



**rijksuniversiteit
groningen**

Faculty of Arts

Teaching and Examination Regulations (OER)

Part B - Master's degree programme in:

Arts and Culture (CROHO 60829)

**Research Master's track
Cultural Leadership**

for academic year 2017-2018

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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'), Research Master's track in **Cultural Leadership**, hereinafter referred to as 'the Research Master's track'.

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) knowledge of any humanities discipline or discipline relevant to leadership in the cultural domain at Bachelor's level, in addition to satisfying the following entry requirements:
 - 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 (for instance, 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 ¹
- 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.²
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.

¹ 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.

² 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>
<p>Knowledge and understanding 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>In order to successfully complete the Research Master's track in Cultural leadership, students must:</p> <ol style="list-style-type: none"> 1. have a thorough knowledge and understanding of the current state of affairs as well as the historically important developments within their area of specialisation: archaeology; history; language and culture studies; arts, culture and media studies; or any other relevant discipline. 2. have a thorough knowledge and understanding of current theoretical and methodological approaches within their area of specialisation. 3. have a thorough knowledge and understanding of the different forms and functions of leadership in the international (and in particular European) cultural domain. 4. have a thorough knowledge and understanding of leadership with regard to the interaction with culture (in both its material and immaterial forms) in society 5. have a thorough knowledge and understanding of operational aspects of leadership (e.g. policy making, strategy and organisation) toward the interaction with culture (in both its material and immaterial forms) by governments, funds, predominantly publicly and privately financed institutions. 6. have a thorough knowledge and understanding of legislation toward the interaction with culture (in both its material and immaterial forms) in a changing international context. 7. have a thorough knowledge and understanding of processes of assessment and reassessment of culture (in both its material and immaterial forms) in a changing international context.
<p>Applying knowledge and understanding The ability to apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to</p>	<ol style="list-style-type: none"> 8. be able to relate knowledge of their area of specialisation mentioned under 1 to theories and practices as regards the role of culture (in both its material and immaterial forms) in society. 9. be able to fulfil a leading and/or directing role in cultural organisations, start up processes of change, make decisions and substantiate these on the basis of a

<p>their field of study; have the ability to integrate knowledge and handle complexity.</p>	<p>thorough understanding and critical analysis of the institutional framework.</p> <p>10. be able to relate to relevant issues, debates and developments in the cultural field and to relevant scientific, cultural historical and cultural critical approaches.</p> <p>11. be able to critically analyze and evaluate academic research and independently set up and conduct theoretical and empirical scientific research into (aspects of) cultural leadership.</p>
<p>Making judgements</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>12. be able to understand and evaluate intellectual arguments and use their insights and capacity for judgment in professional contexts, taking into account institutional constraints.</p> <p>13. be able to make an original contribution to at least one aspect of the study of cultural leadership, to the standard of an academic publication.</p> <p>14. be able to deal creatively and systematically with complex issues and reach well-reasoned conclusions, taking into account social and ethical implications.</p> <p>15. be able 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>Communication</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>16. be able to participate actively in a research group or other team, as well as in academic or societal debates on culture and cultural leadership.</p> <p>17. be able to present scientific research in different media, in English (or any other relevant language depending on subject and context), for an audience of specialists and non-specialists, in speech and writing as well as through audiovisual or digital media.</p> <p>18. be able to carefully communicate about and discuss their field of expertise, among other things by debating their own work and that of others, in a sphere of mutual respect.</p>
<p>Learning skills</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>19. be able to demonstrate context sensitivity and have the capacity to take into account and respectfully operate within situations marked by cultural and ideological differences.</p> <p>20. be able to anticipate trends in thinking about and dealing with culture (in both its material and immaterial forms) and thus improve their leadership qualities.</p> <p>21. be able to process large amounts of complex information efficiently and effectively.</p> <p>22. be aware that the developments within and outside the field of cultural leadership call for ongoing education and training.</p> <p>23. have at their disposal the knowledge and skills</p>

