

Programme Validation Report

Postgraduate Certificate in Global Sustainability Leadership and Entrepreneurship

Version of Report	Author	Date
1	Dr. David Irwin	25/04/2023
		Click or tap to enter a date.
		Click or tap to enter a date.
		Click or tap to enter a date.

Approval	Date
Programme Proposal approved by Faculty Board	16.06.2023.
Programme Proposal approved by University Programmes Board	Click or tap to enter a date.
Programme approved by Faculty Board	Click or tap to enter a date.
Programme approved by University Programmes Board	Click or tap to enter a date.

Section A - Programme Details

Title	Postgraduate Certificate in Global Sustainability	
	Leadership and Entrepreneurship	
NFQ Level	9	
ECTS Credits	30	
Mode of delivery	Part-time ✓ Full-time □	
Duration	Part-time: Full-time:	
Mode of provision	Face-to-Face ☐ Blended ☐ Online ✓	
Classification of award	Minor Award	
Discipline Programmes Board	Business	
Faculty Board	Faculty of Business	
Schools involved in delivery	Marketing and Entrepreneurship	
Delivery location	Asynchrous delivery	
Collaborative Partner (where applicable)	UNITAR	
Date of Commencement	September 2023	

Section B - Awards

Award Title	Postgraduate Certificate in Global Sustainability Leadership	
	and Entrepreneurship	
NFQ Level	9	
Award Class	Minor	
ECTS Credits	30	
Classification of award		
Award (1) Title		
Exit/Embedded	Exit Embedded	
NFQ Level	Select Level	
Award Class	Choose an item.	
ECTS Credits		
Classification of award		
Exit Award (2)		
Exit/Embedded	Exit Embedded	
NFQ Level	Select Level	
Award Class	Choose an item.	
ECTS Credits		
Classification of award		

Section C - Programme Derogations (if required)

Derogations from Assessment Regulations/Marks and Stand Programmes Board	dards already approved by University
N/A	
Date of University Programmes Board Approval	Click or tap to enter a date.

Section D Validation Process

Please tick the process that was followed:

Validation Panel □	AQEC Meeting	AQEC Sub-Group □
Date: 25 th April 2023	Date:	Date:

Panel Members

Name	Role	Affiliation
Dr Donal O'Brien,	Chairperson	School of MPO
Dr. Brian Gormley,	Head of Sustainability Education,	TU Dublin
Dr. Ciaran O'Connor,	Sustainability Consultant	Change by Degrees, Dublin

Dr. Clare O Mahony,	Internal Academic	Head of Economics, TU Dublin
Dr. David Irwin, Academic	Quality Advisor	Academic Affairs, TU Dublin

Section E - Programme Evaluation

Governance & Management		
Is the programme designed in accordance with the University's	Yes ✓	No □
Strategic Plan, Educational Model and Quality Framework?		
Comment:	_	_

Planet

The priority SDGs reflected in the programme learning outcomes for development are SDG 4 Quality Education, SDG 8 Decent Work and Economic Growth, SDG 16 Peace, Justice and Strong Institutions, and SDG 17 Partnership for the Goals. This programme is designed to enable the Faculty of Business to become a leader in nurturing Sustainable Development through the promotion of EDI working environments for peace-building and peacemaking. The Faculty of Business is developing its Sustainability portfolio as it aims to become 'A Powerhouse for Living & Breathing Sustainability'. This programme represents the second programme focused on sustainability as the Faculty of Business seeks to empower enterprise to drive societal change from within organisations by providing a voice for sustainability and leadership that champions sustainability issues at local, national and global level to solve some of the world's most pressing problems. The programme will drive discourse on sustainable economic development framed around business practices that align with the principles of SDG 16 and the B4P Compact, to develop business practices that are grounded on social justice and corporate social responsibility for peace and conflict management. The learning portfolio aims to make a significant contribution as it seeks to foster research in the economic and financial domain with a focus on business leadership for peace development and sustainability.

