



**rijksuniversiteit  
groningen**

Faculty of Arts

Teaching and Examination Regulations (OER)

**Part B – Research Master’s degree programme in:**

**Arts and Culture (CROHO 60829)**

**Tracks:**

- **Arts, Media and Literary Studies (AMLS)**
- **Cultural Leadership (CL)**

**for academic year 2019-2020**

**Content:**

- 1. General provisions**
- 2. Admission**
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## **Section 1 General provisions**

### **Article 1.1 – Applicability**

These Regulations comprise two parts – Part A and Part B. This degree programme-specific Part B accompanies Part A, which contains general provisions which apply to the teaching, examinations and final assessments of the Master’s degree programmes provided by the Faculty of Arts, hereinafter referred to as **the Faculty**. Part B contains provisions which apply to **the degree programme in Arts and Culture** (hereinafter referred to as ‘the degree programme’) and its two corresponding tracks.

## **Section 2 Admission**

### **Article 2.1 – Entry requirements**

1. Students with a Dutch or foreign certificate of higher education that indicates that they have the following knowledge, understanding and skills can apply to the degree programme:
  - a) Disciplinary and general knowledge relevant to the tracks in this programme, in addition to satisfying the other entry requirements listed below; more specifically, for AMLS, depending on the student’s disciplinary orientation, knowledge at Bachelor’s level of art history, art education, media and journalism studies, film studies, literary studies, music studies, theatre studies, or cultural theory and cultural studies. For CL knowledge is required of any humanities discipline or discipline relevant to leadership in the cultural domain at Bachelor’s level;
  - b) good English proficiency (see 2.2)
  - c) sufficient knowledge, understanding and skills in the academic disciplines, as well as a sufficient level of theoretical and methodological insight and knowledge, relevant to the degree programme and Research Master’s track
  - d) academic competences (such as analytic capacities, self-discipline) and affinity with research, as attested through their grades, BA thesis, reference letters and their own motivation letter.

### **Article 2.2 – Language requirement for foreign certificates**

1. Students who have been admitted to a degree programme on the basis of a foreign certificate or degree are asked by the Admissions Board – before registration – to pass an English language test, to be administered by an agency stipulated by the Admissions Board.
2. The requirement of an English language proficiency requirement is met by passing an examination in English at the level of the VWO final exam, or by passing the TOEFL iBT with a score of at least 100 (with a minimum score of 25 for the component ‘writing’) or an IELTS score of 7 or higher (with a minimum score of 6.5 for all components).

### **Article 2.3 – Admission to Research Master’s tracks**

In addition to the provisions of Article 2.1, the following admission requirements apply to the various Research Master’s tracks in this degree programme: n/a

### **Article 2.4 – Registering for the admissions procedure**

Students register for the admissions procedure by submitting the following documents:

- a completed registration form
- a curriculum vitae
- an overview of the results achieved so far within the Bachelor’s degree programme and/or other university degree programmes
- a letter outlining the prospective students’ motivation for selecting the programme and Research Master’s track, including their expectations and interests
- written results of previous research, such as academic articles or a Bachelor’s thesis

- two personal recommendations from staff members who can comment on the students' affinity with and capacities for research <sup>1</sup>
- other documents, if required, which in the opinion of prospective students will highlight their eligibility for the programme and Research Master's track.

