



# 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”

[Nina.Spithost@mhlstenden.com](mailto:Nina.Spithost@mhlstenden.com)

# SME Routes – Associate degrees



1. The needs of the SMEs
2. Meanwhile.... in higher education
3. Work & study (dual) Associate degree
4. The SME route
5. SME route NHL Stenden style
6. The next step

Sneak peek...

# SME Routes – Associate degrees



## 1. The needs of the Small and Midsize Enterprises

# SME Routes – Associate degrees

## 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.

# SME Routes – Associate degrees



## SME/ Small and Midsize Enterprises

SME's contribute to the development of the economy, provide employment and supply goods and services. In 2019<sup>1</sup>, 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 SMEs<sup>2</sup>.

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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# SME Routes – Associate degrees



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“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

# SME Routes – Associate degrees



## 1. The needs of SMEs

# SME Routes – Associate degrees



## 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.....

# SME Routes – Associate degrees

## 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



# SME Routes – Associate degrees

## 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 can contribute to a better introduction of talent to SMEs.



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WE APPRECIATE YOUR SUPPORT, LOYALTY AND  
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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

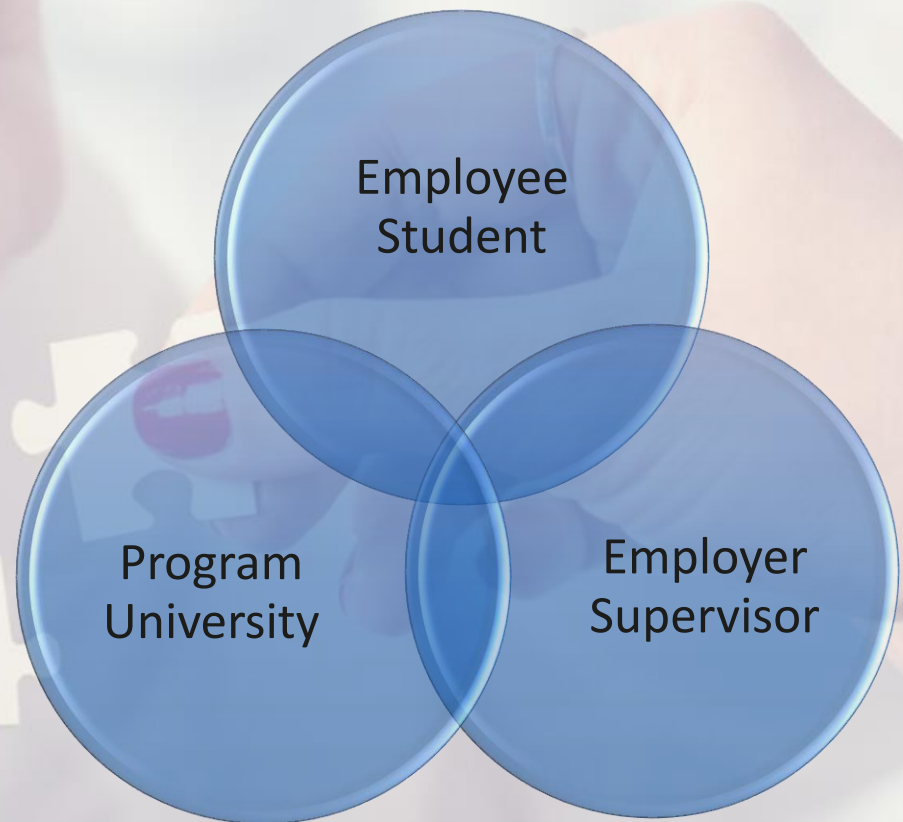


# SME Routes – Associate degrees

## Work & study (dual)

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

Three party co-operation





# SME Routes – Associate degrees

## 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

# SME Routes – Associate degrees



specific labourmarket



universities research  
highereducation diplomas  
whitecollar  
formallearning theory



polytechnics  
certificates  
guildlearning  
disciplines

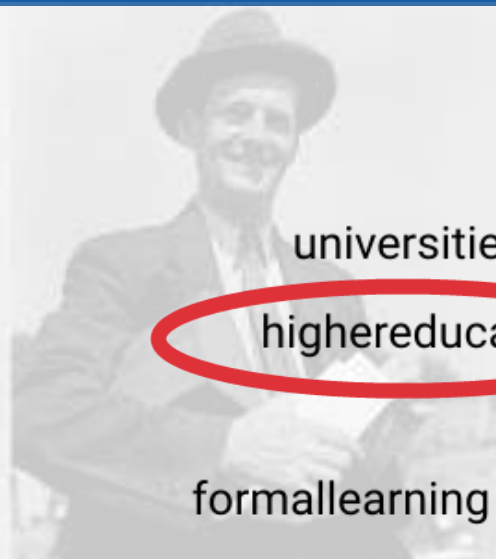


job  
vocational education  
skills bluecollar  
masterapprentice  
vet

# SME Routes – Associate degrees



specific labourmarket



universities research  
**higher education** diplomas  
whitecollar  
formal learning theory



job  
**vocational education**  
skills bluecollar  
master apprentice  
vet  
polytechnics  
certificates  
guild learning  
disciplines



whitecollar  
theory

# SME Routes – Associate degrees

## 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.

# 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

Traditionally  
fulltime studies

universities

research

higher education

diplomas

white collar

formal learning

theory

6

# SME Routes – Associate degrees



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# SME Routes – Associate degrees

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## SME Routes – Associate degrees



### 3. Co-operation in the triangle



# SME Routes – Associate degrees

## Higher Education Netherlands (binary)

- Research Universities
- Universities of Applied Sciences

## NHL Stenden: University of Applied Sciences:

### Levels:

**Associate degrees (5)**

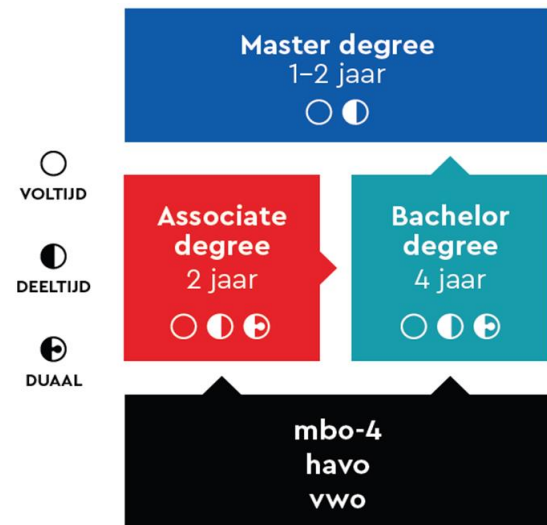
Bachelors(6)

Masters (7)

Prof.doct (8)

### Study form:

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



# SME Routes – Associate degrees

Learning on the job  
workplace learning

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Traditionally  
fulltime studies

universities

research

higher education

diplomas

white collar

formal learning

theory

6

Full time  
Part-time  
Work & study


# SME Routes – Associate degrees

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)

