



Level 5 SME routes

Workforce development for Small and Midsize Enterprises



university of
applied sciences

SME Routes – Associate degrees



SME route - Associate degrees

Workforce Development for Small and Midsize Enterprises.

“Boosting local and regional business development and innovation in Small and Midsize Enterprises in dual (work & study) Associate degrees”



SME Routes – Associate degrees



The Associate degree work & study, the dual jewel for SME's!

1. The needs of SMEs
2. The Dutch initiative: SME route in higher education
3. Co-operation in the triangle
4. Meanwhile in higher education...
5. SME routes at NHL Stenden
6. Benefits & Challenges

The next step

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1. The needs of SMEs

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SME/ Small and Midsize Enterprises



- ✓ An SME employs up to 250 FTEs (multiple employees can fulfill 1 FTE) and; a net turnover of up to €50 million and/or a balance sheet total of up to €43 million.
- ✓ According to “The State of SMEs”(Netherlands) , at the beginning of 2019, SMEs made up a whopping 99.8% of the business community in the Netherlands!
The vast majority are small and medium-sized businesses.

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SME/ Small and Midsize Enterprises

SME's contribute to the development of the economy, provide employment and supply goods and services. In 2019¹, SMEs accounted for over **70%** of employment in the Netherlands. A total of 4.38 million people work in the equivalent of 3.4 million full-time jobs in SMEs².

The labor market is historically tight, but there remains untapped labor potential. The tightness is because unemployment is low and there have never been so many jobs in the Netherlands; over 11 million. In the second quarter of 2022, there were 143 vacancies for every 100 unemployed.

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Human Capital....

Joyce Walstra”:

SME the north of the Netherlands; More than 90% of the workers in the north earn their money at an SME company.

Figures show and experience shows that young people do not easily find the route to SMEs.

They are moving away from our region because they think 'there are no great companies here'. The SME route set up can contribute to a better introduction of talent to SMEs.



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Challenges and struggles

...for SME's in the turbulent heart of socio-economic society:

- Innovation and agility, in rapidly changing context /market
- Globalization, unsettled, turbulent (inter) national market
- Instability in regions, (inter)national pressure from politics, legislation
- Social role as an employer in the region
- Diversity and inclusion, but also security, polarization
- Development 1-2 man companies cross sectoral, start-up/scale up
- Acquisition of businesses (including family businesses) increasingly difficult
- Not very positive image career in SME
- and.....

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Human Capital....

Competitive, agile, innovative <-> the best employees

- highly qualified, knowledge, skills and competences
- timely entry of new knowledge and talent
- timely upskilling, specializing (aging population)
- retain employees and talent

Changing employer/employee relationship:

- full-time jobs? Work for life, for one employer?
- work for a boss?
- combining work, care, (self)employment, private time, flexibility

mkb route
in het hbo



Due to NO STAFF
**WE ARE
CLOSED**
WE ARE HIRING
CALL 910-298-5494
THANK YOU
HARDEES



**HELP
WANTED**

**DUE TO LACK OF STAFF
WE WILL BE CLOSING
AT 9PM EVERYDAY**

**NOW HIRING!!
FULL TIME**



**IT IS WITH A HEAVY HEART
THAT WE HAVE DECIDED
TO CLOSE OUR STORE.**

IT HAS BECOME IMPOSSIBLE TO REMAIN OPEN
DUE TO THE LACK OF STAFF.

WE APPRECIATE YOUR SUPPORT, LOYALTY AND
FRIENDSHIP OVER THE PAST 10 YEARS.



Keeping knowledge/skills up to date

SME company often more "ad hoc" in approach to human resources

Small teams, where specialism is often needed, are vulnerable





SME's keeping knowledge & skills up to date

Attract, hire and retaining young talent

Invest in continued employee development, from new employees at the company to the experienced employee



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Previous SME initiatives

- fulltime start (or internship start) ending up in a job
- some part-time set ups with three party collaboration
- bachelor programs (4 years)

MBO4 (vocational) -> work & study concept. !!!!!

Why not in higher education?

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2. The Dutch initiative: SME route in higher education

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SME route in higher professional education

An initiative of the Ministry of Economic Affairs, the Ministry of Education, Culture and Science (OCW), MKB (SME)-Nederland and the Association of Universities of Applied Sciences.