### **Article 2.5 – Admissions procedure for the degree programme**

1. Bearing in mind the admissions procedure for the degree programme and the Research Master's track with regard to Article 2.1.1, the Admissions Board will assess the knowledge and skills of the candidate. The Admissions Board will assess the written documentation and determine whether the prospective student can be admitted directly to the programme and the Research Master's track. In the event of doubt, the student will be invited to an admissions interview. The interview will be based on questions raised by the submitted written documentation.
2. If, on the basis of the submitted documentation, the Board is of the opinion that the student does not qualify for admission and that there is therefore no need for an interview, the student will be notified accordingly before 15 June. This decision is *provisional*. Prospective students may still request an interview, provided they do so within 15 working days. If prospective students do not avail themselves of this option, the provisional decision will become *definitive*. In the case of prospective students who are granted an interview, a formal decision will not be made until after the interview has taken place. Rejections will in all cases be substantiated in writing. Students who have been interviewed will be notified by 15 July whether or not they have been accepted.<sup>2</sup>
3. Students who have not yet obtained their Bachelor's degree at the time of the selection procedure but who would normally do so before the Research Master's degree programme begins may be granted provisional admission, if it can be reasonably assumed that they a) obtain their Bachelor's degree in time and b) have written a BA thesis of the required level to follow the Research Master.
4. For students who already have a relevant university Master's degree but who wish to apply for admission to the degree programme, the same admission procedure applies. If they are admitted, the Board of Examiners will decide whether they can be granted exemptions on the basis of their previous Master's degree (up to a maximum of 60 ECTS credit points).

### **Article 2.6 – Entrance examination: times**

1. The standard entrance examination will be held in June, as the degree programme commences in the first semester. Starting the programme in the second semester is formally possible, but the programme does not encourage this option. In this case the admission procedure is conducted in December/January.
2. Requests for admission to the degree programme and the Research Master's track must be submitted to the Admissions Board before 1 May (EU students and non-EU students); alternately, for starting in semester 2, before 15 December.
3. In exceptional cases, the Admissions Board may decide to consider a request at a time other than that referred to in Article 2.6.2.
4. The Admissions Board will decide before 15 June, alternately, before January 20. Admission will be on condition that the candidate has met the requirements set out in Article 2.4 concerning knowledge and skills by the starting date of the degree programme at the latest, supported by certificates from the completed degree programmes. The written admission statement will include information for the student about the possibility of an appeal to the Board of Appeal for Examinations.

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<sup>1</sup> These are written reports from people recognized as experts by the Admissions Board that present a useful and reliable picture of the student's eligibility for the degree programme.

<sup>2</sup> Proof of admission is discussed in Article 7.30b of the Higher Education and Research Act.

## Section 3 Content and structure of the degree programme

### Article 3.1 – Student workload

1. The degree programme has a student workload of 120 ECTS.
2. The student workload is expressed in whole ECTS credit points.

### Article 3.2 – Learning outcomes of the degree programme

<i>Description of Master's level according to the Dublin Descriptors</i>	<i>Intended learning outcomes of the Research Master's track in Cultural leadership</i> After completion of this Research Master's programme, students demonstrate:
<p><b>A. Knowledge and understanding</b> Demonstrable knowledge and understanding that is founded upon and extends and/or enhances that typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context</p>	<p><b>A1.</b> thorough knowledge and understanding of the state of affairs within their area of specialisation, including prominent theories, modes of interpretation as well as knowledge and understanding of the main developments and debates in the corresponding academic, societal and professional fields.  <b>CL:</b> knowledge and understanding  a. of the different forms and functions of leadership in the international (and in particular European) cultural domain;  b. of operational aspects of leadership (e.g. policy making, strategy and organisation) as regards the interaction with culture (in both its material and immaterial forms) by governments, funds, predominantly publicly and privately financed institutions.  c. of processes of assessment and reassessment of culture (in both its material and immaterial forms) in a changing societal and international context.  <b>AMLS:</b> knowledge and understanding  d. of prominent theories, past and present, concerning the meaning and function of cultural artifacts and practices in the domains of the arts (incl. literature) and/or the media in their societal and historical contexts;  e. of prominent current or past debates and developments regarding the arts and/or the media and in their corresponding historical, societal and cultural contexts;  f. of the impact of ideologies (normative conceptions, values) and of technologies (a.o. digitalization) on society and on the humanities, with special focus on one's own discipline.</p> <p><b>A2.</b> thorough knowledge and understanding of minimally one prominent theoretical and analytic approach, with its corresponding methods and techniques; sound overview knowledge and understanding of the main scientific/scholarly approaches within one's discipline.  <b>CL:</b>  a. thorough knowledge and understanding of methods and techniques to study the role of leadership in arts and culture  <b>AMLS:</b>  b. thorough (at expert level) knowledge and understanding of minimally one prominent theoretical and analytic approach to the study of the arts (incl. literature) and/or the media, with its corresponding methods and techniques;  c. sound knowledge and understanding of the main scientific/scholarly approaches within one's discipline, the study of the arts and/or the media.</p>