# SME Routes – Associate degrees



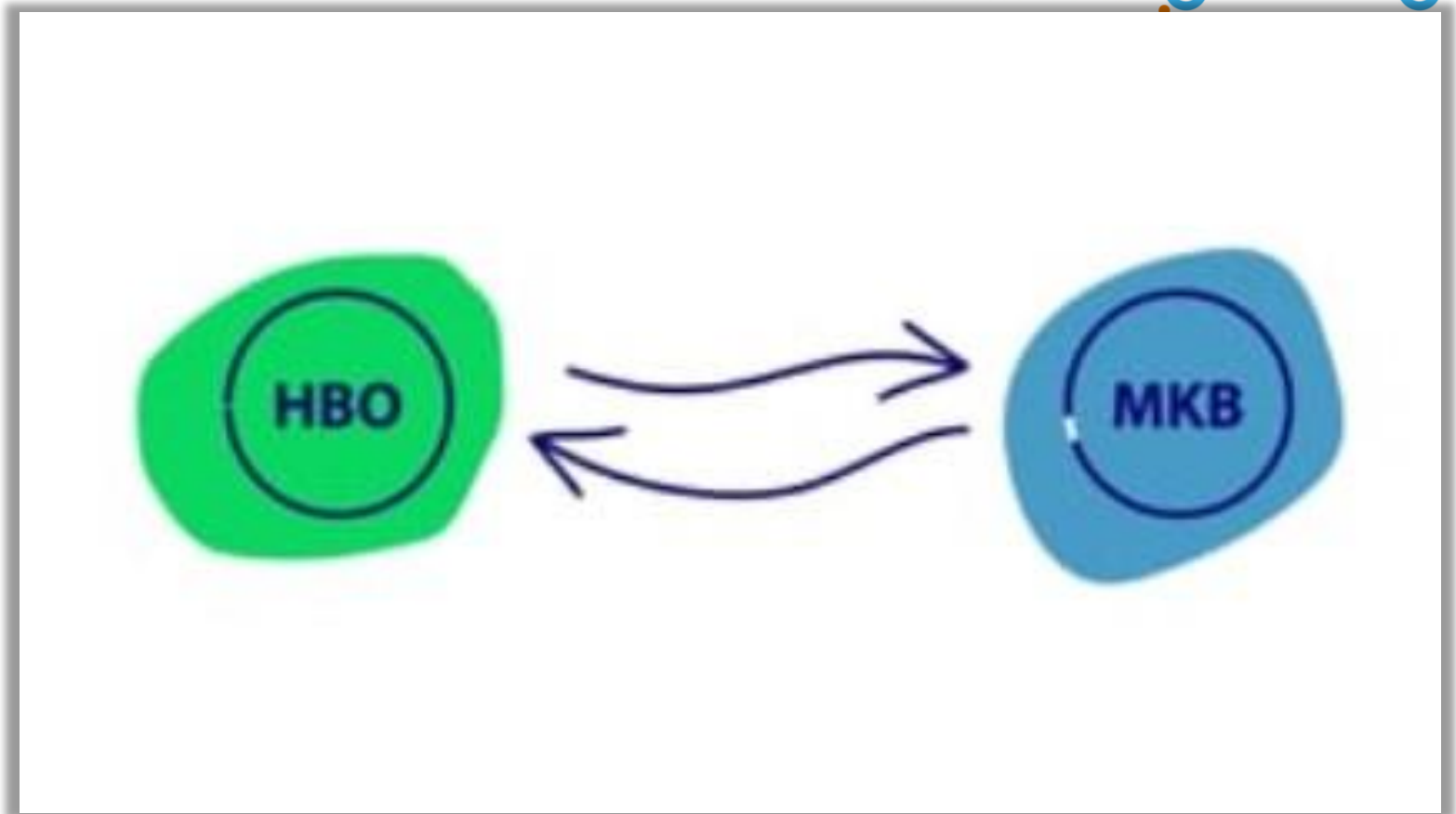
## SME route in higher professional education

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.

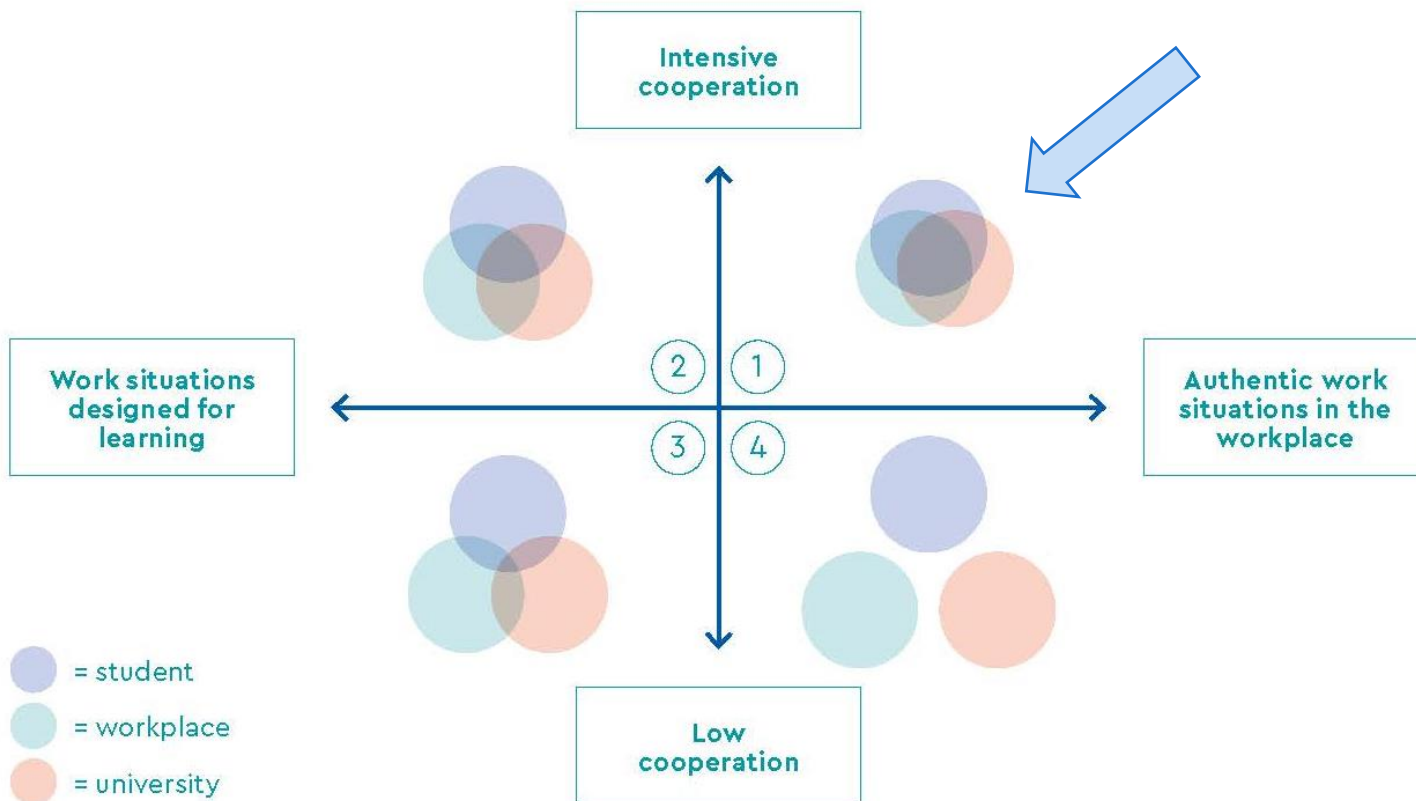
**The ambition: To set up work-based learning pathways, aimed at SMEs in higher professional education.**

# SME Routes – Associate degrees

mk**b** route



# SME Routes – Associate degrees





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



# SME Routes – Associate degrees

## 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:

Passionate, 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



# SME Routes – Associate degrees

## 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!*

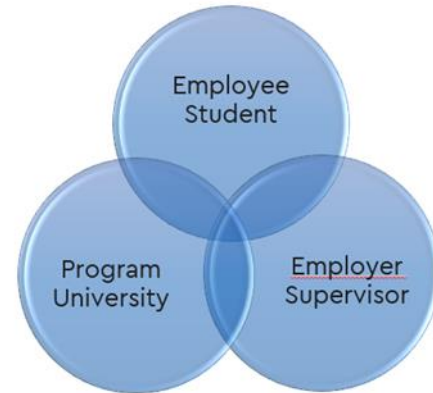
# SME Routes – Associate degrees

## 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



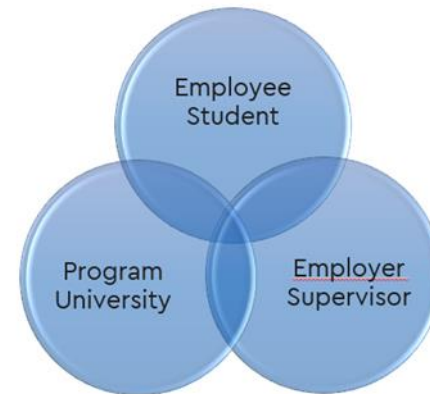
# SME Routes – Associate degrees

## 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



# SME Routes – Associate degrees



## 2. The Dutch initiative: SME route in higher education

## SME Routes – Associate degrees

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

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!*

## SME Routes – Associate degrees

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!

## SME Routes – Associate degrees



# SME Routes – Associate degrees

Sneak peek





# SME Routes – Associate degrees

## 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

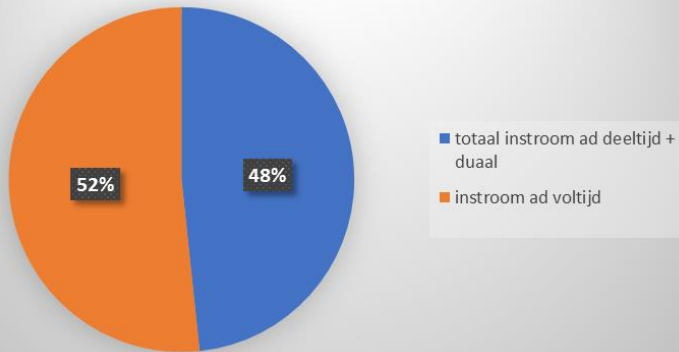
## Embedding in the regional infrastructure....