People

This programme will provide a strong talent pipeline that combines knowledge, skills and employability in the area of Sustainable Development. The programme seeks to create richer opportunities for national and international engagement that contributes to enhancing the learning environment and the student learning experience. The programme is based on a student-centered approach sustained by the principles of knowledge democracy and excellence in engagement paradigms. A pathway for all – flexible design and delivery of the course. This provides a lifelong learning opportunity for professionals looking to take ownership of sustainability at the intersection of societal and business transformation.

Partnerships

The programme is framed in the context of high-quality learning with a focus on experiential learning of the UN SDGs. The learning, teaching and research strategy will be co-delivered by the United Nations experts with significant field experience and by research active academics within the Faculty of Business. The learning environment will be framed around the co-delivery of modules, workshops and research seminars between the Faculty of Business and the United

Nations Institute for Teaching and Research (UNITAR) and academic leads are designed to immers
participants in real-world learning for value creation, conflict resolution, sustainability, action an
impact. Furthermore, the programme will significantly improve the equality of opportunity throug education and training that reflects the diversity of our society and the growing need for divers multicultural and multi-ethnic working environments.
HEA Compact targets
The programme is strongly aligned with the HEA compact targets and will make a significan contribution to achieving the high-level targets. The programme will provide a strong talent pipelin for both enterprise and research and create opportunities for international engagement through

HEA Compact targets		
The programme is strongly aligned with the HEA compact targets at contribution to achieving the high-level targets. The programme will provide both enterprise and research and create opportunities for internation both the UN partnership and the global student base. The fully on-line a programme will facilitate flexible studying and lifelong learning. Increasi engaged in these activities will help achieve compact high-level targets 2	ride a strong ta ional engagem nd part-time i ng the numbe	llent pipeline nent through nature of the
Will the proposed strategies for programme management and quality assurance ensure that the programme is well managed and continuously enhanced and is in accordance with the University's Quality Framework? Comment:	Yes ✓	No □

Awards Standards			
Are the programme aims and learning outcomes clearly written using	Yes ✓	No □	
appropriate terminology? (See TU Dublin Guidelines)			
Comment:			
In addition, mapping of module learning outcomes for modules to prog		ŭ	
have been designed with reference to UNESCO sustainability competencies, and the UN SDGs is detailed in the Appendices submitted		•	
documentation. These frameworks provide a rigorous underpinning and clear alignment with global research and policy in the space of sustainability leadership.			
Are the programme aims and learning outcomes aligned to the proposed level of the award on the NFQ in accordance with applicable Award Standards?	Yes ✓	No □	
Comment:			
Will the curricula, teaching, learning and assessment methods enable students to reach the appropriate standard to qualify for the award(s)?	Yes ✓	No □	
Comment:			
Was the programme development appropriately informed by internal and external stakeholder input (including industry/practice, professional/regulatory bodies, and community organisations)?	Yes ✓	No □	
Comment:			

The programme has been designed in partnership with UNITAR which is a dedicated training arm of the United Nations and an established, globally recognised provider of learning, training, and knowledge sharing services. In 2020 they provided these services to 322,410 individuals across the world in developed, developing, and least developed countries. Their model of collaborative provision of postgraduate programmes has proven highly successful, and UNITAR work with numerous highly ranked international Universities worldwide.

This novel programme is unique within the UNITAR portfolio of postgraduate partnership offerings and as such will have a significant competitive advantage. The combination of sustainable leadership and entrepreneurship, together with a focus on Business for Peace at the postgraduate level is not to our knowledge offered at any other universities and is unique in the Irish market. This distinctive feature, together with the focus on conflict management and resolution, and sustainable economic growth, will ensure student demand in a competitive environment.

Additionally, the fully on-line, part-time, flexible nature of the programme broadens the target market, and the programme will attract students of all ages from across the globe. UNITAR will promote the programme across their extensive global network ensuring a broad reach and appeal.

Has the programme been benchmarked against similar programmes	Yes ✓	No □
nationally and internationally?		