The ambition: To set up work-based learning pathways, aimed at SMEs in higher professional education.

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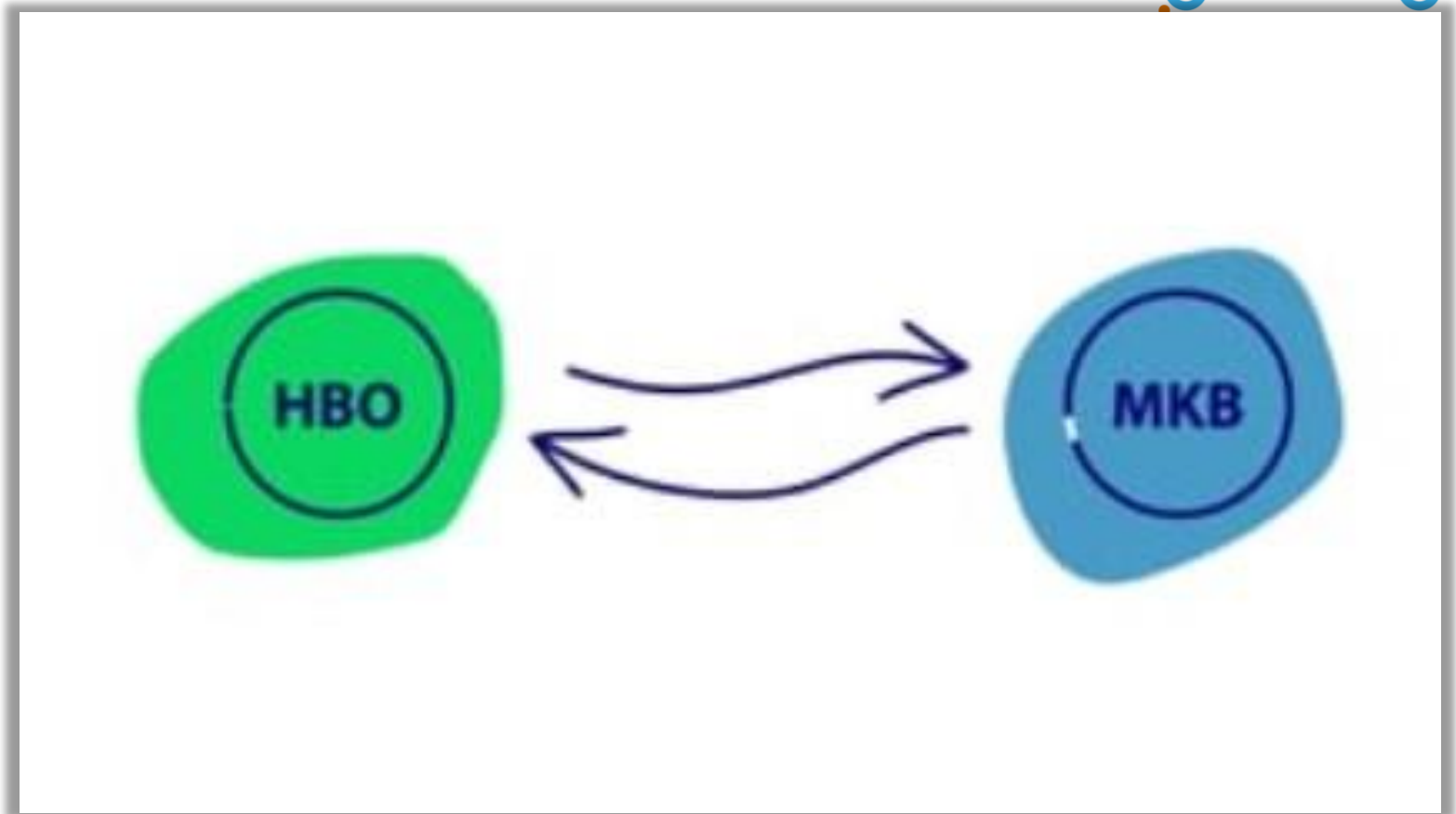
SME route in higher professional education



- a **degree** in higher professional education;
- in which **learning and working** take place simultaneously and are interconnected;
- most of the learning takes place **on the job**;
- the student receives a **salary** from the employer;
- Work-based learning is laid down in a **tripartite agreement** between the student, the university of applied sciences and the SME.