Maybe... COVE (Erasmus+ project)

Centre of Vocational Excellence

# SME Routes – Associate degrees

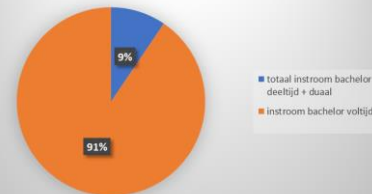
## Associate degree 2022



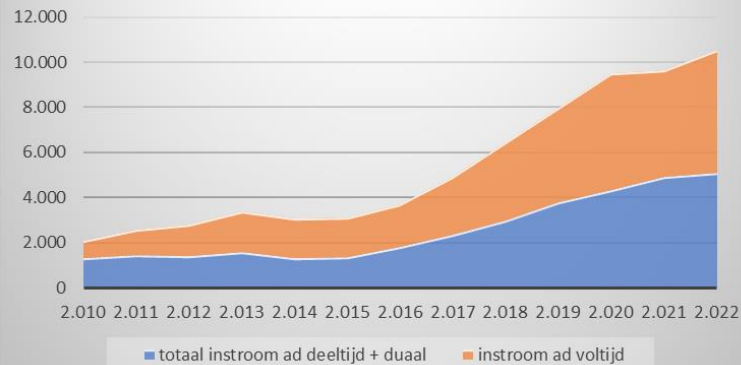
Parttime + Work & Study

Fulltime

## Bachelor 2022



## Associate degree



## Bachelor





Thank you for  
your attention



university of  
applied sciences

## SME Routes – Associate degrees



### 4. Meanwhile in higher education

# SME Routes – Associate degrees

## 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.



# SME Routes – Associate degrees



The next step....

# SME Routes – Associate degrees



## 6. Benefits & challenges

# SME Routes – Associate degrees

## 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





# SME Routes – Associate degrees



## 5. SME routes at NHL Stenden

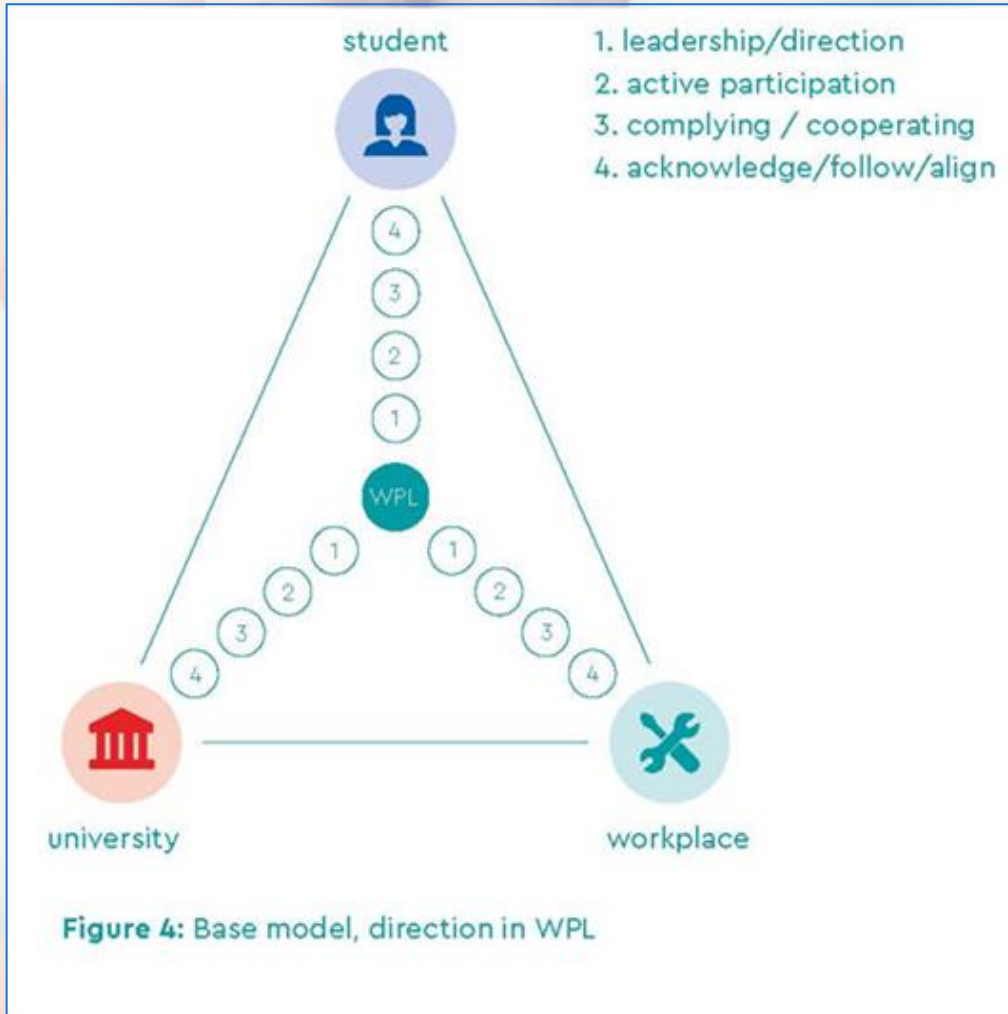
## SME Routes – Associate degrees

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!

# SME Routes – Associate degrees



# SME Routes – Associate degrees



2011 Associate degree (connected to bachelor)

2018 Associate degree qualifying final degree!



# SME Routes – Associate degrees

## 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



# SME Routes – Associate degrees



## 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
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# SME Routes – Associate degrees

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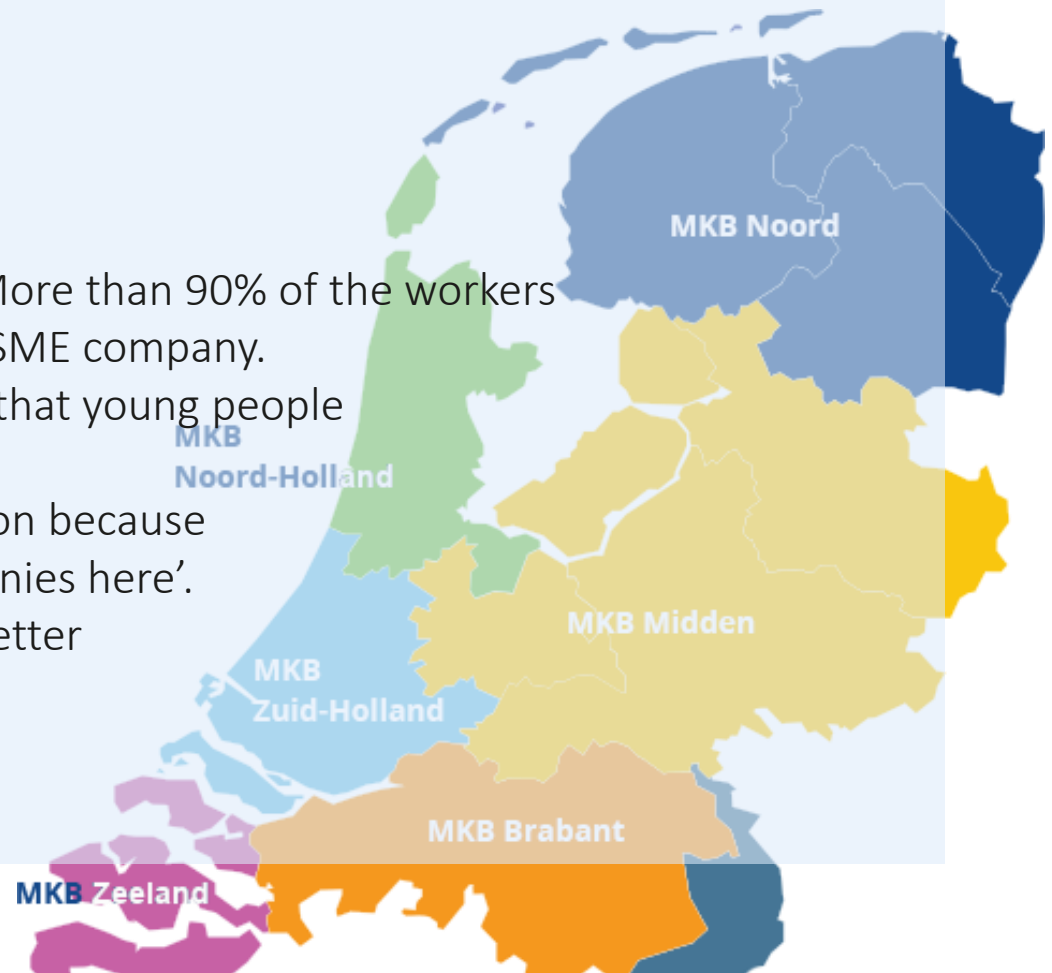
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SME company often more "ad hoc" in approach to human resources

