

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 8, 2022 9:17 pm
Browser:	Chrome 104.0.0.0 / Windows
IP Address:	160.9.46.195
Unique ID:	1007376494
Location:	53.8109, -1.637

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<b>First Name</b>	Lee Jones
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<b>Email</b>	I.g.jones@leedsbeckett.ac.uk
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<b>Level of Degree Program(s)</b>	Undergraduate
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<b>Academic Year</b>	AY2021-22
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**1. Are the academic standards on the program appropriate for the award?**

The first point I would like to make is that with all of the modules I have overseen as external examiner, the way in which the module leads communicate with students is excellent. This can be demonstrated by seeing the announcements that have been made on Canvass.

The richness of resources that are on all of the module sites are excellent. I would like to comment on the range of resources e.g. videos, webinars, links to podcasts etc no doubt will meet all preferred learning styles.

I would also like to comment on the methods of assessment for the modules I have overseen as external examiner. Not only are they contemporary, they are also designed in a way that makes students 'future ready' for working in environments.

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**2. Please comment on the comparability of the academic standards with other higher education institutions.**

The academic standards are comparable with those of other higher education institutions that I have worked in.

The topics taught on the courses provide students with the relevant skills for professional employment. I'm not sure to what extent this is already done but I would recommend more industry input such as guest lectures or industry projects to expose students to employer perspectives and ensure that the graduates meet the needs of the employers.

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.**

The performance of the students on the modules that I have responsibility was undoubtedly comparable to that at other institutions. Students at the higher end of the scale clearly engage well with the material and are able to apply this knowledge to their work. Students at the lower end have had difficulties. I wonder if they are simply weaker students, where Covid has then had a great impact on their engagement.

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**4. Please comment on any instances of good practice.**

I note the strength of the teams as collaborative units and the care and attention that they pay to their students and the needs of these students. In assessment feedback and in general conversation.

It is clear that all staff know their students well and the issues that they face within and beyond the classroom. Pacing of teaching and assessments across the year is carefully planned and implemented.

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**5. Please detail any recommendations.**

NA

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**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).**

NA

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**7. Any additional comments?**

I would like to express my gratitude to all academic and administrative staff I have worked with. At all times, I had clear points of contact for administrative and educational matters, and my questions and queries were answered promptly and constructively. I received invitations to board meetings and information about the marking process, as well as module handbooks etc., much in advance. All module leaders prepared the External Examiner area on Canvass very well, with hyperlinks to student work, module leader reports, moderation sheets etc., which allowed me to examine the assessment efficiently and effectively, as well as obtain a feeling for how the teaching went, giving more context to the marks and feedback.

In my view, the BBA course I examined has a clear scope and vision: to provide higher education level provision with a strong professional emphasis.

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**Signature**



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Form Name: External Examiner End-of-Year Report  
Submission Time: September 9, 2022 6:52 am  
Browser: Safari 15.6.1 / OS X  
IP Address: 81.198.169.230  
Unique ID: 1007514556  
Location: 56.9496, 24.0978

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**First Name** Mark Spokes

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**Email** mark@spokeseducation.com

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**Level of Degree Program(s)** Undergraduate

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**Academic Year** AY2021-22

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**1. Are the academic standards on the program appropriate for the award?**

The academic standards are appropriate for both undergraduate and postgraduate programs. There are some differences in the practices of teachers across the undergraduate program (the core program for my evaluation), but this is to be expected, particularly with the welcome autonomy granted to teachers within the American higher education system. At the same time, there has clearly been a lot of work conducted to harmonise the practices of teaching within and across campuses. There have been no serious problems and any issues that I have highlighted have been only towards the goal of establishing the best pedagogical practices that are demonstrated by a growing number of teachers. Moreover, the academic standards committees demonstrate that issues are picked up and resolved quickly and consistently.

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**2. Please comment on the comparability of the academic standards with other higher education institutions.**

I am currently working with several American Higher Education Institutions, such as Johns Hopkins University and UCLA. The standards that Hult sets are comparable. Some of the elite institutions might have more recognised faculty, but the quality of actual teaching that can be found within Hult is often superior. I think that the work that Hult has been doing in integrating technology into the classroom for over a decade has meant that many teachers had already established good practices before the pandemic and can continue to innovate. I am impressed with the introduction of the new undergraduate program and the boundaries that it pushes in education. I do believe that this could be a game changer and other institutions that do not have the same ability or willingness to change will notice a larger and more meaningful gap in the quality of blended learning.

