



NVAO • THE NETHERLANDS

INITIAL ACCREDITATION

HBO-MASTER

APPLIED SUSTAINABILITY MANAGEMENT

Stichting Global School for
Entrepreneurship University of Applied
Sciences

SUMMARY REPORT

30 March 2023



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

- Drs. Nies Rijnders (chair), Education Consultant, Rijnders Onderwijs Advies;
- Dr. Lonneke Roza PhD, Manager Community Investment NN Group and freelance coach Rotterdam School of Management;
- Dr. Gilbert Silvius MSc, MBA. Lecturer and researcher Sustainability in Project Management Hogeschool Utrecht, LOI and Wittenborg;
- Marijn Nijssen MSc (student), student Science Business & Innovation, Vrije Universiteit.

Assisting staff

Jeroen van der Spek (secretary)

Yvonne Overdevest (NVAO policy advisor and process coordinator)

Site visit

Haarlem, 30 maart 2023

3 Outcome

The NVAO approved panel reaches a positive conclusion regarding the quality of the HBO-Master Applied Sustainability Management offered by Stichting Global School for Entrepreneurship University of Applied Sciences (GSE). The programme complies with 9 standards of the extensive NVAO framework and partially complies with 1 standard.

The Master Applied Sustainability Management aims to prepare students to become experts in sustainable business development. The programme meets a rapidly growing need. Sustainability is an important social issue that affects almost all organisations. As a result, the labour market is in great need of professionals who can contribute to the transition to more sustainable operations or working methods.

The panel notes that the programme was designed in close consultation with the professional field. The GSE had several meetings with the so-called Board of Inspiration, in which local companies, not-for-profit organisations and network organisations are represented. The Board of Inspiration provided the GSE with many ideas and tips that have been incorporated into the programme, and plays an active role in the further development of the programme.

The master's programme is offered in part-time and full-time variants and has a study load of 60 EC. The programme consists of 10 modules spread over two semesters. In the first semester, students focus mainly on the three core areas of study: business development, sustainability and transformation management. In the second semester, the focus is mainly on processing the knowledge taught in assignments and life-case studies.

The panel notes that the GSE has realised a multifaceted programme, covering specialist knowledge in sustainability as well as personal and social competences. The panel does note that research remains somewhat underexposed in the programme. The panel therefore asks the GSE to give research methodology a more prominent place in the curriculum. The Master's programme is offered in Haarlem's former domed prison, the Dome. In recent years, the dome and surrounding buildings have been converted into a Campus of Science, which includes many local companies. The panel notes that the Campus is an inspiring and vibrant learning environment, and the presence of companies provides a natural link between education and professional practice.

The panel got to know an enthusiastic team of teachers with extensive international experience. Teaching is delivered by pairs of lecturers and learning coaches, so that the imparting of knowledge and the support of the learning process go hand in hand. In summary, the panel is of the opinion that the GSE has realised an attractive programme, which meets a great need and is elaborated in a varied curriculum.

The conditions to be met before the start of the programme are the following: delineate research more clearly in the programme and ensure that students have sufficient time to develop research skills.

4 Commendations

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

1. **Co-teaching** - Co-teaching by pairs of lecturers or learning coaches allows for the optimal offering of combined educational content and student support.
2. **Professional field** - The Board of Inspiration, consisting of representatives from the professional field, contributed many ideas and is closely involved in the programme.
3. **CORE** - The program is designed according to the Competence Oriented Research and Education (CORE), a proven didactic model that ensures a high degree of programme consistency.
4. **Haarlem Campus** - The education programme takes place in the former dome prison of Haarlem: a unique learning and working environment with many opportunities for cooperation between education and the business community.
5. **Team** - The programme is provided by a teaching team with extensive international teaching and working experience

5 Recommendations

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

1. **Programme** - Make a clear choice in each module which learning outcomes get more or less emphasis.
2. **Intake** - Describe more clearly how the intake process works and what will be the status of the intake assessment and interview.
3. **Professionalisation** - Draw up a professionalisation plan that clarifies how the teaching team can continue to develop, especially in the area of teaching and testing competencies.
4. **Quality assurance** - Clearly define quality processes and ensure that students are also involved in the programme in a formal sense.
5. **Examination board** - Ensure that knowledge and responsibilities are better distributed among the members of the examination board so that the board is not dependent on one member.

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.nvao.net/nl/besluiten>

² <https://www.gs4e.com>

7 Summary in Dutch

Het panel oordeelt positief onder voorwaarden over de kwaliteit van de HBO-Master Applied Sustainability Management van de Stichting 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 30 maart 2023.

De Master Applied Sustainability Management leidt studenten op tot experts in sustainable business development. De opleiding voorziet in een snel toenemende behoefte. Duurzaamheid is een zeer actueel maatschappelijk thema, waar vrijwel alle organisaties mee te maken hebben. Op de arbeidsmarkt is dan ook een grote behoefte aan professionals die kunnen bijdragen aan de overgang naar een meer duurzame bedrijfsvoering of werkwijze.

De masteropleiding wordt aangeboden in een parttime en een fulltime variant en heeft een studielast van 60 EC. Het programma bestaat uit 10 modules die zijn verdeeld over twee semesters. In het eerste semester richten studenten zich op de drie pijlers van de opleiding: business development, duurzaamheid en transformatiemanagement. In het tweede semester ligt de focus vooral op het verwerken van de aangereikte kennis in opdrachten en life-case studies.

Het panel stelt vast dat de opleiding een veelzijdig programma heeft gerealiseerd, waarin zowel aandacht is voor specialistische kennis op het gebied van duurzaamheid als voor persoonlijke en sociale vaardigheden. Het panel merkt wel op dat onderzoek enigszins onderbelicht blijft in het programma. Het panel vraagt de GSE dan ook om in het curriculum een duidelijker plaats in te bouwen voor onderzoeksmethodologie. Aanvang van de opleiding is na het voldoen aan de voorwaarden.

Het Masterprogramma wordt aangeboden in de voormalige koepelgevangenis van Haarlem, de koepel. De koepel en omringende gebouwen zijn de afgelopen jaren verbouwd tot een Campus of Science, waarin ook veel lokale bedrijven actief zijn. Het panel merkt op dat de Campus een inspirerende en levendige leeromgeving is, en de aanwezigheid van bedrijven voor een natuurlijke verbinding tussen onderwijs en beroepspraktijk zorgt.

Het panel heeft kennis gemaakt met een enthousiast team van docenten met veel internationale ervaring. Het onderwijs wordt verzorgd door duo's van docenten en learning coaches, waardoor het aanrijken van kennis en de ondersteuning van het leerproces hand in hand gaan. Samenvattend is het panel van mening dat de GSE een aantrekkelijke opleiding heeft gerealiseerd, die in een grote behoefte voorziet en is uitgewerkt in een gevarieerd curriculum.

Meer informatie over de NVAO-werkwijze en de toetsing van nieuwe opleidingen is te vinden op www.nvao.net. Voor informatie over de Stichting 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.gs4e.com>

The full report was written at the request of NVAO and is the outcome of the peer review of the new programme
Master Applied Sustainability Management of Stichting Global School for Entrepreneurship University of Applied Sciences

Application no: AV-1525



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