



NVAO • THE NETHERLANDS

INITIAL ACCREDITATION

PROFESSIONAL MASTER

SPORT BUSINESS & LEADERSHIP

Hogeschool van Amsterdam

SUMMARY REPORT

12 APRIL 2024

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.

2 Panel

Peer experts

- Steven Decroos (chair), professor 'Lichamelijke Opvoeding en Bewegingsrecreatie', coordinator 'Domein Beweging', Karel de Grote University of Applied Sciences and Arts;
- Anneke van Zanen-Nieberg, consultant at VanBerkel Professionals, chair NOC*NSF;
- Menno Slingerland, lecturer-researcher at the bachelor 'ALO' and the master 'Sport- en Bewegingsonderwijs', Fontys University of Applied Sciences;
- Idris in 't Hof (student member), student 'Humanistiek & Psychologie', HU University of Applied Sciences Utrecht.

Assisting staff

- Johanna Gordijn, external secretary;
- Jona Rovers, NVAO policy advisor and process coordinator.

Site visit

Amsterdam, 15 March 2024.

3 Outcome

The NVAO approved panel reaches a positive conclusion regarding the quality of the Master's programme Sport Business & Leadership (MSBL) offered by the Amsterdam University of Applied Sciences (HvA). The MSBL is a 60 EC programme with a full-time and part-time variant that is offered in 1 year.

The MSBL is a broad and attractive programme based on a clear vision. It is a relevant programme that meets the needs of the professional field. It addresses key issues in the sports sector and will prepare students for working in various sectors in the sports sector and transformation management.

The MSBL aims to provide a continuous learning trajectory for both Dutch and English-speaking bachelor students Sportkunde, Sport Studies and Sportmarketing. This commitment to inclusivity, combined with the international nature of the sports industry, has led to the decision to offer the programme in English. The panel agrees with this choice.

Together with an advisory board with representatives from the sports sector, the development team has created a programme with a solid foundation, including a validated professional profile and its corresponding educational profile. The core tasks are clearly defined and effectively translated into intended learning outcomes. Notably, the programme has introduced an additional core task which focuses on planning and shaping personal and professional development. The requisite knowledge, skills, and attitudes are included in the Body of Knowledge and Skills (BOKS) of the MSBL. The panel noted that it is not always clear how the BOKS is integrated into the intended learning outcomes. While the intended learning outcomes are comprehensive, the panel suggests a more explicit inclusion of the ethical component, emphasizing the importance of a moral compass in effective leadership.

The curriculum consists of seven modules which are based on the seven core tasks. In the first module students already make a start with developing research skills and this is further developed in various other modules. Leadership is also an integral part of all modules.

The learning outcomes are achieved through different types of professional deliverables, all of which are based on practical assignments. The programme has adequate procedures to guarantee their quality. The examination board appoints all teaching staff as examiners, and an assessment committee checks the validity and appropriateness of assessment formats. Calibration has been planned to ensure consistency and reliability in assessment practices, further enhancing the assurance of quality. The examination board has a clear idea of what still needs attention and will safeguard the quality through frequent consultations and discussions.

The team is inspiring and their enthusiasm has impressed the visitation panel. The programme management, developers, lecturers, researchers, members of the examination board, and the advisory board take pride in the programme and will effectively promote it in the future. Students will benefit greatly from this commitment and dedication.

4 Commendations

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

1. Appealing profile – The HvA developed an appealing profile for the Master Sport Business & Leadership. This profile is in line with the needs of the sports sector as confirmed by representatives from the field who have been involved in creating the programme. The programme meets their need for highly trained conceptual professionals who can work with a wide range of different specialists.
2. Personal professional development – There is ample opportunity for the students to direct their own personal and professional development. They are individually guided in this process.

3. Transparency – The examination board has transparent procedures in place. They have been involved throughout the programme development.
4. Team – The programme is carried out by a team with various expertise and the aim is to invite guest speakers for additional professional input.
5. Activating education – The programme is nested in practice and complemented by a focus on research skills to equip students with the mindset they need to improve the sports sector.