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mk**b** route



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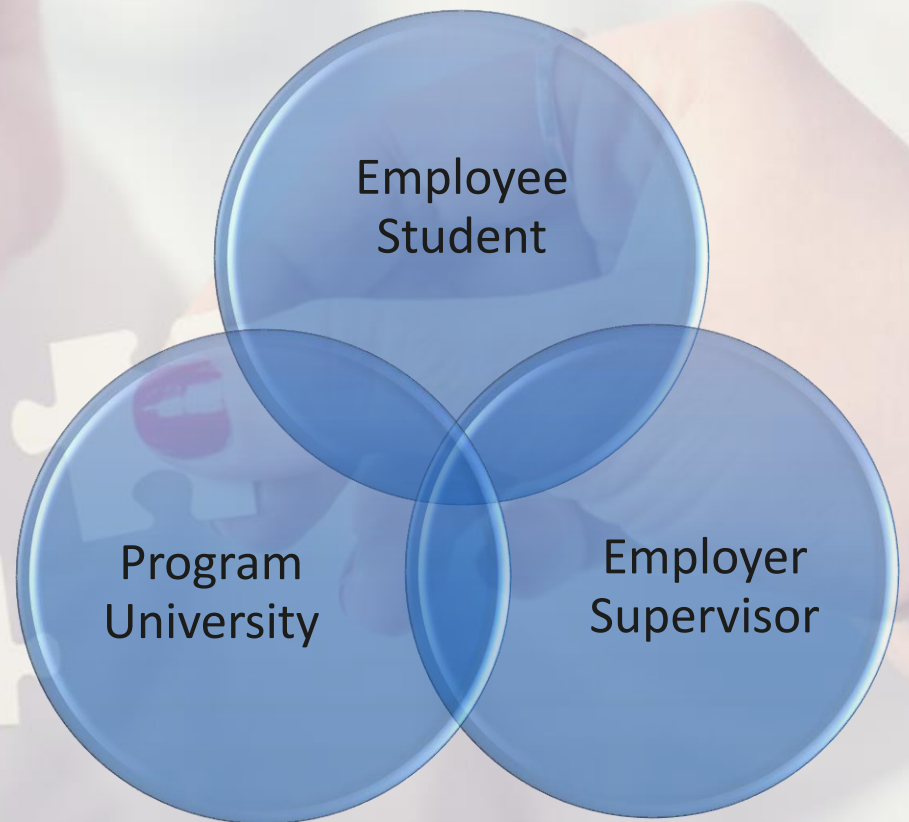
3. Co-operation in the triangle