	<p>A3. knowledge and understanding of the structure of the chosen (inter)discipline and the relations between sectors within the (inter)discipline.</p> <p><b>CL:</b></p> <p>a. thorough insight into and knowledge of the various perspectives and approaches to study the role of leadership within one (or a combination of) discipline(s): fine art, architecture, literature, film, music, theatre/performance studies, media studies, or more broadly, cultural studies</p> <p><b>AMLS:</b></p> <p>b. thorough insight into and knowledge of the various perspectives and approaches within one (or combinations of) discipline(s): fine art, architecture, literature, film, music, theatre/performance studies, media studies, or more broadly, cultural studies.</p>
<p><b>B. Applying knowledge and understanding</b></p> <p>The ability to apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study; have the ability to integrate knowledge and handle complexity.</p>	<p>B1. the capacity to formulate a research question that is relevant to their academic and, whenever appropriate, to the corresponding cultural and professional fields.</p> <p><b>CL:</b></p> <p>a. the ability to translate issues in areas of cultural leadership into adequate research questions.</p> <p><b>AMLS:</b></p> <p>b. the capacity to translate issues in societal and professional fields corresponding to one's expertise into adequate research questions.</p> <p>B2. the capacity to select independently, apply and where necessary adapt a relevant research method, in order to</p> <p><b>CL:</b></p> <p>a. critically analyse and evaluate academic research and independently set up and conduct theoretical and empirical scientific research into (aspects of) cultural leadership.</p> <p><b>AMLS:</b></p> <p>b. analyse and interpret some specific facet of the role of cultural arts and/or media - artefacts and practices (in both their material and immaterial forms) in society.</p> <p>B3. the capacity to position and critically relate one's knowledge and research to issues, debates and developments in society as they impact (leadership in) one's chosen art or media field, and to debates and developments in the corresponding academic field(s), as well as, more broadly, in the Humanities, and, as a result, the capacity to fulfil a leading and/or advisory role in cultural organisations, or in starting up processes of change.</p> <p>B4. the capacity to apply their knowledge of and insight into changing ideas, practices and (institutional) conditions regarding the arts and/or media and regarding being an artist or professional (in whatever art or media contexts) for concrete use in roles of policy advice, critical analysis for targeted or broad publics, or other professional use.</p> <p>B5. the capacity to offer an original contribution in terms of theories, methods, analysis or interpretation to one or more sectors within the area of specialisation, at expert level, to the standards of the corresponding academic and professional settings. This implies the capacity to make an original contribution to at least one aspect of the study of (leadership</p>

	regarding) the functioning of art and media in society, e.g. to the standard of an academic publication.
<p><b>C. Making judgements</b></p> <p>The ability to integrate knowledge and handle complexity, and formulate judgements with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgements.</p>	<p>C1. capacity to understand and evaluate intellectual arguments and use their insights and capacity for judgement in professional contexts, taking into account institutional constraints. This implies the capacity:</p> <ul style="list-style-type: none"> <li>a. to connect one’s specialist knowledge to other relevant forms of theorising and reflecting about the role of the arts and media in culture and society (e.g. philosophy, history, sociology, critical theory).</li> <li>b. to recognise and analyse the role of ideologies, values and particular interests in the concrete functioning of the arts and the media;</li> <li>c. to apply one’s analytic and critical competences and expert knowledge to reach sound and convincing judgments and advice about concrete cases (e.g. in public debates about provocative art or media productions; in advising about policy in one’s disciplinary areas), as well in leading, programming and decision-making roles in organisations in the cultural field, esp. in the fields of the arts and/or the media.</li> </ul> <p>C2. the capacity to deal creatively and systematically with complex issues and reach well-reasoned conclusions, taking into account social and ethical implications, and demonstrating leadership, responsibility and sensitivity to social context and ethics in handling situations in the academic and professional fields.</p>
<p><b>D. Communication</b></p> <p>The ability to communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously.</p>	<p>D1. the capacity to adequately present scientific research in different media, in English (and any other relevant language depending on subject and context), for an audience of specialists and non-specialists in the worlds of the arts and/or the media, in speech and writing as well as through audiovisual or digital media.</p> <p>D2. to be able to adequately communicate about and discuss their field of expertise, e.g. by debating one’s own work and that of others in a sphere of mutual respect and constructive criticism.</p> <p>D3. the capacity to participate actively in a research group or other team, as well as in academic or societal debates on culture and cultural leadership and/or the role of the arts or the media in society.</p> <p>D4. the capacity to apply knowledge of the scientific code of conduct and ethics both with regard to referencing and using work and ideas of others, and with regard to the collection and processing of empirical data.</p>
<p><b>E. Learning skills</b></p> <p>The learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.</p>	<p>E1. the capacity to demonstrate context sensitivity, to take into account and respectfully operate within situations marked by cultural and ideological differences.</p> <p>E2. the capacity to process large amounts of complex information efficiently and effectively.</p> <p>E3. the capacity to keep up the knowledge and skills necessary for keeping abreast with the developments in their area of</p>