Small teams, where specialism is often needed, are vulnerable



# SME Routes – Associate degrees



## 2. Meanwhile in The Universities of Applied Sciences....

# SME Routes – Associate degrees



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# SME Routes – Associate degrees

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# SME Routes – Associate degrees

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## NHL Stenden: University of Applied Sciences:

### Levels:

Associate degrees (5)

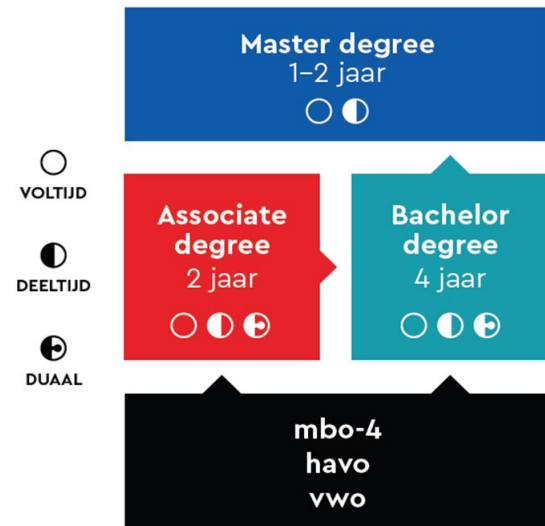
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Prof.doct (8)

### Study form:

- Fulltime
- Part-time
- Work & study



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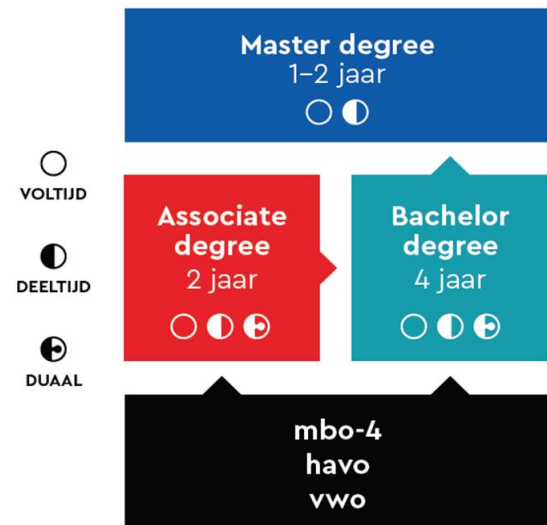
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### Study form:

- Fulltime
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- **Work & study**



# SME Routes – Associate degrees

## Work & study (dual) is a niche

- “new” type of education
- Complicated, three party agreement....
- Cooperation with professional field is complex
- Too few students student enrolling, low satisfaction....

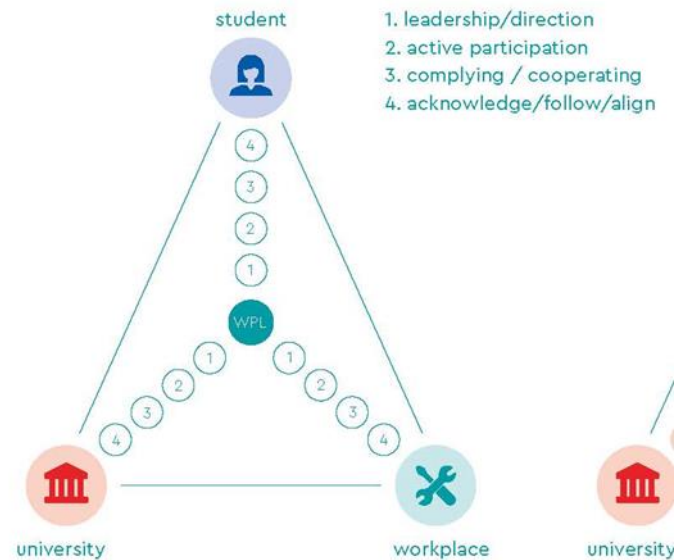


Figure 4: Base model, direction in WPL

Figure 5  
charge c



# SME Routes – Associate degrees



## 3. Work & study (dual) Associate degree

# SME Routes – Associate degrees



specific labourmarket



universities research  
highereducation diplomas  
whitecollar  
formallearning theory



polytechnics  
certificates  
guildlearning  
disciplines

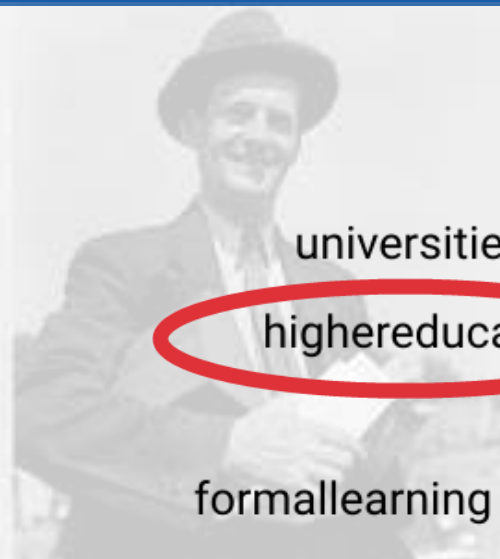


job  
vocational education  
skills bluecollar  
masterapprentice  
vet

# SME Routes – Associate degrees



specific labourmarket



universities research

highereducation diplomas

whitecollar

formallearning theory



job polytechnics

vocationaleducation

skills bluecollar certificates

masterapprentice guildlearning

vet disciplines

# SME Routes – Associate degrees



specific labourmarket

universities

research

highereducation

diplomas

formallearning

whitecollar

theory

6

vocationaleducation

job

polytechnics

skills bluecollar

certificates

masterapprentice

guildlearning

vet

disciplines



4

# 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

Traditionally  
fulltime studies

universities

research

higher education

diplomas

white collar

formal learning

theory

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Full time  
Part-time  
Work & study


# SME Routes – Associate degrees

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)

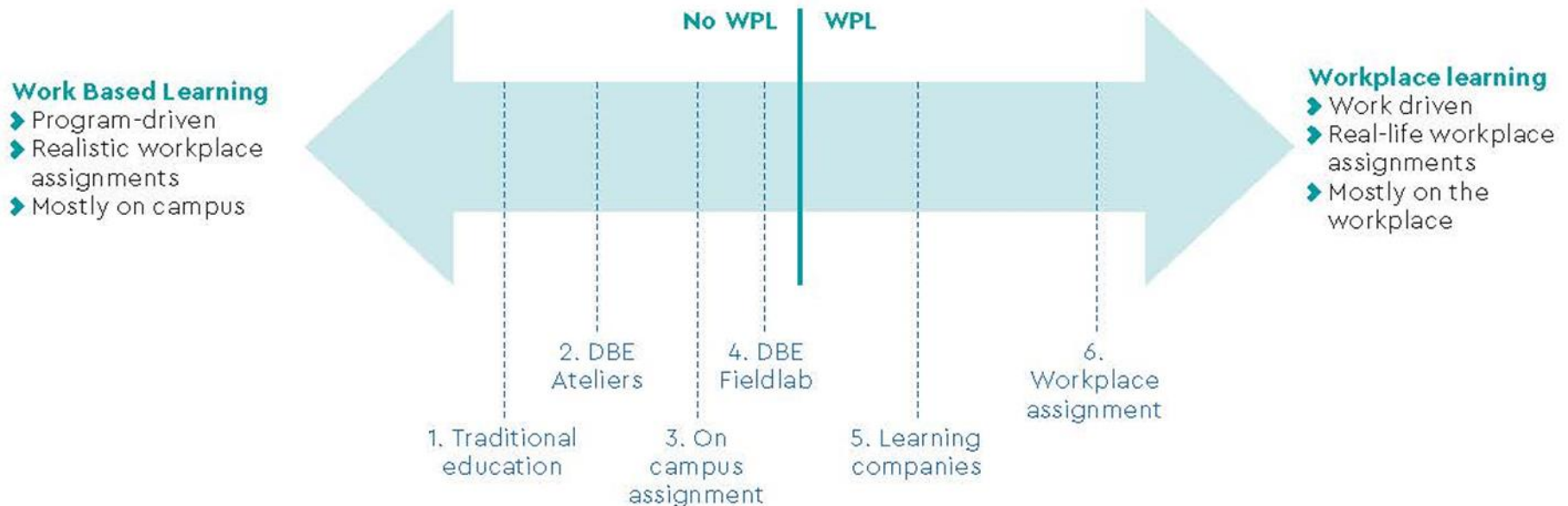


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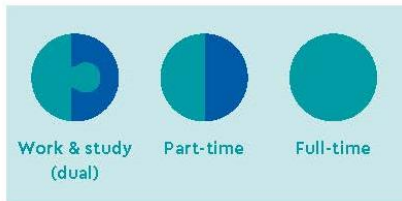
## Work & Study (dual)