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.** The quality of student performance is perhaps the one area that can still be the focus for improvement. As mentioned throughout the year, I think that the quality of performance is roughly across a comparable range with other institutions, but perhaps the bell curve is a little more skewed towards the tail. I think that Hult continues to have a more inclusive admissions policy than some of the elite institutions in the US, so this is to be expected. However, some of the student work that has been reviewed in classes, such as SCI 256 - Robotics, Business and Society (London) and GLO 420 - Future Societies (London), has been outstanding. These teachers have been able to guide and support students towards work at a postgraduate level.

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**4. Please comment on any instances of good practice.** Professor Stefania Cassar always demonstrates good practices. In particular, she recognises the importance of germane cognitive load and reducing extraneous cognitive load by guiding and supporting learners in the process of learning and completing assessments. In SCI 256, Stefania dedicates time in class and tutorials to work with students on both the content and the form of assessments, acknowledging that students do not automatically know how to best use multimedia platforms. She provides feedback that is not only corrective, but also directive and focused on continuous improvement. Perhaps more importantly, she scaffolds all work, providing worked examples and models of success, so that students are supported in creating their best work.

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**5. Please detail any recommendations.** I am pleased to see that the new undergraduate program will be launched with Ronan observing in classrooms and supporting teachers in the transition. I found this to be the most effective way to mentor and collaborate with teachers in improving their work.

I am also very happy that Professor Cassar has been involved in the development of the new undergraduate program - I believe that she should be given time and resources to experiment with new innovations in her own work and then to support colleagues in establishing these across the program.

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**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** There is nothing urgent that needs to be followed up on. The one thing that I have suggested previously that might be good to introduce in the new program is the ability for external examiners to receive updates on specific cases for academic standards that are highlighted in reports. There are a few cases that I have just trusted to be resolved after drawing attention to them, but it would be quite useful to understand the process that follows.

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**7. Any additional comments?**

I am always impressed with the likes of Ian, Mo and Ronan, in their commitment to resolving issues that are raised during evaluations. The incremental gains that have been made, even during my time as an examiner, have already led to significant improvements. The introduction to the new program was exemplary and the openness to feedback and improvement from external sources engenders a lot of confidence in the management of the organisation. A final word of thanks to Ian, who has always treated everyone involved in this process with the utmost respect and kindness. As always, it is a pleasure to work with him and Hult.

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**Signature**



A handwritten signature in black ink, appearing to be 'M. J. Hult', is written over a horizontal line. The signature is stylized and cursive. Below the signature, there is another horizontal line.

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 9, 2022 10:04 am
Browser:	Chrome 105.0.0.0 / Windows
IP Address:	86.169.25.164
Unique ID:	1007545944
Location:	51.7219, 0.4811

<b>First Name</b>	James MacAskill
<b>Email</b>	james.macaskill@m4siz.com
<b>Level of Degree Program(s)</b>	Both
<b>Academic Year</b>	AY2021-22
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	Broadly similar, Hult's focus on application across the courses examined, is commendable to the building of employability skills and the application of knowledge.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Students' work is comparable in level. However, I would continue to encourage skills of evidence-based writing in assessments and reporting.
<b>4. Please comment on any instances of good practice.</b>	As mentioned above, Hult's focus on application means that students are developing practical and communication skills alongside conventional theory. The revised curriculum that is rolling out in the UK is well prepared and builds on Hult's review of performance and curriculum over the years within a UK context.
<b>5. Please detail any recommendations.</b>	<p>Build on the application of knowledge and understanding of best practices, alongside a continued focus on evidence-based writing.</p> <p>Across US and UK campuses, the equivalency of assessment should be obvious to the external examiner and similar course titles must have the same learning outcomes and assessment criteria in rubrics. Preferably moving closer to the UK standards approach while still giving some adaptability to US tutors.</p> <p>Further refinement of the transparency of fudge points and the use of class participation grading points. While not in themselves necessarily poor practice, they should reflect actual contributions of students to co-learning spaces and peer learning opportunities, or they appear opaque grade adjustments.</p> <p>Comments should be formulated into feedforward and feedback across all courses, with some policy guidance in this regard and in the use of Rubrics to support grading.</p>