	<p>specialisation, to deepen their own knowledge and insights and to employ these in the professional field.</p> <p>E4. the capacity to take initiative and the ability to reflect upon their own acts and academic attitude.</p> <p>E5. the ability to formulate a research proposal and conduct research, independently and in team settings, with the required self-discipline and realistic planning.</p> <p>E6. the skills which are necessary for a successful professional practice. These include:</p> <ul style="list-style-type: none"> <li>a) the ability to work independently in a complex (international) professional settings;</li> <li>b) the ability to take a context-sensitive attitude and to attune – maintaining their integrity as a scholar – the results of their own work to the expectations and knowledge level of the intended audience, both independently and in a team;</li> <li>c) the ability to take initiative and personal responsibility;</li> <li>d) the ability to make decisions in complex and partly unpredictable situations;</li> <li>e) the ability to anticipate and critically respond to trends in one's chosen field.</li> </ul>
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See appendix 1 for the *Matrix of realised learning outcomes / course units* in the degree programme.

### **Article 3.3 - Language of instruction**

1. The degree programme is taught in English. However, some courses might be offered in Dutch or another language if that language is part of the expertise that is required for a student.
- 5 The thesis/final assignment must be written in English, unless the student's area of specialisation (or the cultural field or institution to which his/her thesis research pertains) requires the use of Dutch or of another language. For any other case, the permission of the Board of Examiners is required.

### **Article 3.4 – Specialisations**

Arts, Media and Literary Studies:

Specialisations occurs in 3 ways:

- through the choice of electives (though these may also be used for broadening one's perspective)
- through 25 ECTS in the first semester of Year 2; specialisations take the form of a research internship, of a (individual or group) tutorial, and/or of course work with additional assignment; this semester is important in determining a student's specialist profile
- through the thesis, in which quite evidently the student's specialisation culminates.

Cultural Leadership:

The Research Master's track has no specialisations, though students in their course work, their Research Traineeship and in their Research Master's Thesis may (and in some cases will be encouraged) to focus on a particular aspect of cultural leadership and on a particular field or discipline to which such leadership pertains.

### Article 3.5 – Content of the curriculum

1. The Research Master's programme comprises the following course units with their student workloads:

#### **Arts, Media and Literary Studies**

No.	Course unit	Student workload in ECTS
1	Theories of Culture - Research in the Humanities	5 ECTS
2	Theories and Analysis of Arts, Media and Literature	5 ECTS
3	Research Methods in the Arts, Media and Literature I	5 ECTS
4	Research Methods in the Arts, Media and Literature II	5 ECTS
5	Arts and Media in Society	5 ECTS
6	Elective I *	10 ECTS
7	Elective II *	10 ECTS
8	Elective III *	5 ECTS
9	Research Design	5 ECTS
10	Specialisation I: Research Internship or Tutorial	10 ECTS
11	Specialisation II: Research Internship or Tutorial	10 ECTS
12	Specialisation III: Research Internship or Tutorial	5 ECTS
13	National Research School courses **	10 ECTS
14	Research Master's Thesis	30 ECTS

\* Electives are chosen from the relevant offer of research seminars (electives); specialisations are defined in accordance to the research projects and expertise of the staff. All these choices must be discussed with and approved by the Director of Studies, often in consultation with a staff member from the student's main discipline. The electives and research internships or tutorials will usually be offered by staff in the Faculty of Arts, but occasionally also by staff from other faculties or other universities, in the Netherlands or abroad.