	<p>necessary for keeping up with the developments in their area of specialisation, to deepen their own knowledge and insights and to employ these in the professional field.</p> <p>24. have at their disposal the skills which are necessary for a successful professional practice. These include:</p> <p>a) to be able to work independently in a complex (international) organisation;</p> <p>b) to be able to take a context-sensitive attitude and to attune the results of their own work to the expectations and knowledge level of the intended audience, both independently and in a team;</p> <p>c) to be able to take initiative and personal responsibility;</p> <p>d) to be able to make decisions in complex and partly unpredictable situations.</p>
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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.
2. 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

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 track comprises the following course units with their student workloads:

No.	Course unit	Student workload in ECTS
Year one		
1	Disciplinary Elective*	10 ECTS
2	Disciplinary Elective*	10 ECTS
3	Cultural Leadership I: Theory and Practice**	5 ECTS
4	Cultural Leadership II: Visions and Values**	5 ECTS
5	Cultural Politics and Policy	5 ECTS
6	Culture and Law	5 ECTS
7	Cultural Entrepreneurship	5 ECTS
8	Culture and Media	5 ECTS
9	Heritage	5 ECTS

10	Sustainability and Cultural Awareness	5 ECTS
Year two		
11	Research Traineeship***	30 ECTS
12	Research Master's Thesis****	30 ECTS

* 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.

** 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:

No.	Course unit	No.	After passing course unit
12	Research Master's Thesis		All 70 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 2017.

These Regulations were decreed by the Board of the Faculty of Arts on 5 September 2017 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 1: Matrix of intended learning outcomes / course units Cultural Leadership

		knowledge area of specialisation	theory / method area of specialisation	forms / functions cultural leadership	values and functions of culture in society	policy, strategy, organisation culture	law and culture	Value(s) of culture	relate specialisation and culture	take a leading role in culture	connect to actuality and debates	analyse and carry out research	evaluate arguments	original contribution	deal creatively with complex issues	adopt an ethical attitude	active participation in research / debate	presentation of research oral/written	Participate with respect in debates	context- and cultural sensitivity	anticipate trends in culture	deal with complex information	lifelong learning skills	keep track of new developments	professional skills
		A. Knowledge and Understanding							B. Applying Knowledge and Understanding				C. Making Judgements				D. Communication			E. Learning Skills					
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
YEAR 1, semester 1																									
Course unit title	Course unit code																								
Disciplinary Electives within disciplinary background (20 EC)		x	x						x							x	x	x	x						x
Cultural Leadership I: Theory and Practice (5 EC)				x	x			x	x		x	x	x		x	x	x	x	x	x	x	x	x	x	x
Cultural Leadership II: Visions and Values (5 EC)				x	x			x	x		x	x	x		x	x	x	x	x	x	x	x	x	x	x
YEAR 1, semester 2																									
Course unit title	Course unit code																								
Cultural Politics and Policy (5 EC)						x			x	x		x	x			x	x	x	x			x	x		x
Culture and Law (5 EC)							x		x	x		x	x			x	x	x	x			x	x		x
Cultural Entrepreneurship (5 EC)						x			x	x		x	x			x	x	x	x			x	x		x
Culture and Media (5 EC)							x		x	x		x	x			x	x	x	x			x	x		x
Heritage (5 EC)							x		x	x		x	x			x	x	x	x			x	x		x

Sustainability and Cultural Awareness (5 EC)									X	x	x		x	x					x	x			x			
YEAR 2, semester 1 and 2																										
Course unit title	Course unit code																									
Research Traineeship (30 EC)											X	X		X		X	x	x	x	x	X	x	X	X	X	X
Research Master's Thesis (30 EC)		X	X	X	X	X	X	X	X	X	X	X		X		X	X	X	X		X	X				

Bold and capital X-es indicate the course unit tests the competence on end level of the programme. This implies insufficient scores on the learning outcomes related to these competences cannot be compensated with higher scores on the other learning outcomes. Insufficient marks on these learning outcomes imply a student fails the course. The following table shows the intended learning outcomes for three units that are part of three courses in the programme, and are not separately registered:

Spring School (Cultural Leadership I & II)				x	x				x	x		x	x	x		x	x	x	x	x	x	x	x	x	x
Winter School (Research Traineeship)											x		X	x		x	x	x	x		x				
Methodology Class (Research Master's Thesis)											x	X	X	x		x	x	x	x		x	x			