Comment:

There are several certificates at post graduate level in the sustainability space. Notably in TCD, DCU, UCC and UCD. These programmes vary in discipline focus, however many address the strictly environmental perspective of sustainability, with just two focused on the business lens. This PG cert will allow students to exit with the award, or continue into the PG diploma and masters offerings which are currently being developed. Additionally, the existing landscape of sustainability programmes is restricted in terms of online delivery, and none offer the rigor and underpinning of a strategic partnership such as our partnership with UNITAR.

Some national sustainability programmes, including the TU Dublin certificate, have attracted Springboard funding and almost exclusively serve the Irish market without an international focus. In addition to this, the current marketplace is focused on upskilling and part-time education for the most part without a focus on building a global cohort.

This programme has several completely unique points of difference; the Entrepreneurship and Leadership discipline focus, the Business for Peace focus, and the partnership with UNITAR. Furthermore, the global platform on which the programme will be promoted and delivered is unique. This position is maintained when considering the competitive landscape internationally, offering a unique and highly innovative approach to sustainability education while leveraging the strengths of the University.

Programme Title	University	Duration	Delivery
MA Global Strategy & Sustainability	University of Edinburgh	1 year	Fulltime, F2F
Msc Business Sustainability	UCD	23 months	Fulltime, F2F

International Masters in Sustainable Business & Innovation	EADA Business School Barcelona	9 months	Fulltime, F2F	
Msc Sustainability & Business	University of Leeds	1 year	Fulltime, F2F	
Msc Global Business & Sustainability	Erasmus University Rotterdam	1 year	Fulltime, F2F	
MSc Sustainable Business: Leadership, Innovation and Management	University of York	1 year	Fulltime, F2F	
Msc Business & Sustainability	University College London	1 year	Fulltime, F2F/Online	
Business Sustainability – Master of Business Administration	University of New Zealand	1 year	Fulltime, F2F	
MSc in International Business and Marketing	NTNU Norwegian University of Science and Technology	2 years	Fulltime, F2F	
Master in Environmental Change and Global Sustainability	University of Helsinki	2 years	Fulltime, F2F	
Professional Master in Sustainability, Entrepreneurship and Technology	Tomorrow University of Applied Sciences	12-18 months	Part-time, Online	
MSc in Global Environment and Sustainability	University of London	2-5 years	Part-time, Online	
M.A. International Business and Leadership - General, Trade, Sustainability or Healthcare focus	SRH Berlin University of Applied Sciences	2 years	Fulltime, F2F	
Comment.	Comment.			

Programme Design		
Is the programme design informed by current development in the	Yes ✓	No □
discipline and associated subject areas, having taken into consideration		
current trends, stakeholder feedback and market analysis?		
Comment:		
Extensive research into the international competitive landscape identifi	ed a number o	of competitor
programmes offered worldwide. The vast majority of competitor programmes		
delivery is face to face. This programme departs from this model. Also,	=	
programme are unique in including entrepreneurship, leadership, in		
climate activism, and sustainable economic development offerings.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
	T	
Will there be opportunities for students to input into curriculum design	Yes ✓	No □
decisions in the future?		
Comment:		
This is facilitated through the university's QA/QE processes.		
	T	
Is there a mechanism to ensure the input of external stakeholders in the	Yes ✓	No □
ongoing development of the programme?		
Comment:		
This is facilitated through the university's QA/QE processes.		
Is the programme curriculum well-structured with a logical progression	Yes ✓	No □
of learning and development across the modules and stages?		
Comment:		
	T	<u> </u>
Are there appropriate opportunities for students to undertake work-	Yes □	No □
based learning, through work placements or work-based projects or		
assignments?		
Comment: N/A		
	Ι	T
If applicable, have the relevant Blended Learning Checklists (i.e.	Yes ✓	No □
Learning Experience Context & Programme Context) been fully		
completed and submitted to the Panel?		
Comment:		
The programme is fully online and asynchronous by design. All course	materials and	teaching will
be provided via our Virtual Learning Environment (VLE) Brightspace.		
to the manifold and appropriate and are it to be considered to the	V /	=
Is the required programme and module information provided in the	Yes ✓	No □
correct format?		
Comment:		