Figure 1: The WPL continuum

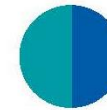


# SME Routes – Associate degrees



## Work & study (dual):

Students in a work & study programme at NHL Stenden are salaried employees. Working closely with their employer and the university, they learn as much as possible from their own work, in their own working environment. The hours on campus are often compiled to one day a week or in some cases even one day every two weeks. WPL is integrated throughout (almost) the entire programme, and is actually the basis of learning in the program. The workplace has thus become the primary learning context. For a work & study program a cooperation agreement student, programme and employer (three party agreement) is mandatory.



## Part-time courses:

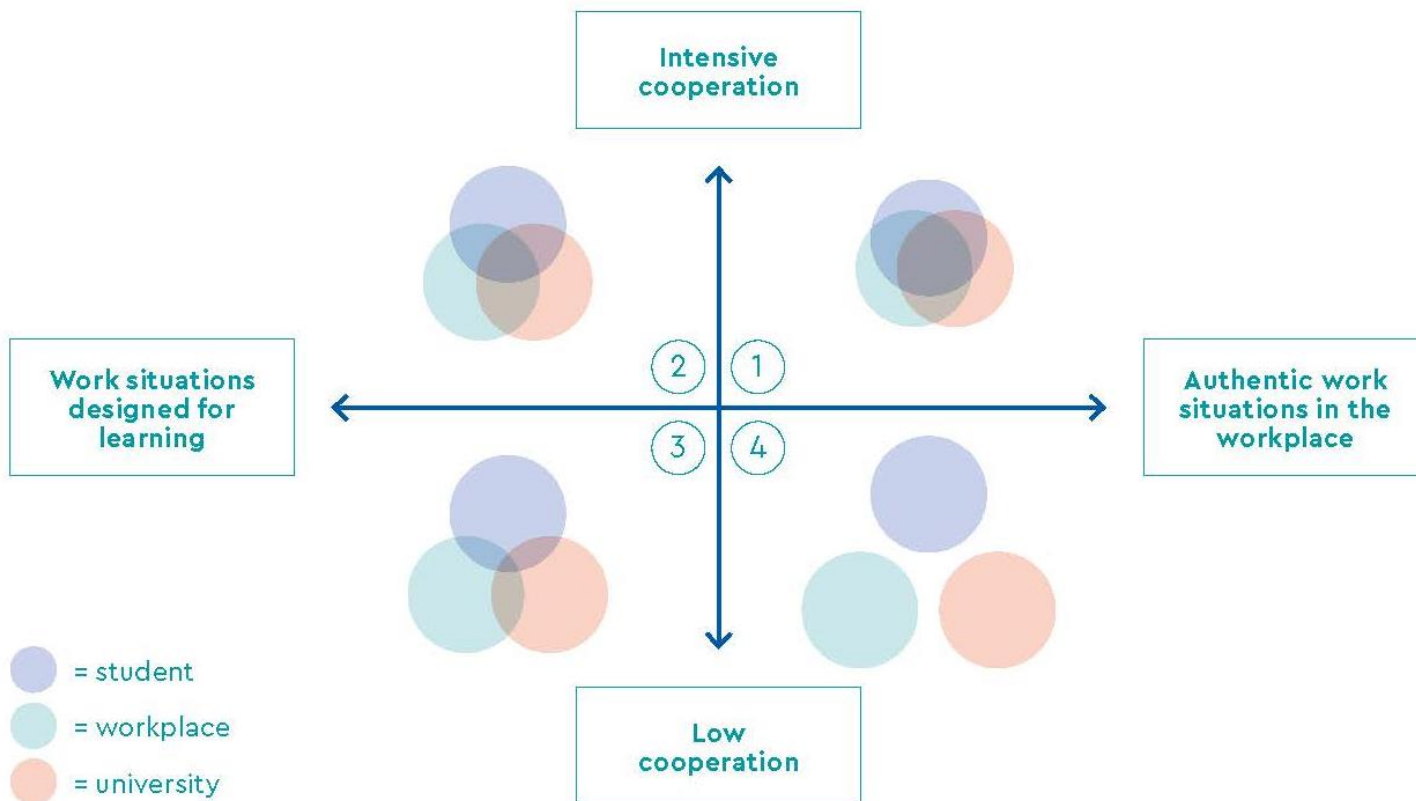
Part-time students often spend only a day or a few short half-days at the college. Part-time students often have a job that is not in all cases related to the field of study. The part-time student spends less time on campus than the full-time student and sometimes needs an additional (but related to the field of study) work context in addition to their own job. This can also be an internship context. WPL therefore often features prominently in part-time programmes. A cooperation agreement between student, programme and employer (tripartite agreement) is not compulsory, but does occur. In principle, a part-time programme can also be followed without such a cooperation agreement.



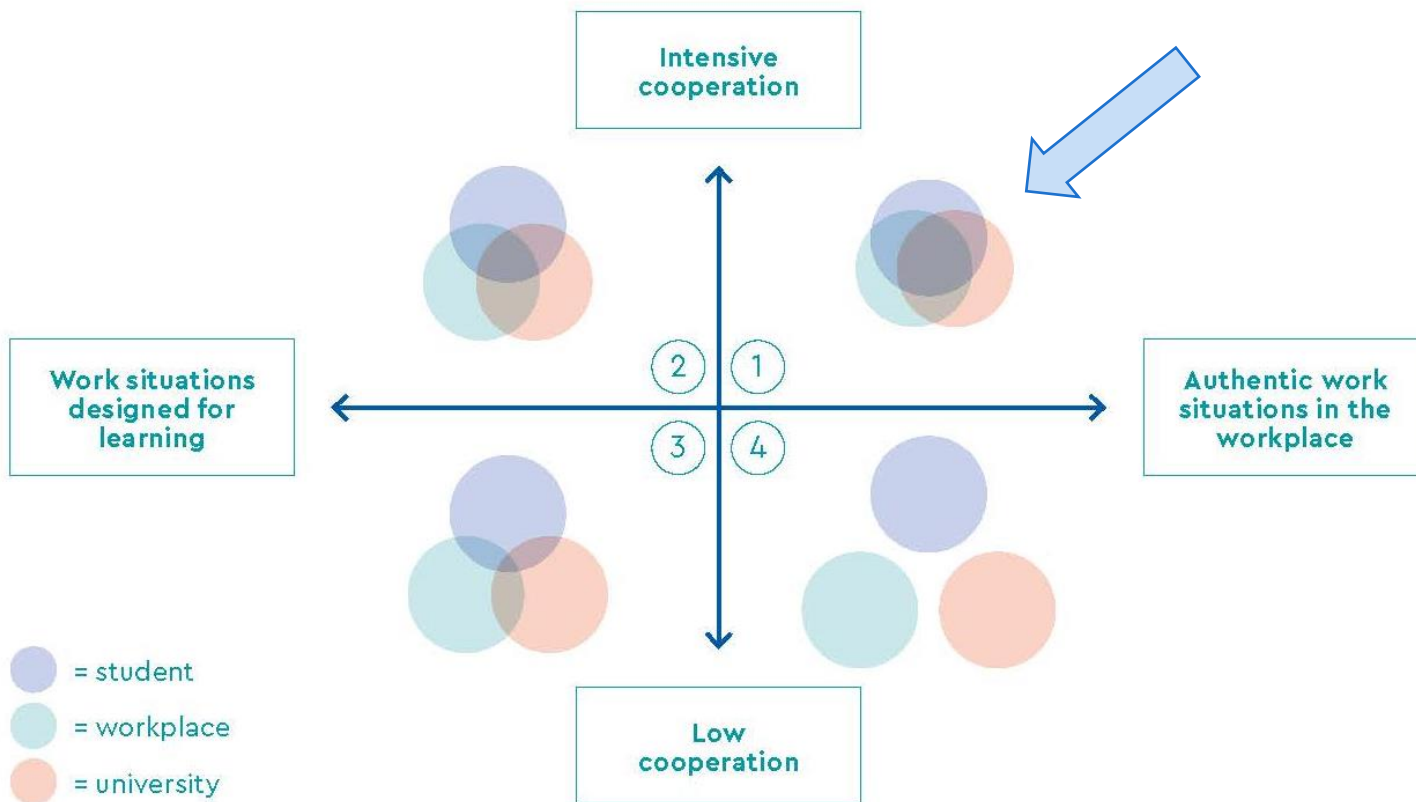
## Full-time courses:

One of the characteristics of a fulltime study is the comparatively large amount of time a student spends on campus. WPL is often the only operationalised direct connection to the workplace. WPL in full-time programmes occurs mainly in a specific phase. Often in the form of internships at the end of full-time programmes.