**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** N/a

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**7. Any additional comments?**

I am encouraged by the progress Hult in the UK is making in academic standards and bringing fresh approaches to enlivening the curriculum and developing meaningful syllabi and curricula. Learning resources are always of a high level and highlight recent and current issues being dealt with in the economy. The quality of course delivery and student support remains high, particularly on the UK campus

I once more congratulate the lecturers, the support staff, and the senior managers for their continued support to the externals and their student body.

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**Signature**



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Form Name: External Examiner End-of-Year Report  
Submission Time: September 9, 2022 11:06 am  
Browser: Chrome 105.0.0.0 / Windows  
IP Address: 31.121.18.139  
Unique ID: 1007556721  
Location: 51.5245, -0.0255

**First Name** Richard George

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**Email** Richard.george2016@gmail.com

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**Level of Degree Program(s)** Both

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**Academic Year** AY2021-22

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**1. Are the academic standards on the program appropriate for the award?** Yes, the academic standards are suited for the award

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**2. Please comment on the comparability of the academic standards with other higher education institutions.** the standards are high, if not higher, compared tyo other universities and international business schools

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.** Compared to other HE institutions, HULT students performed very well

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**4. Please comment on any instances of good practice.** Excellent range of assessment methods employed - individual student quizzes, individual class participation, group and indiviudal assignments. Very good use of up-to-date business-applied case studies.

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**5. Please detail any recommendations.** No

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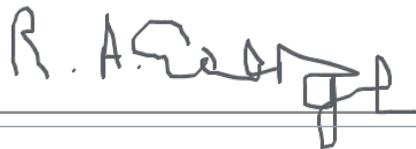
**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** N/A

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**7. Any additional comments?** Overall, a high standard of student assessment feedback, a good distribution of grades and excellent range of assessment methods to support high quality classes at Hult International Business School.

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**Signature**



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Form Name: External Examiner End-of-Year Report  
Submission Time: September 9, 2022 11:34 am  
Browser: Firefox 104.0 / OS X  
IP Address: 82.37.236.43  
Unique ID: 1007562686  
Location: 51.5242, -0.3976

<b>First Name</b>	Michael Talalay
<b>Email</b>	talalaym@regents.ac.uk
<b>Level of Degree Program(s)</b>	Both
<b>Academic Year</b>	AY2021-22
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes they are.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	In line with comparable institutions. Within Hult, the academic standard does vary from satisfactory to excellent.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	They are comparable to other institutions with the same extensive numbers of students for whom English is not their first language.
<b>4. Please comment on any instances of good practice.</b>	ECN202 (Economic Theory and Application) in London should be held up as an exemplar. The syllabus, the assessment structure, and the feedback are all excellent.
<b>5. Please detail any recommendations.</b>	In general, I think that the students would benefit from some work on writing skills. This should encompass not only grammar and syntax but also how to structure an essay and develop an argument.
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	My previous suggestions for some of the Boston modules seem to have been taken on board. However, I still think that there is work to be done in Dubai on REG381 (Doing Business in the Middle East)
<b>7. Any additional comments?</b>	I always enjoy looking at the courses offered by Hult. Students are getting a very good education.

**Signature**



Form Name: External Examiner End-of-Year Report  
Submission Time: September 9, 2022 12:04 pm  
Browser: Chrome 105.0.0.0 / OS X  
IP Address: 92.8.147.187  
Unique ID: 1007575050  
Location: 51.5597, -0.0528

**First Name** Ana-Maria Pascal

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**Email** pascala@regents.ac.uk

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**Level of Degree Program(s)** Both

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**Academic Year** AY2021-22

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**1. Are the academic standards on the program appropriate for the award?** Yes, academic standards are appropriate for both the UG and the PG programmes that I looked at. They are in line with external accreditation body's standards for the sector, and maintained through rigorous internal monitoring and review processes (ie moderation, external examining, and a fair and transparent Board processes).