SME Routes – Associate degrees

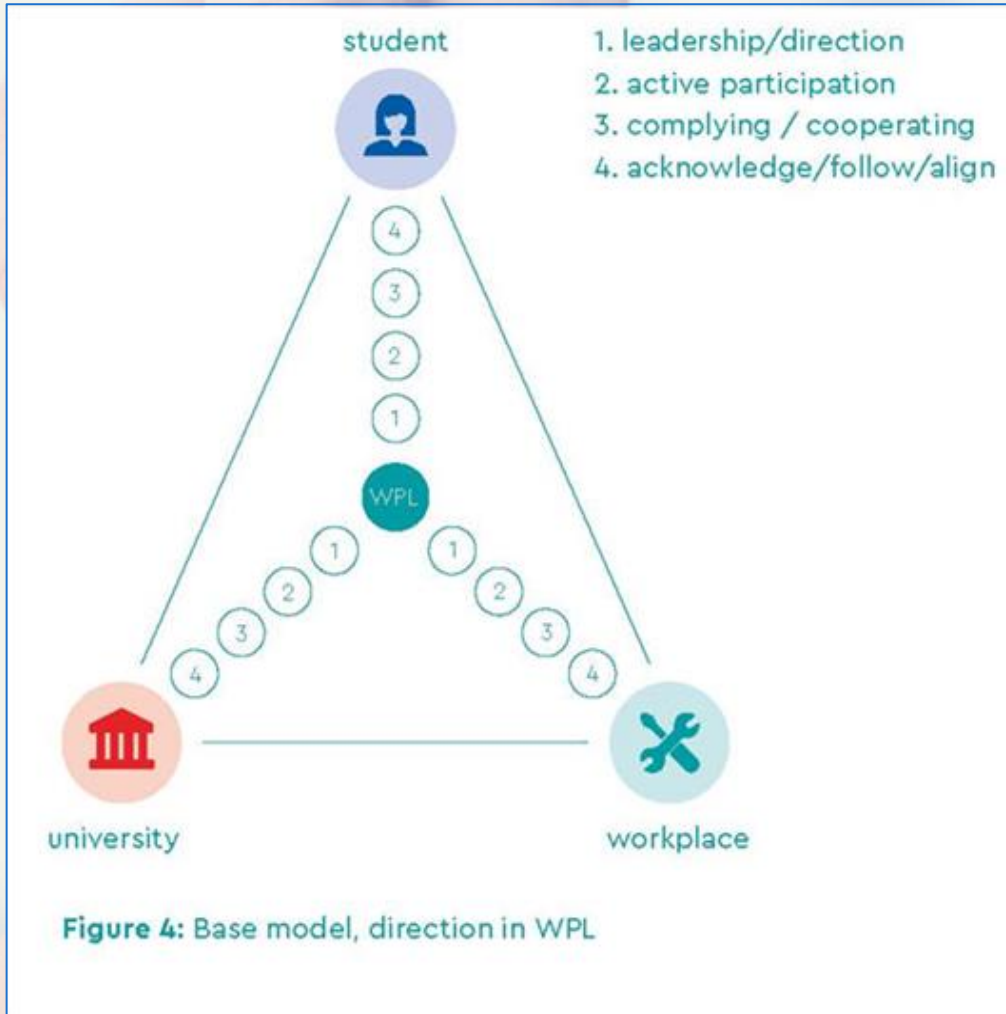
Work & study (dual)

.....Authentic learning in and from the real workplace.....

Three party co-operation



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Three party co-operation

- cooperation in student/employee guidance in their journey to success
- cooperation in development of the programs
- cooperation high quality and up to date programs
- cooperation in quality assurance

Trusted partners: Investing in the three party co-operation

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4. Meanwhile in higher education

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2011 Associate degree (connected to bachelor)

2018 Associate degree qualifying final degree!



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Associate degree - The missing link!

- Missing end stage (diploma) between end level 4 and end level 6
- Missing end level combined to roles and jobs at level 5 in the labourmarket

Student profile:

Higher education program (diploma) for those who want to take the next step in their development. For those who want to study at Higher education level, but does not (yet) want to study for 4 years.

Higher education program (diploma) which because of its shorter duration (2 years) is an attractive offer for those who work.