\*\* Students must choose a total of 10 ECTS worth of course units offered by a national research school. In case the courses on offer by the National Research Schools do not suffice or are not compatible with the student's research orientation, comparable courses or activities may be opted for after agreement by the Director of Studies.

#### **Cultural Leadership**

No.	Course unit	Student workload in ECTS
<b>Year one</b>		
1	Disciplinary Electives* (RUG/Roma Tre)	20 ECTS
2	Cultural Leadership I: Theory and Practice** (RUG)	5 ECTS
3	Cultural Leadership II: Visions and Values** (RUG)	5 ECTS
4	Public Arts Policy in Global Context (RUG)	5 ECTS
5	The Global/Local Cultural Leader (RUG)	5 ECTS
6	Disciplinary Elective* (Roma Tre)	5 ECTS
7	Culture and Media (Roma Tre)	5 ECTS
8	Heritage (Roma Tre)	5 ECTS
9	Sustainability and Cultural Awareness (Roma Tre) which includes the Spring School in Rome	5 ECTS
<b>Year two</b>		
10	Research Traineeship*** which includes the Winter School in Groningen	30 ECTS
11	Research Master's Thesis****	30 ECTS

N.B. The first semester is taught at RUG, the second semester at Roma Tre University.

\* Disciplinary electives are master courses offered by any department with the Faculty of Arts, preferably in the student's area of specialisation, which in most cases is the discipline in which a student did his/her BA. Students may choose master courses offered by other faculties within the University of Groningen or other universities in the Netherlands, but only after approval of the Board of Examiners. 10 ECTS are obtained during the first semester in Groningen, another 10 ECTS are obtained during the second semester in Rome (at Roma Tre University).

\*\* Part of the 10 ECTS assigned to Cultural Leadership I and II is a 2 ECTS Spring School.

\*\*\* Part of the 30 ECTS assigned to the Research Traineeship is a 2 ECTS Winter School.

\*\*\*\* Part of the 30 ECTS assigned to the Research Master's Thesis is a 5 ECTS Methodology Class.

All course units offered by the Faculty of Arts in the University of Groningen are listed in the online course catalogue OCASYS.

- The modes of instruction and assessment for the course units listed above are set out in the syllabus of each individual course unit and the assessment plan of the degree programme.

## **Section 4 Tests and examinations of the degree programme**

### **Article 4.1 – Compulsory order**

The examinations for the course units listed below may not be taken before the examinations for the associated course units have been passed:

#### ***Arts, Media and Literary Studies***

No.	Course unit	No.	After passing course unit
14	Research Master's Thesis	1-13	All 90 ECTS of the rest of the programme need to be completed

#### ***Cultural Leadership***

No.	Course unit	No.	After passing course unit
12	Research Master's Thesis	1-11	All 90 ECTS of the rest of the programme need to be completed

## **SECTION 5 TRANSITIONAL AND FINAL PROVISIONS**

### **Article 5.1 – Amendments**

- Any amendments to part A of these Regulations will, after discussion with and where necessary approval from the Faculty Council, be confirmed by the Faculty Board in a separate decree.
- Any amendments to part B of these Regulations will, after the Departmental Board has put its case, following the recommendation by and/or upon the approval of the Programme Committee and the Faculty Council, be confirmed by the Faculty Board in a separate decree.
- Any amendments to these Regulations will not apply to the current academic year, unless it may reasonably be assumed that the amendment in question will not harm the interests of students.
- In addition, an amendment may not influence any other decision concerning a student taken by the Board of Examiners under these Regulations to the disadvantage of students.