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**2. Please comment on the comparability of the academic standards with other higher education institutions.** The academic standards at Hult are comparable to those at other HE institution I have worked at, or collaborated with.

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.** Student performance at Hult is comparable to that of students at other HE institution - in particular, those at Regent's University. Students excel in assignments with a practical / applied component, i.e. case studies and projects; they struggle with more analytical type of work.

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**4. Please comment on any instances of good practice.** The continued focus on applications of learning to 'the real' world, including contemporary challenges, e.g. climate and poverty, as well as gender issues.  
The sheer diversity of the assessment structure, in virtually every module I have looked at - not only this year, but ever, since I became an EE at Hult. This is a strength of the programme.

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**5. Please detail any recommendations.** I'd like tutors to make a conscious effort to include more analytical elements in their teaching and assessment, to stimulate students to engage in intellectual debate, more than they currently do - including (or especially) in essays. I've mentioned something similar in my last end-of-the-year report; part of that was acted upon; there is room for improvement (see below).

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**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** Last year, I was encouraging tutors "to give more task-specific feedback and include observations about the analytical side of student work. (This is often less developed than the descriptive, factual-based side). This should be aimed at developing students' critical thinking and argumentation skills, which can then be applied in wider contexts." I can definitely see more task-specific feedback, but not so much focus on the analytical side.

I also recommended using the rubric more, and this has clearly been acted upon, with clear benefits. Thank you.

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**7. Any additional comments?**

It is always a pleasure to witness the development of TLA practices at Hult, which are not only maintained at good standards, but continuously monitored, and improved. The healthy debates taking place at Award Boards are a sign of strength at this institution. I haven't seen an equivalent (in depth, openness and honesty) at other institutions. I'd like to congratulate the team - both managers and tutors - for making this happen.

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**Signature**



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Form Name: External Examiner End-of-Year Report  
Submission Time: September 12, 2022 9:23 am  
Browser: Chrome 105.0.0.0 / Windows  
IP Address: 86.162.21.77  
Unique ID: 1008497335  
Location: 54.3508, -6.6674

**First Name** Simon du Plock

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**Email** simon.duplock@metanoia.ac.uk

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**Level of Degree Program(s)** Undergraduate

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**Academic Year** AY2021-22

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**1. Are the academic standards on the program appropriate for the award?** Yes - As I have indicated in my reports for Fall and Spring Terms, and Summer, marks are consistent with assessment criteria.

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**2. Please comment on the comparability of the academic standards with other higher education institutions.** The standards applied in the BBA Programme are appropriate to the qualification and are broadly comparable to those of other equivalent UK Higher Education programmes - and to those US programmes with which I am familiar.

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.** The level of student performance is comparable with other bachelor-level degree programmes at UK Higher Education institutions with which I am familiar.

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**4. Please comment on any instances of good practice.** I have regularly commended tutors on the creativity, ingenuity and accessibility of their modules. Summer modules, in particular, perhaps where tutors feel more able to play with the offering and trail material, are routinely of a high quality.

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**5. Please detail any recommendations.** None at this point. I am happy that recommendations that I have made in reports for Fall and Spring Terms, and for Summer are being addressed appropriately.

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**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** N/A

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**7. Any additional comments?** None at this time.

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**Signature**

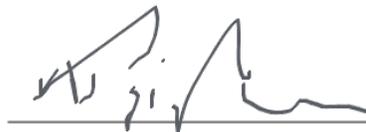


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Form Name: External Examiner End-of-Year Report  
Submission Time: September 12, 2022 10:36 am  
Browser: Chrome 105.0.0.0 / Windows  
IP Address: 212.205.230.173  
Unique ID: 1008509782  
Location: 37.9842, 23.7353