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specific labourmarket

formallearning

universities

research

highereducation

diplomas

whitecollar

theory

job

polytechnics

vocationaleducation

skills bluecollar

certificates

masterapprentice

guildlearning

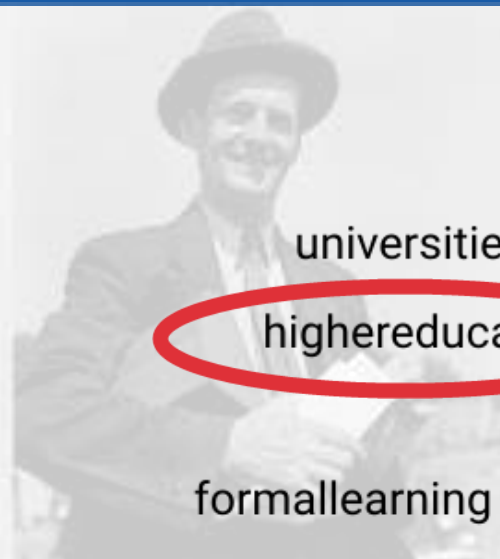
vet

disciplines

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specific labourmarket



universities

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highereducation

diplomas

formallearning

whitecollar

theory



job

polytechnics

vocationaleducation

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certificates

masterapprentice

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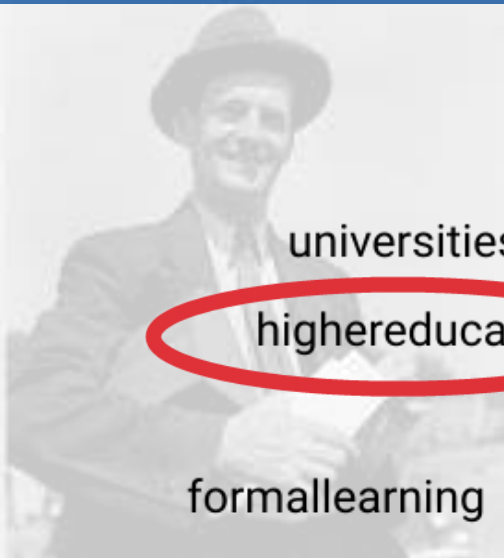
disciplines



SME Routes – Associate degrees



specific labourmarket



universities research
highereducation diplomas

formallearning

whitecollar theory

6

vocational education

job
skills bluecollar
masterapprentice
vet



polytechnics
certificates
guildlearning
disciplines



4

SME Routes – Associate degrees

Learning on the job
workplace learning

job
vocational education

skills bluecollar
masterapprentice
vet

4

specific labourmarket

polytechnics

certificates
guildlearning
disciplines

Traditionally
fulltime studies

universities

research

higher education

diplomas

formal learning

whitecollar
theory

6

SME Routes – Associate degrees

Learning on the job
workplace learning

job
vocational education

skills blue collar
master apprentice
vet

4

specific labour market

polytechnics

certificates
guild learning
disciplines

5

Traditionally
fulltime studies

universities

research

higher education

diplomas

formal learning

white collar
theory

6

SME Routes – Associate degrees

Learning on the job
workplace learning

job
vocational education

skills blue collar
master apprentice
vet

4

specific labour market

polytechnics

certificates
guild learning
disciplines

5

Traditionally
fulltime studies

universities

research

higher education

diplomas

white collar

formal learning

theory

6

Full time
Part-time
Work & study

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Higher Education Netherlands (binary)

- Research Universities
- Universities of Applied Sciences

NHL Stenden: University of Applied Sciences:

Levels:

Associate degrees (5)

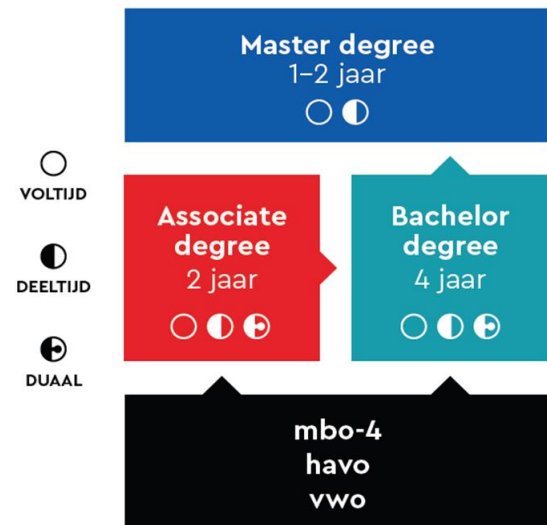
Bachelors(6)

Masters (7)

Prof.doct (8)

Study form:

- Fulltime
- Part-time
- **Work & study**




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Study form:


Fulltime

Part-time


Work & study



Full-time: Mainly on campus, independent and study groups, lectures, workshops, internships



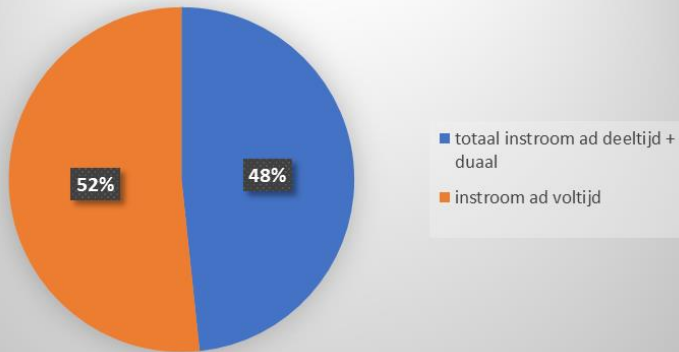
Part-time: Study & work, about 1 day or day/evening on campus, on-site learning, more self-study than study groups, internships/on-site learning. On campus: lectures, workshops