### **Article 5.2 – Publication**

- The Faculty Board shall duly publish these Regulations, any rules and guidelines formulated by the Board of Examiners, and any amendments to these documents.
- Copies of the documents referred to in Article 5.2.1 are available from the Faculty Office. These documents can also be found on the Faculty website via the Student Portal.

### **Article 5.3 – Date of commencement**

These Regulations shall take effect on 1 September 2019.

These Regulations were decreed by the Board of the Faculty of Arts on 13 August 2019 and approved

by the Faculty Council and the Programme Committee where required on.

**Appendices:**

Appendix 1: Matrix of realised learning outcomes / course units in the degree programme

Appendix 2: Assessment plan

## Appendix 1: Matrix of realized learning outcomes / course units

A = The course unit focuses on these learning outcomes and assesses these. When indicated in bold, the course unit assesses these learning outcomes at the end level of the programme, non-bold learning outcomes are assessed at intermediate levels.

B = The course unit contributes to these learning outcomes. They are tested in the course unit but insufficient scores on these learning outcomes may be compensated for with sufficient scores on other learning outcomes of the course unit.

### Track Arts, Media & Literary Studies

	A. Knowledge and Understanding			B. Applying Knowledge and Understanding					C. Making Judgements		D. Communication				E. Learning Skills					
	1	2	3	1	2	3	4	5	1	2	1	2	3	4	1	2	3	4	5	6
<b>Year 1, semester I</b>																				
Theories of Culture and Research (5 EC)		A	A	B	B			B	B	B	B	B	A	B	B	B	B	B		
Disciplinary Elective(s) (10 EC)	A							B	B	B		B		B			B	B		
Theories and Analysis (5 EC)		A	A	B	B			B	B	B	B	B	A	B	B	B	B	B		
Disciplinary Elective(s) (10 EC)	A							B	B	B		B		B			B	B		
<b>Year 1, semester II</b>																				
Arts and Media in Society (5 EC)		A	A			A	A	B	B	B	B		A		A			B		
Research Methods 1 (5 EC)		A		A	A			B				A		B		B		B	B	
Disciplinary Elective (5 EC)	A			B				B									B	B		
Research Methods 2 (5 EC)		A		A	A			B				A		B		B		B	B	
Disciplinary Elective(s) (10 EC)	A			B				B									B	B		
<b>Year 2, semester I</b>																				
Research Design (5 EC)		A		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>				A		<b>A</b>			<b>A</b>	B	A	A
Disciplinary Elective(s) (10 EC)	A			B				B									B	B		
<b>Year 2, semester II</b>																				
Research Master's Thesis (30 EC)		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>		<b>A</b>		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>

## Track Cultural Leadership

	A. Knowledge and Understanding			B. Applying Knowledge and Understanding					C. Making Judgements		D. Communication				E. Learning Skills					
	1	2	3	1	2	3	4	5	1	2	1	2	3	4	1	2	3	4	5	6
<b>Year 1, semester I</b>																				
Introduction to Cultural Leadership I		A	A	B	B			B	B	B	B	B	A	B	B	B	B	B		
Disciplinary Elective(s) (10 EC)	A							B	B	B		B		B			B	B		
Introduction to Cultural Leadership II		A	A	B	B			B	B	B	B	B	A	B	B	B	B	B		
Disciplinary Elective(s) (10 EC)	A							B	B	B		B		B			B	B		
<b>Year 1, semester II</b>																				
Cultural Politics & Policy (Groningen)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Culture and Law (Groningen)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Cultural Entrepreneurship (Groningen)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Sustainability & Cultural Awareness (Rome)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Cultural Heritage (Rome)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Media (Rome)		B				A	A	B	B	B	A	B	B	A	B	A	B	B	B	B
Spring School (Rome)									B	B	A	A	A	A	B		B	B		B
<b>Year 2, semester I</b>																				
Methodology Class		A		A	A	A	A	A						A			A		A	A
Research Traineeship		A		A	A	A	A	A						A	A	A	A	A	A	A
<b>Year 2, semester II</b>																				
Master Thesis		A	A	A	A	A	A	A	A	A	A	A		A		A	A	A	A	A
Winter School (Groningen)											A	A	A	A				A		A