<b>First Name</b>	Nikos Tsorakidis
<b>Email</b>	nikos.tsorakidis@lebeducation.co.uk
<b>Level of Degree Program(s)</b>	Undergraduate
<b>Academic Year</b>	AY2021-22
<b>1. Are the academic standards on the program appropriate for the award?</b>	Academic standards are high and appropriate for the award. I am very pleased with all the coursed I have reviewed.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	The academic standards are very high. They are at the same level and often higher with the academic standards at other institutions of equal high standard I have been associated with both in the UK (including Russell Group Institutions) and US.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	The level of student performance observed is comparable to the student performance in other institutions I have been associated with both in the UK and US.
<b>4. Please comment on any instances of good practice.</b>	-great emphasis to link theory and practice in all courses I have reviewed -personalized and detailed feedback on assignments -evidence of good communication among course leaders of the same unit in different locations

**Signature**



Form Name: External Examiner End-of-Year Report  
Submission Time: September 12, 2022 2:42 pm  
Browser: Safari 15.6.1 / OS X  
IP Address: 193.61.207.144  
Unique ID: 1008573757  
Location: 51.5026, -0.066

**First Name** Kirk Plangger

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**Email** kirk.plangger@me.com

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**Level of Degree Program(s)** Undergraduate

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**Academic Year** AY2021-22

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**1. Are the academic standards on the program appropriate for the award?** From the 8 marketing courses I have reviewed this year, as my experience severing as an external examiner for several years now, I am confident that the academic standards on the BBA program are appropriate for the award.

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**2. Please comment on the comparability of the academic standards with other higher education institutions.** Over my time serving as an external examiner at Hult, I have continued to be impressed at the level of education being taught and fairly assessed and believe it to be comparable to other institutions in my experience.

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**3. Please comment on the comparability of the level of student performance with other higher education institutions.** Over the eight modules observed this year, student performance was in line with other higher education institutions in my opinion.

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**4. Please comment on any instances of good practice.** Generally, instructors at Hult present their students with very innovative and engaging assignments and other assessment opportunities that enable them to learn valuable, transferable skills. I believe that these are key to enabling students to be competitive in the employment marketplace.

Furthermore, while the pandemic challenges all of us in the higher education industry, Hult's forward thinking application of technologies, including canvas, has helped it adjust and be flexible for students, instructors and external examiners. Congratulations!

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**5. Please detail any recommendations.** For my specific recommendations on individual modules, please see my termly reports.

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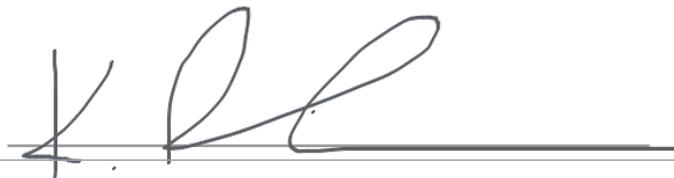
**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).** N/A

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**7. Any additional comments?** None.

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**Signature**



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Form Name: External Examiner End-of-Year Report  
Submission Time: September 13, 2022 5:39 am  
Browser: Chrome 105.0.0.0 / Windows  
IP Address: 86.138.97.120  
Unique ID: 1008923107  
Location: 52.9994, -1.1318

<b>First Name</b>	Charles O'Dean
<b>Email</b>	odeanc@hotmail.com
<b>Level of Degree Program(s)</b>	Both
<b>Academic Year</b>	AY2021-22
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes, from what I have seen, the academic standards on the program(s) are appropriate for the award.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	I consider the academic standards comparable with other UK Higher Education Institutions for this level of study.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	The performance of the students, at this level of study, is in line with my experience with other institutions at the same level of study. I am satisfied that academic performance standards are being maintained.
<b>4. Please comment on any instances of good practice.</b>	These are as follows: <ol style="list-style-type: none"><li>1. The comprehensive modular material to support student learning</li><li>2. The contemporary content of the modules</li><li>3. The varied assessment strategy to accommodate the different skills of the students</li><li>4. The quality of feedback provided to students</li><li>5. The evidence of internal moderation</li></ol>
<b>5. Please detail any recommendations.</b>	None at this present time.
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	My comment of having a synchronised modular assessment offering at different campuses is being considered as part of the validation process for the BBA course.
<b>7. Any additional comments?</b>	Only to encourage the team to keep up the sterling effort I have seen thus far.

**Signature**



Handwritten signature of Charles O'Dean.