Work & Study (dual) : in own work, paid job, one day every two weeks on campus, more self-study than study groups. On campus: lectures, workshops (tripartite agreement)

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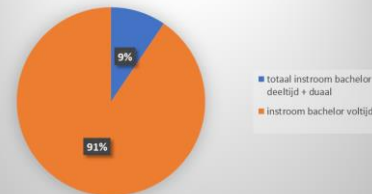
Associate degree 2022



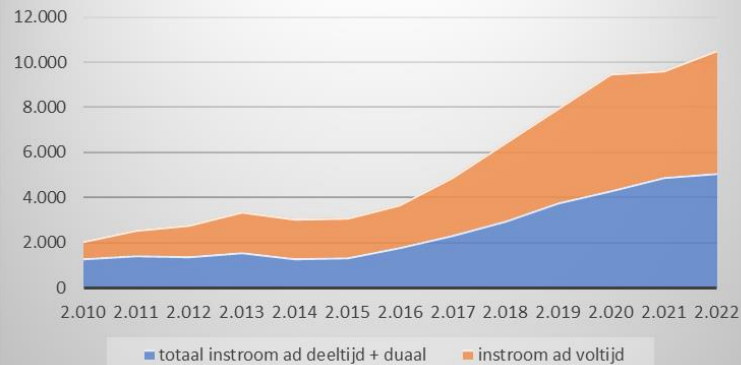
Parttime + Work & Study

Fulltime

Bachelor 2022



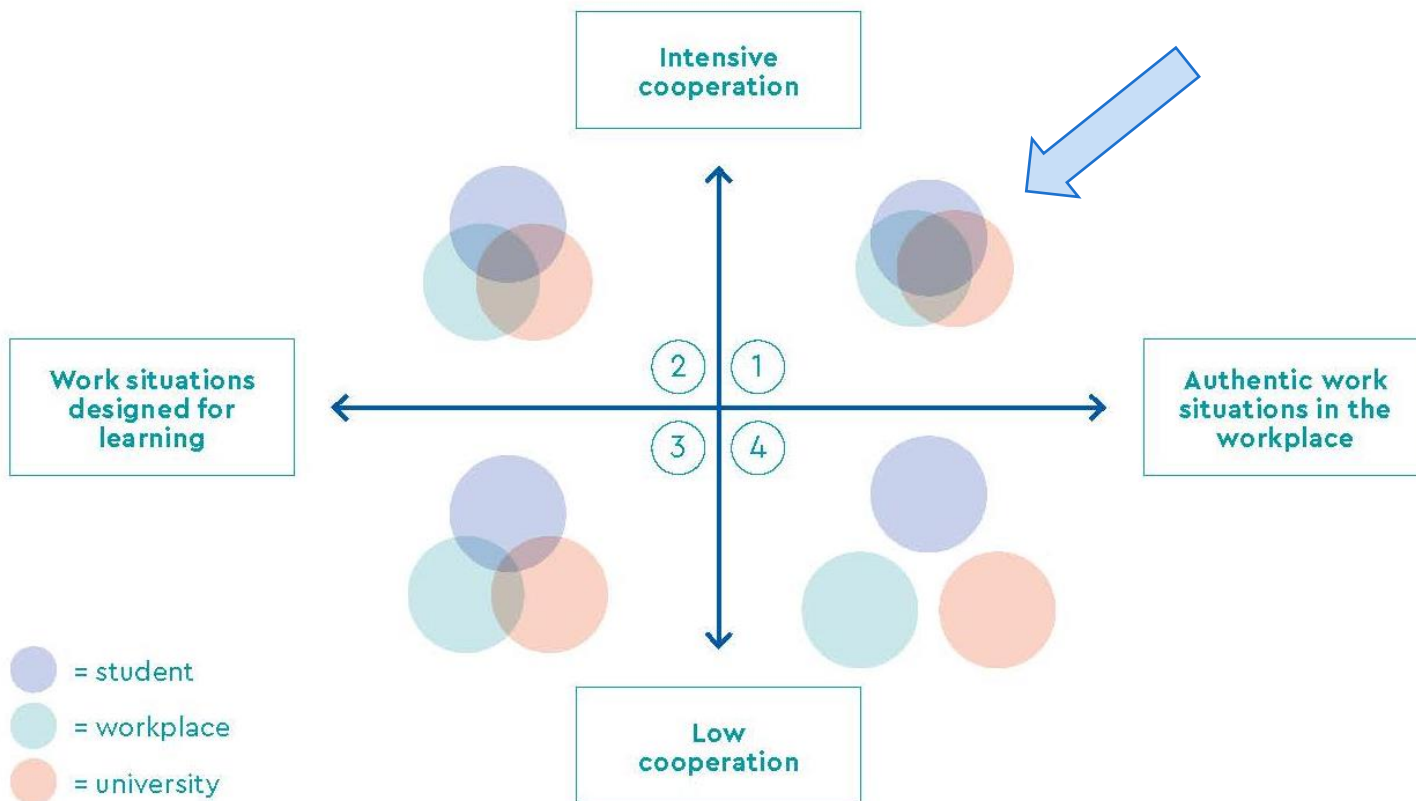
Associate degree



Bachelor



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A close-up photograph of a hand holding a large, faceted diamond. The diamond is held between the thumb and index finger, and its facets are clearly visible, reflecting light. The background is a soft, out-of-focus light blue.

The Associate degree
work & study

“dual jewel”
for SME’s!

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5. SME routes at NHL Stenden

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Work & Study (dual) @ NHL Stenden

- everything in the triangle
- integral work**place** learning, learning on the job
- 1 school day per week or every other week
- three party cooperation and agreement



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Some characteristics

- Integral dual, workplace learning
- DBE, practice-oriented
- Work as the primary context for learning
- Real life practise & projects
- Occupational issues, professional products
- Modular (15/30 ECT)
- Subject/theme approach i.s.o. separate subjects
- Learning Outcomes (flex)
- Feedback and feedforward(formative)
- Professional products i.s.o. isolated subject tests (summative)
- Tooling: Workplace scan, Tripartite agreement, etc
- Teacher -> study coach (professionalisation)
- Co-op in guidance
- High score on the WPL indicators



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Where are we now?

SME routes NHL Stenden

10 routes

3 or 4 on the way

7 Dual