Learning, Teaching & Assessment			
Is there an effective student-centred teaching and learning strategy that aligns with the University's strategies and Education Model?	Yes ✓	No □	
Comment:			
Does the assessment strategy provide an appropriate mix of assessment types that will enable students to demonstrate that they	Yes ✓	No 🗆	
have met the module and programme learning outcomes? Comment:			
Do the learning outcomes and assessment strategy ensure that academic integrity can be maintained and attempted breaches of academic integrity are minimised/easily detected?	Yes ✓	No □	
Comment:			
Is there a comprehensive mapping of assessment methods and module learning outcomes and between module learning outcomes and programme learning outcomes?	Yes ✓	No 🗆	
Comment:			
A comprehensive chart is presented on p.28 of the Validation document	: to evidence t	his.	
Are there opportunities in all modules to provide students with timely and constructive feedback on their learning and development?	Yes ✓	No □	
Comment:			
This programme will operate within and adhere to the University's QE processes, as detailed in the Handbook for Academic Quality Enhancement which gives voice to QE as "a means of further improving the student experience". These processes include annual monitoring of programmes/quality action plans; programme/module validation; programme management, team, committee functioning structures; programme modification; oversight and external examiner moderation. The School of Marketing and Entrepreneurship collaborates with colleagues at Academic Board, specifically with the College of Business QA committee for module modifications and secondly the Annual Monitoring Committee			
As part of the regular academic quality enhancement and enhancement Faculty of Business, each programme committee prepares an annual functioning of the programme from the previous academic year. Key in the following: feedback from students on individual modules; feedprogrammes; and, external examiner reports.	monitoring renputs to the re	eport on the eport include	
Do the teaching and assessment methods consider the diversity of the student cohort?	Yes ✓	No □	
Comment:			
The target student population is national and international and the d modules with UNITAR reflects these constituencies and their diverse lea	_	-	

Student Supports & Learning Environment			
Are there sufficient and appropriate resources (e.g. human, financial	Yes ✓	No □	
and physical) to support the proposed programme aims and objectives,	and physical) to support the proposed programme aims and objectives,		
to deliver the programme as specified?			
Comment:			
Are there sufficient staff that are appropriately qualified and capable to	Yes ✓	No □	
support the programme delivery, from both context and pedagogy			
perspectives?			
Comment:			
Are there appropriate arrangements in place to support the student	Yes ✓	No □	
experience and to monitor student performance?			
Comment:			
Are the access, transfer and progression arrangements clearly defined	Yes ✓	No □	
and appropriate, and aligned to TU Dublin policy/strategy in this			
regard?			
Comment:			
Whilst this qualification is a stand-alone award, the School is at an adva	_		
an add-on Graduate Diploma and Masters in Global Sustainability Leadership and Entrepreneurship.			
Graduates from the Graduate Certificate will be eligible to progress to further programmes in this			
generic area once approved.			
Do the student supports and learning environment cater for equality,	Yes ✓	No □	
diversity and inclusivity of students?	163 7	NO □	
Comment:			
comment.			
Is the relevant programme information clearly communicated to the	Yes □	No □	
students to ensure they are informed, guided and cared for?			
Comment:			
The School submitted as part of the validation documentation a copy	of the propo	sed Student	
Handbook.			
Has the Checklist for First Year Student Success (where applicable) been	Yes □	No □	
fully completed and submitted to the Panel?			
Comment:N/A			

Collaborative Provision (if applicable)		
Are the roles and responsibilities of each partner clearly defined? Yes \checkmark No \Box		
Comment:		

The roles and responsibilities of UNITAR as outlined in our letter of agreement are as follows:

- Collaborating with TU Dublin in initiatives developed within the respective fields of
 expertise, that contribute to the Parties common goals and objectives with regard to high
 quality learning, research and education solutions;
- Supporting the academic coordinator/Programme Chair of the programme and the individual modules;
- Designing the individual modules with the assistance of TU Dublin;
- Publicising the programme and individual modules;
- Providing the material and human resources, including faculty and temporary lecturers, to deliver the courses under its responsibility;
- Managing and safeguarding the information provided by TU Dublin about the students;
- Confirming to TU Dublin the academic records of the students for the modules within up to one month from the closure of the modules;
- Assuring that its personnel, agents, employees, or contractors meet the highest standards
 of qualification and technical and professional competence necessary for the achievement
 of the objectives of the partnership.