5 Recommendations

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

1. Ethical component – make the ethical component explicit in the intended learning outcomes.
2. Learning outcomes – Reconsider the large number learning outcomes in view of the work load, both for the students and the staff.
3. Research skills – develop a learning line for research skills.
4. Student guidance – Write a vision document including a description of the differentiated approach for part-time students to ensure appropriate student guidance.
5. Rubrics – The rubrics for the professional deliverables are still in need of further refinement. Continue calibrating and aligning them appropriately.

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. For conditional accreditation other regulations apply. Upon accreditation the new programme will follow the NVAO review procedures for existing programmes. NVAO publishes the accreditation decision together with the full report and this summary report¹.

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.hva.nl/>

7 Samenvatting

Het panel oordeelt positief over de kwaliteit van de M Sport Business & Leadership en Hogeschool van Amsterdam. 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 op 15 maart 2024 gesprekken gevoerd met de opleiding.

De MSBL is een breed en aantrekkelijk programma gebaseerd op een duidelijke visie. Het is een relevant programma dat voldoet aan de behoeften van het professionele veld. Het adresseert belangrijke kwesties in de sportsector en zal studenten voorbereiden op werk in verschillende sectoren in de sportbranche en transformatiemanagement.

De MSBL streeft ernaar een continu leertraject te bieden voor zowel Nederlandstalige als Engelstalige bachelorstudenten Sportkunde, Sport Studies en Sportmarketing. Dit streven naar inclusiviteit, gecombineerd met het internationale karakter van de sportindustrie, heeft geleid tot de beslissing om het programma in het Engels aan te bieden. Het panel stemt in met deze keuze.

Samen met een adviesraad met vertegenwoordigers uit de sportsector heeft het ontwikkelingsteam een programma gecreëerd met een solide basis, inclusief een gevalideerd professioneel profiel en het bijbehorende onderwijsprofiel. De kerntaken zijn duidelijk gedefinieerd en effectief vertaald naar beoogde leerresultaten. Opmerkelijk is dat het programma een aanvullende kerntaak heeft geïntroduceerd, gericht op het plannen en vormgeven van persoonlijke en professionele ontwikkeling. De benodigde kennis, vaardigheden en attitudes zijn opgenomen in de *Body of Knowledge and Skills* (BOKS) van de MSBL. Het panel merkte op dat het niet altijd duidelijk is hoe de BOKS is geïntegreerd in de beoogde leerresultaten. Hoewel de beoogde leerresultaten uitgebreid zijn, suggereert het panel explicietere opname van de ethische component, waarbij de nadruk wordt gelegd op het belang van een moreel kompas in effectief leiderschap.

Het curriculum bestaat uit zeven modules die zijn gebaseerd op de zeven kerntaken. In de eerste module maken studenten al een start met het ontwikkelen van onderzoeksvaardigheden en dit wordt verder ontwikkeld in verschillende andere modules. Leiderschap is ook een integraal onderdeel van alle modules.

De leerresultaten worden behaald door het opleveren van verschillende soorten beroepsproducten, allemaal gebaseerd op praktische opdrachten. Het programma heeft adequate procedures om de kwaliteit te waarborgen. De examencommissie benoemt alle docenten als examinatoren, en een beoordelingscommissie controleert de geldigheid en geschiktheid van beoordelingsmethodes. Kalibratie is gepland om consistentie en betrouwbaarheid in beoordelingspraktijken te waarborgen, wat de kwaliteitsborging verder verbetert. De examencommissie heeft een duidelijk idee van wat nog aandacht heeft en zal de kwaliteit bewaken door middel van frequente overleggen en discussies.

Het team is inspirerend en hun enthousiasme heeft indruk gemaakt op het visitatiepanel. Het programmamanagement, de ontwikkelaars, docenten, onderzoekers, leden van de examencommissie en de adviesraad zijn trots op het programma en zullen zich er in de toekomst actief voor inzetten. Studenten zullen enorm profiteren van deze toewijding en inzet.

Meer informatie over de NVAO-werkwijze en de toetsing van nieuwe opleidingen is te vinden op www.nvao.net. Voor informatie over de Hogeschool van Amsterdam verwijzen we naar de website van de instelling³.

³ <https://www.hva.nl/>

