2. **Methodology and research line** - Elaborate the learning goals concerning research and methodology and develop a dedicated research line.
3. **International ambitions** - The panel advises the programme to define the ambitions in the field of internationalization in a clear and transparent way and to show how these ambitions are incorporated into the modules.
4. **Consistent intake procedure** - Redesign the intake procedure so that it fits each of the intended target groups.
5. **Professionalization of staff** - Develop and implement a professionalisation policy for working with the CORE didactic model, BKE and SKE, and introduce a minimum requirement for the level of English of the staff (for instance Cambridge C1).
6. **Students with special needs** - Develop and implement a policy for students with special needs.

6 What comes next?

NVAO grants initial accreditation to a new programme on the basis of a panel's full report. The decision is valid for a maximum of six years. Upon accreditation the new programme will follow the NVAO review procedures for existing programmes. NVAO publishes the accreditation decision together with the full report. A summary report is also available.¹

Each institution has a system of quality assurance in place ensuring continuous follow-up actions and periodic peer-review activities. Peer reviews help the institution to improve the quality of its programmes. The progress made since the last review is therefore taken into consideration when preparing for the next review. The follow-up activities are also part of the following peer-review report. For more information, visit the institution's website.²

¹ <https://www.nvaio.net/nl/besluiten>

² <https://www.globalschoolforentrepreneurship.com/>

7 Summary in Dutch

Het panel oordeelt *positief onder voorwaarden* over de kwaliteit van de masteropleiding Scaling Up van de Global School for Entrepreneurship. Dit is de uitkomst van de kwaliteitstoets uitgevoerd door een panel van *peers* op verzoek van de Nederlands-Vlaamse Accreditatieorganisatie (NVAO). Voor deze beoordeling heeft het panel gesprekken gevoerd met de opleiding op 2 juli 2021.

Het panel is gecharmeerd van de belangrijkste troef van de masteropleiding Scaling Up: het idee om een startup te ontwikkelen en tegelijkertijd relevante bedrijfskundige theorie te bestuderen is heel aantrekkelijk. Dit centrale idee wordt verder uitgewerkt in het curriculum, waarin theorie, onderzoek en praktijkcases vanuit het werkveld worden gecombineerd. Ook in de samenstelling van het personeel trof het panel een gezond evenwicht aan tussen academische theorie en beroepservaring. Een interessant onderdeel is verder de incubator, een individueel onderdeel van het programma dat op maat wordt gemaakt voor elke startup die de studenten inbrengen.

Anderzijds zag het panel nog voldoende ruimte voor verbetering. Zo vindt het panel dat het programma de onderzoekscomponent en de rol van methodologie binnen het programma moet verduidelijken. Hetzelfde geldt voor de leerdoelen: in de huidige opzet is het niet altijd duidelijk hoe deze getoetst kunnen worden. Een andere aanbeveling betreft de internationale component: zowel de ambities van de opleiding als de wijze waarop de studenten worden voorbereid op een internationaal speelveld, behoeven verduidelijking.

Een algemeen punt van verbetering betreft de documentatie. Het panel heeft vastgesteld dat veel plannen en initiatieven vooral te vinden zijn in de hoofden van ontwikkelaars en staf. Daarom bevat dit verslag een flink aantal aanbevelingen om delen van het leerplan, formele eisen en procedures te beschrijven of uit te werken. Het panel wijst ook op het belang van voldoende voorlichting aan de studenten over deze onderwerpen.

Samenvattend heeft het panel waardering voor de focus van het programma, maar vindt het tegelijkertijd dat meer inspanning nodig is om dit te voltooien. Het panel is er echter van overtuigd dat de directie en de staf in staat zijn de nodige verbeteringen tijdig door te voeren.

Meer informatie over de NVAO-werkwijze en de toetsing van nieuwe opleidingen is te vinden op www.nvao.net. Voor informatie over de Global School for Entrepreneurship verwijzen we naar de website van de instelling.³

Als gevolg van de beperkende omstandigheden door COVID-19 geldt voor deze kwaliteitstoets een tijdelijke procedure.

³ <https://www.globalschoolforentrepreneurship.com/>