The roles and responsibilities of TU Dublin as outlined in our letter of agreement are as follows:

- Acting as the academic coordinator/Programme Chair of the programme and the individual modules and perform the associated duties;
- Assuring that the academic standards of the award provided under this Agreement are compatible with relevant benchmark by TU Dublin Quality Assurance policies and procedure in line with the Bologna Process, recognized within the European Union;
- Assuring the award conferred upon successful completion of the individual modules is equal in academic standard to that conferred on successful completion of the same or comparable internal TU Dublin programmes;
- Designing the individual modules with the assistance of UNITAR;
- Publicizing the programme and the individual modules;
- Providing the material and human resources, including faculty and temporary lecturers, to deliver the courses under its responsibility;
- Receiving applications from potential students, screening them according to its requirements and providing a listing of all the students registered on the programme of study.
- Managing and safeguarding the information provided by potential students at the moment of application;
- Managing the recognition of the academic credits previously obtained by students;
- Collecting the fees from the students and transfer to UNITAR the respective share, as per Article IV;
- Issuing each student with a receipt to acknowledge the payment;
- Granting access to students on the TU Dublin virtual learning environment for the duration
 of the modules and suspending access when the student has graduated;

- Updating the modules hosted on the TU Dublin virtual learning environment and uploading new, when agreed as per Annex I;
- Transferring the respective documentation (including the list of students per module and the amounts received) to UNITAR up to the beginning of each semester;
- Documenting the academic records of the students enrolled in the individual modules;
- Issuing and delivering official certificates at the end of the individual modules;
- Cooperating in any quality assurance evaluation that may be undertaken by UNITAR;
- Ensuring that its personnel, agents, employees, or contractors meet the highest standards of qualification and technical and professional competence necessary for the achievement of the objectives of the partnership;
- Ensuring that all relevant national labour laws are observed;
- Refraining from any conduct that would adversely reflect on the United Nations and shall
 not engage in any activity which is incompatible with the aims and objectives of the United
 Nations or the mandate of UNITAR.

In the case of Joint or Multiple Awards, has due diligence on capacity of	Yes □	No □
partner institution meeting the QA-QE requirements for the programme		
been undertaken?		
Comment: N/A		

Section F - Overall Recommendation

1.	Recommend approval of programme as submitted, without amendment	
2.	Recommend approval of programme, subject to minor amendments/editorial	\boxtimes
	changes to be completed as soon as possible and with recommendations for	
	consideration.	
	Note: recommendations are attached where it is considered that the programme would benefit from particular changes, or from a review of certain aspects of the programme over a period of time, with changes made if required. While recommendations are advisory in nature, there is an expectation that all recommendations are responded to appropriately and acted upon as appropriate.	
3.	Recommend approval of programme subject to the fulfilment of conditions.	
	Recommendations for consideration may also be attached.	
	Note: conditions are attached where it is agreed that changes must be made to the programme / programme documentation prior to the commencement of the programme. Conditions must be set where issues are identified that relate directly to academic standards or to University regulations or procedures. It should be clear what is required in order to meet the conditions.	
	A new programme cannot go forward to Faculty Board for consideration/approval unless a response to the Validation Report is submitted with revised programme documentation and the Academic Quality Enhancement Committee is satisfied that all conditions are met.	

4.	Do not recommend approval of programme.	
Are	eas for commendation	
1.	The uniqueness in an Irish context of TU Dublin's partnership with the UNITAR.	
2.	The degree of innovation in designing and developing the programme with UNI	TAR.
3.	The sustainable delivery of the programme in an asynchronous format.	
4.		
5.		
Cor	nditions of Approval	
1.		
	Response:	
2.		
	Response:	
3.		
	Response:	
	1	

Recommendations

1. The document would benefit from a re-clarification of 'leadership' so that it is clear that leadership is not purely confined to a business context.

