

Nyenrode as an educational institute

Nyenrode has been granted university status in 1982 by the Dutch Ministry of Education. From 1992 we received no more government funding and this makes us the only private university in the Netherlands. Though achieving the university status Nyenrode can award officially recognized doctoral degrees as well as bachelor's and master's degrees on the successful completion of programs accredited by the Dutch authorities (NVAO). Although parts of the Dutch Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk onderzoek, WHW), that regulates government-funded programs, also apply to the programs offered by Nyenrode, the University is free to set its own rules on e.g. the selection of students, program management and student participation in university government.

Nyenrode's educational philosophy goes beyond the mere transfer of knowledge and is represented by our Nyenrode trinity 'Leadership, Entrepreneurship and Stewardship (LES)' and our 'Head, Heart and Hands' philosophy. Our educational philosophy is:

To serve society by educating and shaping talented students, managers, and professionals and to develop responsible leaders, entrepreneurs and organizations through action-oriented education and research.

The Netherlands has developed a national qualifications framework (NQF) that describes the structure of the Dutch higher education system. It is in line with the overarching European framework that was set up to observe a comparable structure of qualifications. This framework had as starting point to ensure that the level of the programs for each national frameworks met the same generic competencies requirements as agreed for bachelor's degrees, master's degrees and PhDs (the three cycles of higher education). These generic competencies are set down in the Dublin descriptors that describe per cycle the learning outcomes in terms of knowledge, skills and competencies in order to increase understanding of the higher education system at home and abroad.

In the Netherlands two types of higher education programs are being offered:

- a research-oriented degree program offered primarily by a research university (WO);
- a professional higher education degree program offered primarily by a university of applied sciences (HBO).

Nyenrode Business Universiteit in Breukelen is a research university (WO) and the Nyenrode New Business School in Amsterdam is a university of applied sciences (HBO). The degree programs offered by Nyenrode are:

1. Bachelor programs (research oriented (WO) & applied oriented (HBO): First cycle level 6 of the Dutch Qualifications Framework (NLQF Level 6 / EQF for LLL
2. Master and MBA programs: Second cycle National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL
3. PhD program: Third cycle level 8 Dutch Qualifications Framework (NLQF Level 8 / EQF for LLL)

Accreditations

External quality control is conducted via accreditations administered by accreditation organizations. This can be done on program level or on institutional level.

1. On institutional level

EQUIS: Nyenrode received the EQUIS accreditation of the EFMD (European Foundation for Management Development). The leading international system of quality assessment, improvement, and accreditation of higher educational Institutes that are primarily devoted to management education.

2. On program level

- **NVAO:** Quality assurance in The Netherlands is carried out through a system of accreditation, administered by the accreditation organization called Nederlands Vlaams Accreditatie Orgaan (NVAO). According to the Dutch Higher Education Act, all degree programs offered by research universities and universities of applied sciences must be evaluated according to established criteria. The NVAO accredited programs are listed in the Central Register of Higher Education Study Program (CROHO). If a bachelor's or master's degree program is not registered in the CROHO, the quality is not assured by the Dutch quality assurance system. The quality may however be assured by another system. Such is the case with our MBA programs. They are accredited by the Association of MBAs (AMBA).
- **AMBA** by the Association of MBAs (AMBA). This association is internationally recognized as the global standard for all masters of business administration (MBA), doctorates in business administration (DBA) and master's in business and management (MBM).
- **CEA:** The accountancy profession in the Netherlands is regulated by the government in two laws. The Commissie Eindtermen Accountantsopleiding (CEA) is the appointed autonomous administrative authority that handles applications for a certificate of professional competence. The two laws (acts) are the:
 1. Audit Firms Supervision Act (in Dutch Wet toezicht accountantsorganisaties - Wta);
 2. Auditors Profession Act (in Dutch: Wet op het accountantsberoep - Wab).
 An educational institute with accountancy programs must comply with the quality terms set up by the CEA according the Auditors Profession Act and therefore all accountancy programs have to make sure that the courses comply with the CEA quality terms (CEA eindtermen).
- **VRC:** The Vereniging van Registercontrollers (or VRC) is the Dutch Association of Chartered Controllers. The VRC has given input for the accreditation by the NVAO to ensure that the Executive Master programs for Chartered Controller (also known as Executive Master of Finance and Control, EMFC) also comply with the VRC quality terms. In other words the EMFC program will be (or has been) accredited according to the NVAO and the VRC standards. The VRC aims to enhance the professional competence and development of her members. The VRC stimulates the exchange of professional knowledge and skills in favor of both her members and the accredited higher learning institutions in order to serve the society. To do so, the VRC keeps close contact with the academic community, is exchanging information in the field of theory and practice, and is maintaining contact with organizations and institutions with whom it shares common interests.