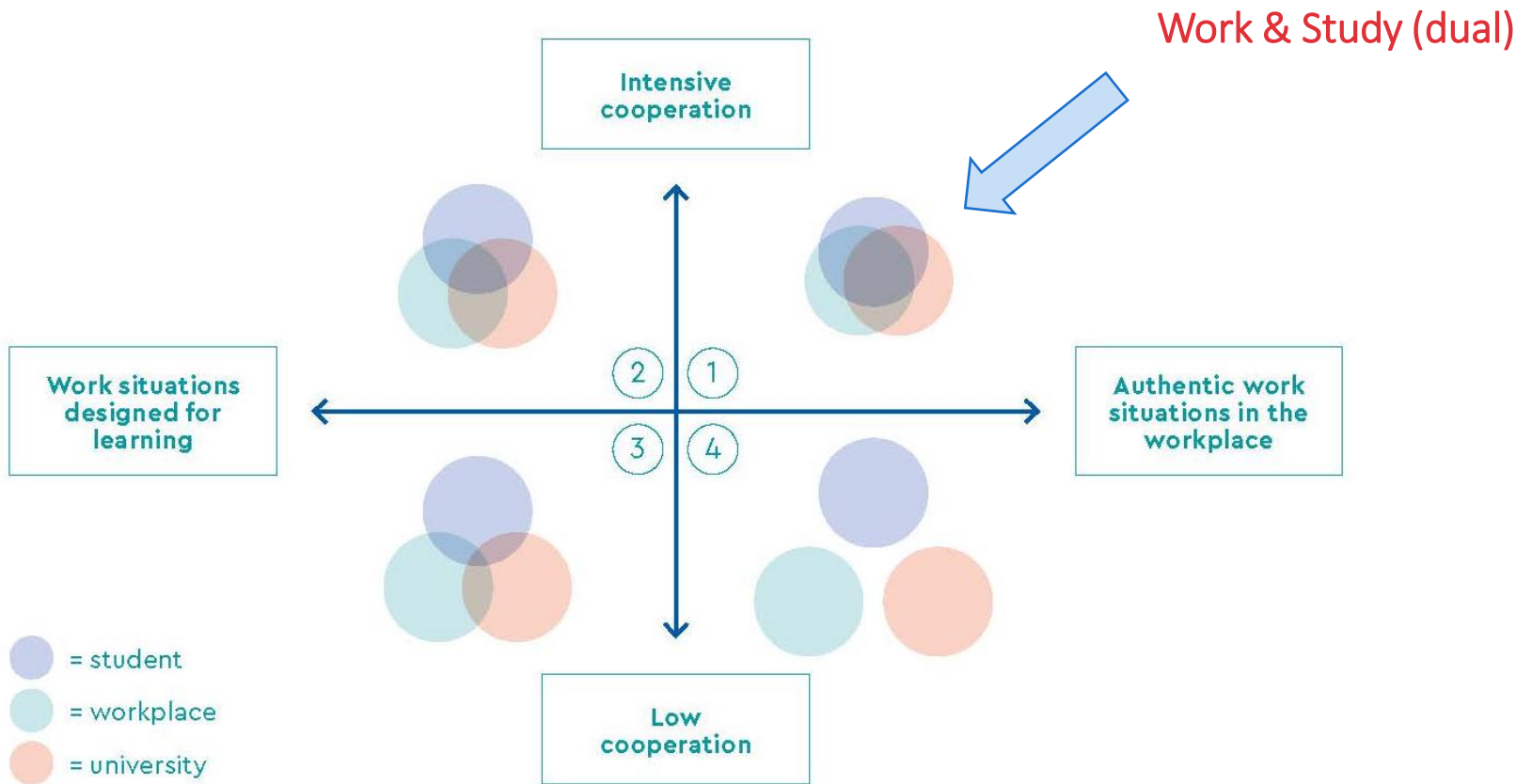
# SME Routes – Associate degrees



# SME Routes – Associate degrees



# SME Routes – Associate degrees

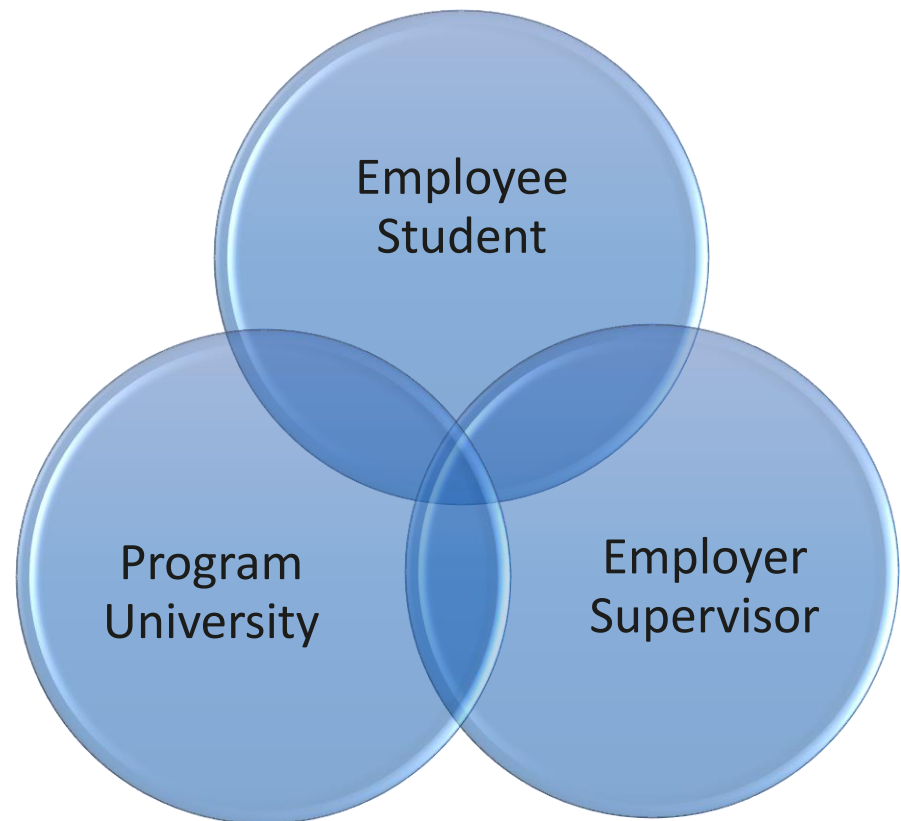


# SME Routes – Associate degrees

## Work & study (dual)

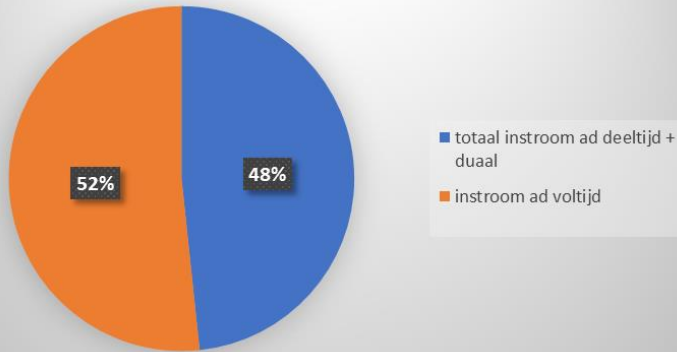
.....Authentic learning in and from the real workplace.....