Response:

The student handbook and programme documentation will be updated to clearly outline the purpose of the programme in respect of leadership. The programme will develop responsible leaders for sustainability, peacebuilding, and conflict resolution, and champions of the United Nations (UN) Sustainable Development Goals (SDGs). The leadership skills developed in the programme will enable students to be leaders in sustainability as individuals, and within organisations and institutions. The emphasis of the programme is on leadership and entrepreneurial solutions to achieve the UN 2030 Agenda and the SDGs, rather than leadership in a purely business context.

The sustainability leadership module descriptor will be edited to clarify and reflect the specific applications of the leadership skills developed.

2.

The assessors believe that the programme would benefit from the inclusion of Climate Scenario Analysis and Planning.

Response:

Welcome week will feature an introduction to the SDGs and we will include an introduction to Climate Scenario Analysis and Planning in the programme. We will also look to include this in more detail in the development of the PG Diploma 30 credit top up programme.

3. The assessors would like to see a list of stakeholders included to present the range and extent of contributors from both Global North and Global South.

Response:

In addition to the stakeholders outlined in the validation documents, the academic stakeholders who have contributed to the programme development are listed in the appendices represent both global north and global south leaders who have been included in the process. Additional detail on internal UNITAR stakeholders to be provided.

4. The assessors would like further clarification written into the document on the manner in which asynchronous learning is structured and managed so that learners across the globe have a shared and similar learning experience.

Response:

UNITAR have considerable experience running online asynchronous programmes with partner institutions across the globe

The school of marketing and entrepreneurship also have knowledge and expertise in running programmes of this nature as they currently run the only online asynchronous masters programme in TU Dublin

Following best practices and successful innovations on similar programmes, a shared learning experience will be ensured through the following:

• A welcome week that will include live online (recorded) events including ice breaker events where students will get to know each other and the programme team.

- A minimum of two live seminars delivered in each module. These modules will offer an
 opportunity for students to interact, and will be recorded for those who cannot attend
 live.
- Moderated discussion forums, a minimum of four per module. These will be facilitated
 by the lecturers, and in some cases by a group of students, and focused on a particular
 theme. Facilitators will pose questions, advance the discussion and keep it on topic.
 Students will be able to connect, share their thoughts and experiences, and deepen
 their understanding of the material.
- Informal coffee mornings will be hosted a minimum of four times throughout the semester. These were introduced by UNITAR on their online programmes during covid to help those feeling isolated by lockdowns. However, based on the popularity of these events and student feedback they have continued to utilise them to help build a community among learners on online programmes.
- A group project in each module will facilitate engagement and allow students to build relationships with their peers. The grade for group projects will have an individual element and this will be assessed by the group members themselves. Peer evaluation form will require students to assess the input into the project by all members of the group, including themselves. This element of the group project will ensure that all students engage and will help enforce a balanced work load between members.
- 5. The assessors recommend that the University quality assurance details on p. 13 'Learning & Teaching Enhancement' is revised in line with current university QA procedures.

Response:

This will be completed as soon as updated QA procedures are available.

6. The assessors would like table 4 to be inserted into the validation documentation. Reference is made to it on p. 10 of the Validation document.

Response:

Done.

Other matters to be brought to the attention of Faculty Board and/or University Program	mes
Board	

Validation Report		
This report has been agreed by the Validation Panel and is signed on their behalf by the		
chairperson.		
Chairperson: Dr. Donal O'Brien		
Signed:		Date: 25 th April 2023

School Response		
The response to the conditions and recommendations has been agreed by the School and is		
signed by the Head of School.		
Head of School: Dr. Etain Kidney		
Signed:	Date: 5 th May 2023	

Faculty Board		
The report and response have been approved by Faculty Board 16.06.23		
Vice-Dean for Education: Dr. Lucia Morales		
Signed:	Date 16.06.2023: Click or tap to enter a date.	

University Programmes Board (Programmes of 30 ECTS or great)	
The report and response have been approved by the University Programmes Board	
Registrar: Dr. Mary Meaney	
Signed:	Date: Click or tap to enter a date.