Degree programs	NVAO	AMBA	EQUIS	CEA
BSc in Business Administration	2015-2021			
BSc in Accountancy	2014-2019			
BA in Business Administration	2010-2018			
MSc in Accountancy & Post Master RA	2014-2019			2012-2018
MSc in Controlling	2014-2019		2015-2018	
MSc in Management (full-time & part-time)	2016-2020		For the whole	
MSc Fiscaal Recht	2013-2019		university	
Executive Master of Finance and Control (EFMC)	2012-2018			
International MBA		2016-2021		
Executive MBA		2016-2021		
Modulair MBA in Business & IT		2016-2021		
Modulair MBA in Food & Finance		2016-2021		
Modulair MBA in Public & Private		2016-2021		
PhD				

Internal quality control

The quality of the Nyenrode education is overseen at the level of the Rector Magnificus and the Academic Board, but the ultimate responsibility is with the University Board. The quality management of Nyenrode is in accordance with the Deming cycle. It is incorporated in all day-to-day activities of the university. The Deming cycle refers to a four steps management method used in business for quality control. It advocates continuous improvement of processes and products, also known as Plan Do Check Act (PDCA) or Plan Do Study Act (PDSA). Our internal quality control systems consist of:

- Quality assurance board & committees
- Evaluations
- Quality control system of educational staff
- Quality control department

Quality assurance board & committees

To assure quality within our academic education several committees are installed to monitor the academic performance of Nyenrode.

1. **Program Portfolio Committee (PPC):** consists of the Dean, the Associate Deans, Head of MarCom, the Corporate Controller and the Head of ASC. Responsible for overseeing the total portfolio of commercial activities/programs.
2. **Academic Board:** consists of the University Board members, the Associate Dean, the Head of Faculty, and the Chairs of the Research Council and the Internationalization Council. It was established to monitor all issues involving the academic performance of the University, including the quality of the processes involved.
3. **Pre-Accreditation Review Committee (PARC):** internal quality assurance committee.
4. **Internationalization Council (IC):** formulates and implements international strategy and supervises these activities on behalf of the Academic Board. The IC has its own International Advisory Board.
5. **BKO Committee:** assessment committee for BKO (Basic Educational Qualification).
6. **Research Council (RC):** gives advices (solicited or unsolicited) to the Academic Board regarding research.
7. **Committee for Scientific Integrity:** adheres to the Dutch Code of Conduct for Scientific Integrity as defined by the VSNU (Association of universities in the Netherlands).
8. **Doctorate Board:** supervisory board of the PhD program.
9. **Exam Committee (EC)** (required by Dutch law, appointed by the Dean): faculty + 1 external member, independent body responsible for all issues related to assessment. NBU has two ECs. The chairs share information at the Central Exam Committee meetings.
10. **Assessment Committee:** monitors the quality of exams for all programs and provides advice and support to individual assessors. This task is delegated by the Central Exam Committee.

Evaluations

To monitor and improve the quality of a program as a whole, Nyenrode uses four quality cycles:

(1) student evaluation; (2) course evaluation; (3) program evaluation; and (4) five year evaluation.

Quality control system of educational staff

The fundamental main tasks of any university is to generate and transfer knowledge. It is the faculty who generate knowledge and transfer this to the students. All employees belong to the Nyenrode faculty if they have an academic function with a PhD (level 8 NLQF/EQF) or who are currently working towards a PhD (level 7 NLQF/EQF). For our bachelor programs we may also make use of lecturers with a bachelor degree (level 6 NLQF/EQF).

The quality of faculty is controlled through the yearly appraisal interviews held with the direct superior (usually the Center Director or the Head of Faculty for the Center Directors) and ideally a second person (Dean, Head of

Faculty, Head of Research, Professor, Head of HRM). The performance cycle follows the academic year. The educational quality (BKO) of the faculty will be discussed during the appraisal interviews.

The quality of our teaching, as well as academic and professional development within the faculty, is of the utmost importance to Nyenrode. With this in mind, the University Board has decided to focus on securing the quality of our university teachers. The BasisKwalificatie Onderwijs (BKO) provides Nyenrode faculty teaching staff with the opportunity to reflect on their teaching and to develop professionally. It also shines a light on the quality of our teachers and their competencies.

The BKO is a qualification for teachers in scientific education. All Dutch universities use the same basic protocol provided by the Verenigde Samenwerkende Nederlandse Universiteiten (VSNU). The assumption is that the BKO is achieved through training, learning, educational experience and reflection. The BKO is recognized by all Dutch universities united in the VSNU and is required by the NVAO.

The Nyenrode BKO approach was formally accredited by the Association of Dutch Public Universities (VSNU) in 2015, meaning that the Nyenrode BKO certificate is accepted by all Dutch universities as a proof of teaching quality. Newly appointed faculty members are required to have a BKO certificate or to obtain it within two years after they are appointed. In the process of obtaining the BKO certificate, a faculty member builds up a portfolio which provides evidence of having acquired the six defined teaching competencies. These competencies are as follows.

1. Development of teaching
2. Delivery of teaching
3. Assessment
4. Supervision of students
5. Organization and administration
6. Professional attitude

Academic Services Center (quality control department)

The Academic Services Center (ASC) offers support on all academic matters (research and educational). The center is supervising the accreditations and is responsible for the learning resources (library). Within the center a specialized quality team has been established. Each team member has a different focus point: education in general (educationalist) – educational quality/assessments – quality in general. The main responsibilities of the Academic Services Center are:

- Quality control
- Accreditations & rankings
- Monitoring of research
- Research support
- Support to the PhD-school program
- Learning resources (library)
- Support of innovation (for example e-learning)
- Beadle
- Support Exam Committee
- Educational development

The ASC is the coordinator of the “Quality Handbook for the Degree programs” that serves as a tool for quality control and quality improvement for the degree programs. The handbook applies to the whole Nyenrode community. It describes the quality policies and goals of the university, management practices and key processes and it provides guidelines and best practices.