Three party co-operation



# SME Routes – Associate degrees

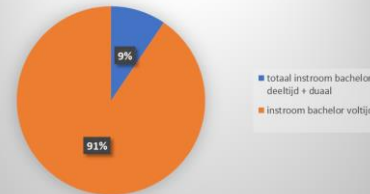
## Associate degree 2022



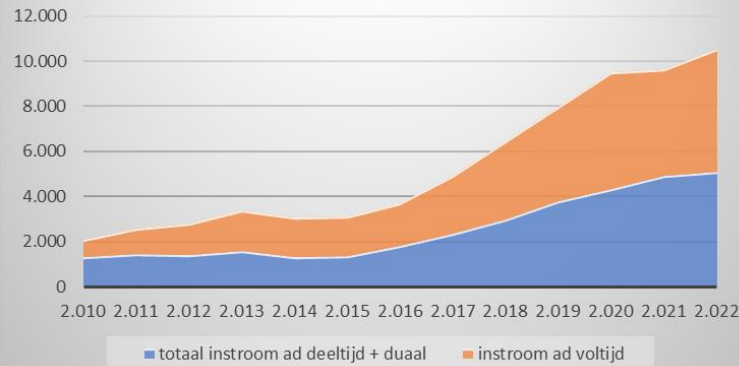
Parttime + Work & Study

Fulltime

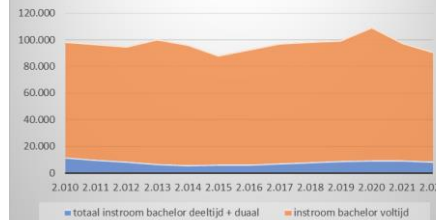
## Bachelor 2022



## Associate degree



## Bachelor



# SME Routes – Associate degrees



Associate degree

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

Dual Associate degree.....SME route!!!



# SME Routes – Associate degrees



## 4. The SME route!

# SME Routes – Associate degrees



## SME route in higher professional education

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.

# SME Routes – Associate degrees

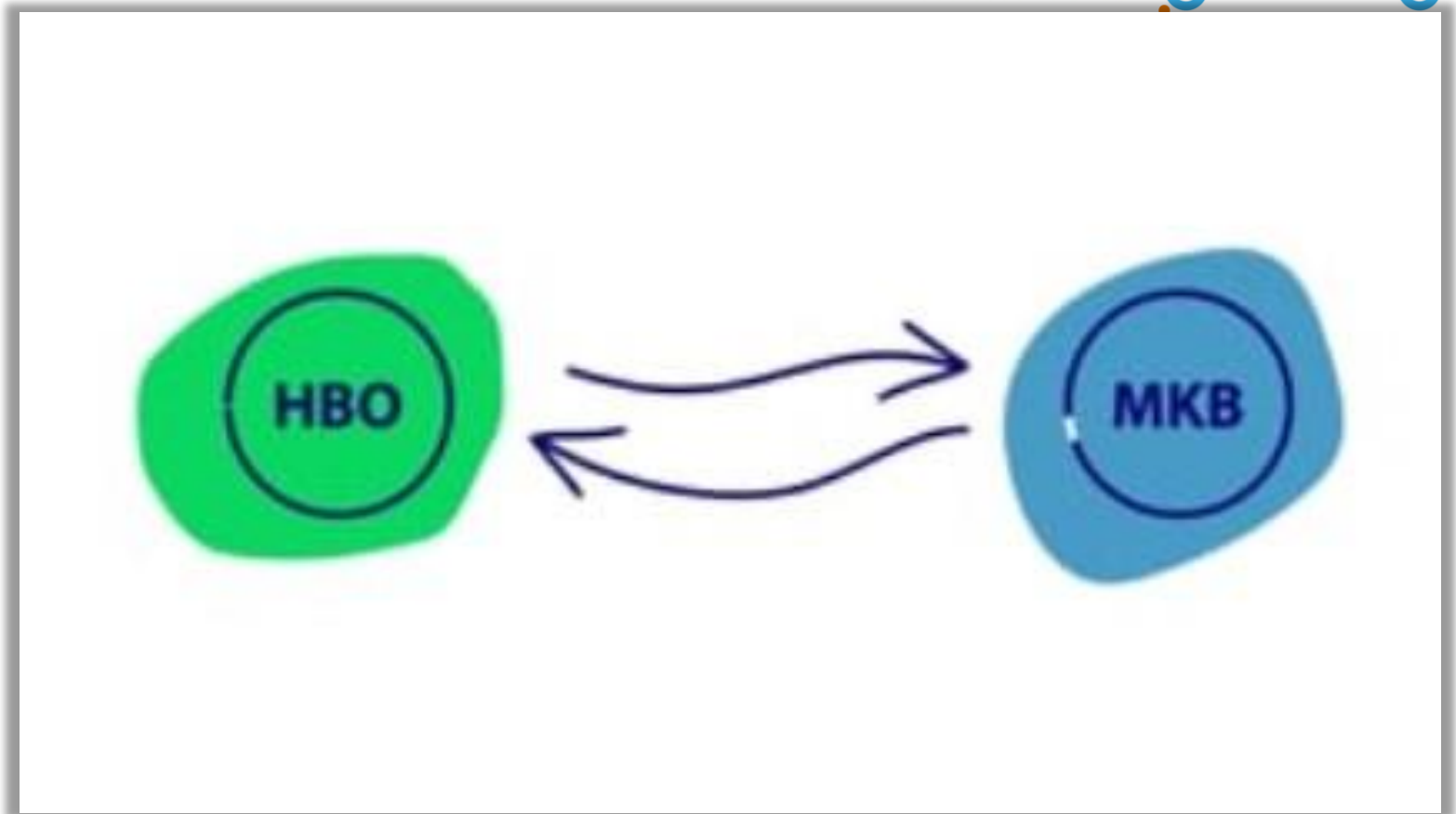
## SME route in higher professional education



- 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.

# SME Routes – Associate degrees

mk**b** route

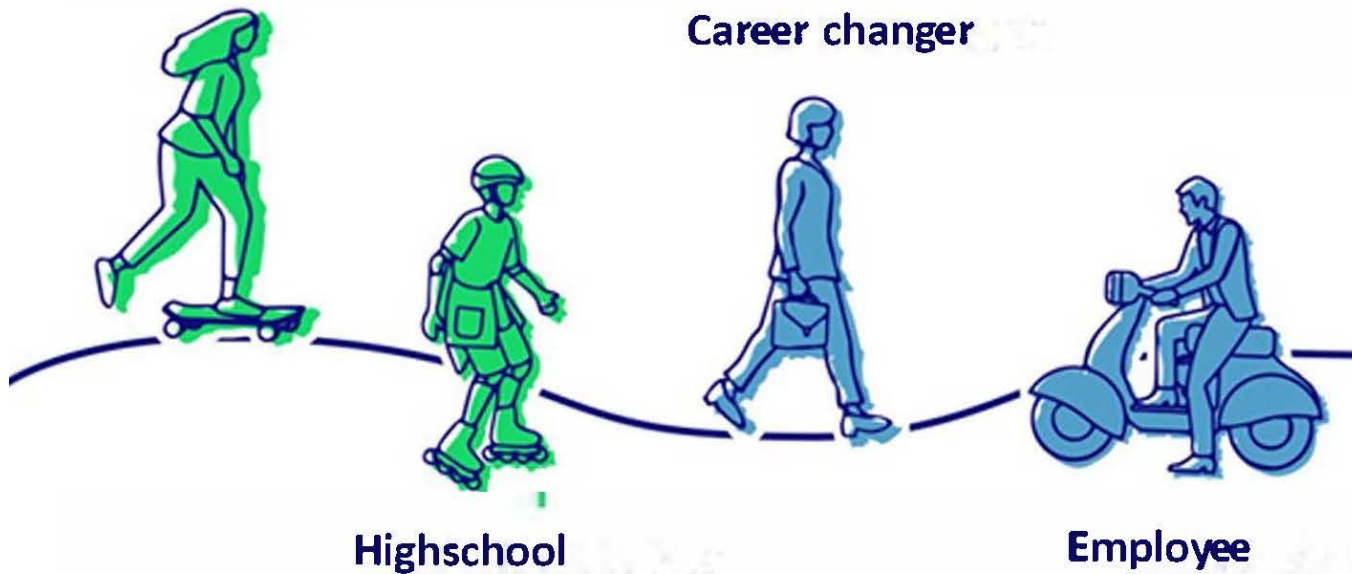


# SME Routes – Associate degrees



Level 4 (vocational)