4 Part-time + tripartite agreement option

cross-sector

1 on 2 locations

IHM on it's way to Amsterdam

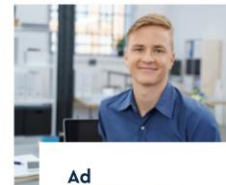
1 national coverage (SME route logistics)

Ad in the lead, bachelor next..



**Ad
Bedrijfskunde
deeltijd**

[Bekijk de opleiding](#)



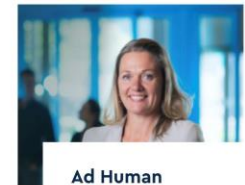
**Ad
Commerciële
Economie dual**

[Bekijk de opleiding](#)



**Ad Finance &
Control dual**

[Bekijk de opleiding](#)



**Ad Human
Resource
Management
deeltijd**

[Bekijk de opleiding](#)



**Ad Industriële
Automatisering
en Robotica
dual**

[Bekijk de opleiding](#)



**Ad Leisure en
Eventmanagement
deeltijd**

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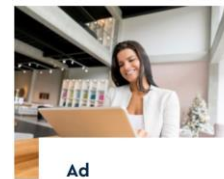
**Ad Logistiek en
Economie dual**

[Bekijk de opleiding](#)



**Ad Maritieme
Techniek dual**

[Bekijk de opleiding](#)



**Ad
Ondernemerschap
en Retail
Management
dual**

[Bekijk de opleiding](#)



**Ba
Ondernemerschap
en Retail
Management
dual**

[Bekijk de opleiding](#)



**Ad Cybersaftey
en Security
deeltijd**

*start vanaf september 2024

[Bekijk de opleiding](#)

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Success factors SME route NHL Stenden:

- ✓ Knowledge of experience in the integral dual education of higher professional education
- ✓ >20 years experience in Work & Study
- ✓ Experiment learning outcomes; Flexibility
- ✓ Educational concept DBE
- ✓ Strong link with professional practice HBO
- ✓ Learning outcomes (plus next step!)
- ✓ Designing programmes focused on student context and student success
- ✓ High-quality work-based learning
- ✓ Within existing infrastructure / forms of education dual and part-time
- ✓ **TEAM NHL Stenden!**



Greatest Strengths:

Passionated, committed lecturers who go for the (working) student and who see the value and pleasure of the direct connection with professional practice.

Alumni as greatest ambassadors in the field

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6. Benefits & challenges

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Benefits SME route NHL Stenden:

Increasing accessibility of higher education
Welcoming new target groups previously underserved
Contribution to strengthening regional economy

Bycatch: Modular, private, corporate groups etc.

A big win: Collaboration with the professional field!

Direct interaction:

Fast adaption of demands in knowledge,
competencies, trends & requirements
Adaptive and professional curriculum and teachers

Quality education a result of good cooperation



*Collaboration aimed at
the best possible
(real life) context
for every student to be
challenged and to be the
best version of oneself!*

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Challenge:

Maintaining high quality

- the best co-operation in the triangle
- providing the best context for student success
- the best quality assurance (all stakeholders)
- student, employer and teacher satisfaction

Investing in the three party co-operation



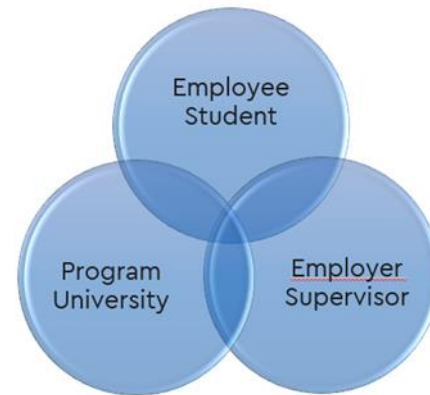
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Biggest challenge?

Increase awareness among all stakeholders

Get the “product” SME route, out there:

- ✓ Employers, HR officers and entrepreneurs
- ✓ SMEs and large companies/institutions/organizations
- ✓ Potential students coming from ‘supplying’ schools (MBO4 and HAVO/VWO)
- ✓ Parents, peers, deans and teachers /study counsellors
- ✓ Career guides, job coaches, social benefits agencies
- ✓ Employees (young –more experienced)
- ✓ etc



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A group of five diverse people (three women and two men) are standing in a meeting room, looking at a whiteboard covered in yellow sticky notes. They appear to be in a collaborative discussion. The room is brightly lit, and there are tables and chairs visible in the background.

The best education
is made together!

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It's all about the opportunity for the (“new”) student, and his success!

The student (employee) can get the best out of himself and can therefore not only make a real difference for his environment (private and in his work), but also...for himself!

He gets the chance to discover that he himself is the engine of his personal and professional growth.



Collaboration aimed at the best possible (real life) context for every student to be challenged and to be the best version of oneself!

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WORK IN PROGRESS....

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TEAM NHL Stenden!!!!



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The next step....

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Next steps:

Maintaining and enhancing the three-party cooperation

Maintaining and enhancing quality work& study education

Relationship management (including account management and alumni policy) and Marketing Communication

Feeding industry associations with the right (mc) information, activities (timing), format, vacancy, text, job matching, etc.

More attention to the underserved target group: newcomers, unemployed

Embedding in the regional infrastructure....

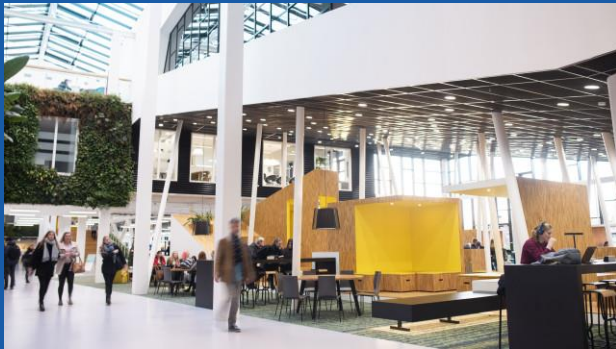
Maybe... COVE (Erasmus+ project)

Centre of Vocational Excellence

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Sneak peek





university of
applied sciences

Thank you for
your attention