Career changer

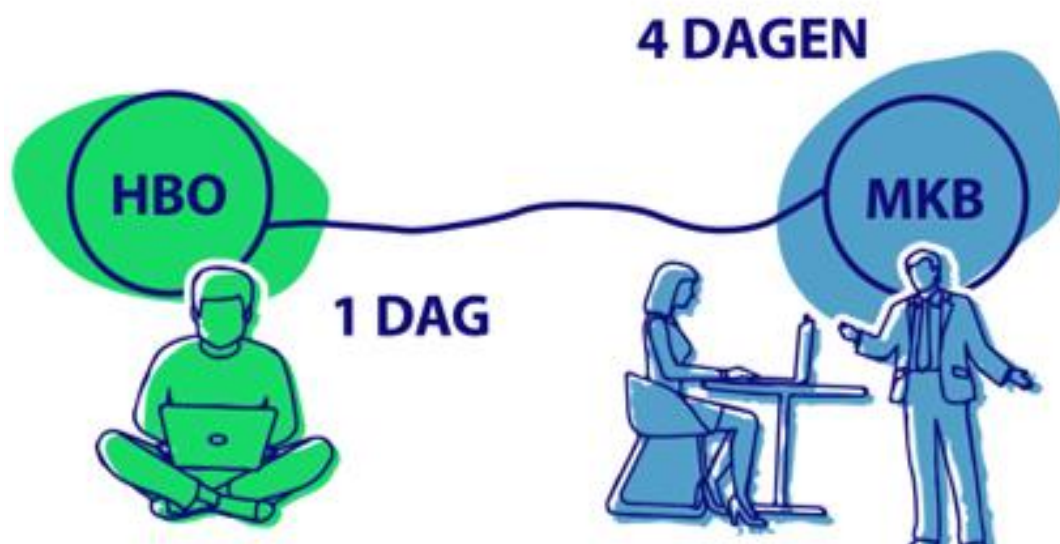


Highschool

Employee

# SME Routes – Associate degrees

**mkb** route  
in het **hbo**



# SME Routes – Associate degrees

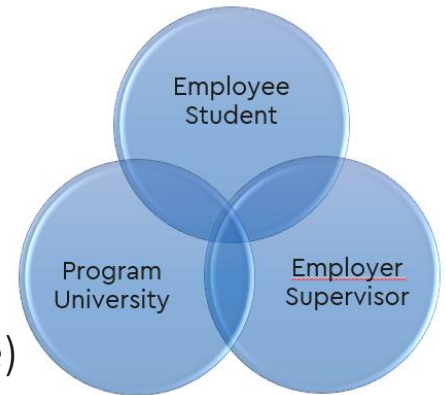
## TRAINING TOGETHER! SME route

### Advantages for the employer

- attracting and retaining new talent
- further development of employees (regardless of age/experience)
- unburdening the company in the HRD task
- company learns, develops with it

### Student Benefits

- work and earn
- accessibility high: from young entrant to the labour market to experienced employee
- work-based learning is very motivating for many
- different connection with the employer / company
- support and opportunities from the company
- career perspective



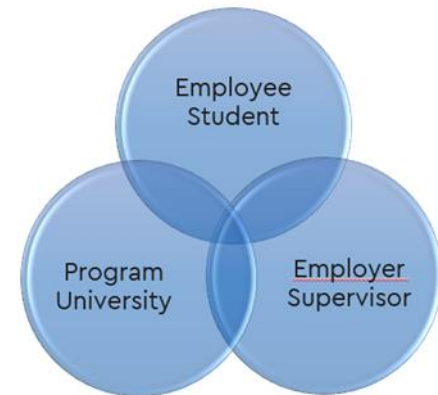
# SME Routes – Associate degrees

## School Benefits

- collaboration, learning from each other, sharing knowledge
- direct interaction, feedback
- on top of current developments
- professionalization of teachers
- guiding together

## Advantages of society

- economy SMEs
- labour market / prosperity
- prevent green picking, potentially give it a chance
- impulse economic and social independence)
- fewer people on the side





# SME Routes – Associate degrees



## 5. NHL Stenden: SME route

# SME Routes – Associate degrees

## 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



# SME Routes – Associate degrees

## Some characteristics

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



# SME Routes – Associate degrees

## 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:

Passioned, 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

# SME Routes – Associate degrees

## Benefits SME route NHL Stenden:

Contribution to strengthening regional economy

More accessible higher education

New target groups

Bycatch: Modular, private, corporate groups

Biggest win? Collaboration with the professional field!

Direct interaction, adapting new developments,  
requirements

Professionalization 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!*

## SME Routes – Associate degrees

The student (employee) can get the best out of himself and can therefore not only make the difference for his environment (private and in his work),  
And gets the chance to discover that he himself is the engine of his personal and professional development.



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

# SME Routes – Associate degrees

"I'm already a working professional. I've been working since my 15th. I am strengthening my theoretical and policy capabilities during my studies. Truly an added value!"

**Carlijn Brooksteeg**  
Associate degree Hospitality  
Management

Marit Terpstra (27) wants to make a difference for her clients every day as an ambulatory care worker. This requires thinking innovatively from multiple perspectives about social issues, she noticed in her work. "I combine my study with a 32-hour work week and regularly spend evenings and weekends hitting the books. I go to school every Monday with a big smile. That energy to further develop myself and thereby improve the social domain are really my drive."

**Marit terpstra**



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

# SME Routes – Associate degrees

## Quality assurance a.o.

- Workplace scan (+ process/procedure)
- Tri-partite agreement / cooperation agreement
- Basic document for work supervisor
- Training / info session (online) work supervisors
- Company visits + online contact
- ...and the 'regular' quality assurance aspects for dual and part-time programmes....

-> pay attention to evaluation  
(student & teacher and work supervisor)

-> co-creation as a basic process





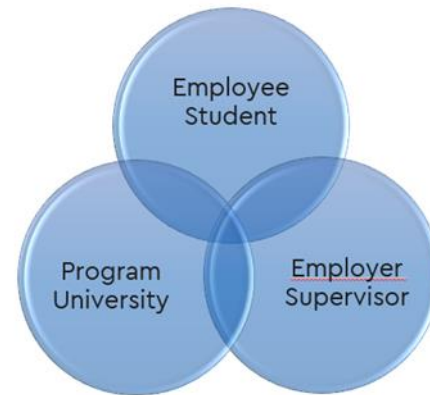
# SME Routes – Associate degrees

## 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



# SME Routes – Associate degrees

## Challenges

**Internal:** infrastructure / unfamiliarity with stakeholders, matching SMEs and potential students, alumni policies level 5 (as new employers and students!)  
Knowledge sharing between the programmes, smarter design (organizable)  
combining fulltime, part-time and W&S in small programs, embedding sustainable collaboration between professional field / industry partners and ambassadors->liaisons?, staying on course for successful workplace learning for students and the professional field, quality assurance.

### External:

Awareness of the SME route among stakeholders

High-quality and sustainable filling of the roles in the triangle

Working in the triangle to find the most effective solutions to labour market issues

# SME Routes – Associate degrees



Goede communicatie over  
Mkb route  
aan alle stakeholders  
door hogeschool  
en door werkgevers

Work in progress

deJong&Laan

**ASSOCIATE DEGREE  
FINANCE & CONTROL**

**& NU JIJ!**

Vacatures > Associate degree Fin...

Vacature delen:   

Wil je naast een volwaardige baan  
ook studeren? Dan ben ie bij ons aan

**Solliciteer nu** →

## SME Routes – Associate degrees

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!

# SME Routes – Associate degrees

## 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

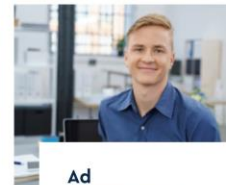
1 national coverage (SME route logistics)

Ad in the lead, bachelor next



**Ad  
Bedrijfskunde  
deeltijd**

[Bekijk de opleiding](#)



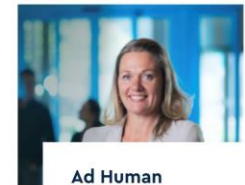
**Ad  
Commerciële  
Economie dual**

[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**

[Bekijk de opleiding](#)



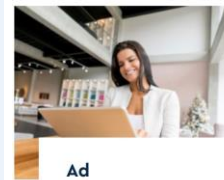
**Ad Logistiek en  
Economie dual**

[Bekijk de opleiding](#)



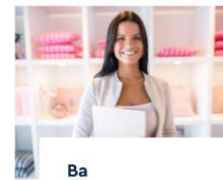
**Ad Maritieme  
Techniek dual**

[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](#)

## SME Routes – Associate degrees



6. The next steps...

# SME Routes – Associate degrees

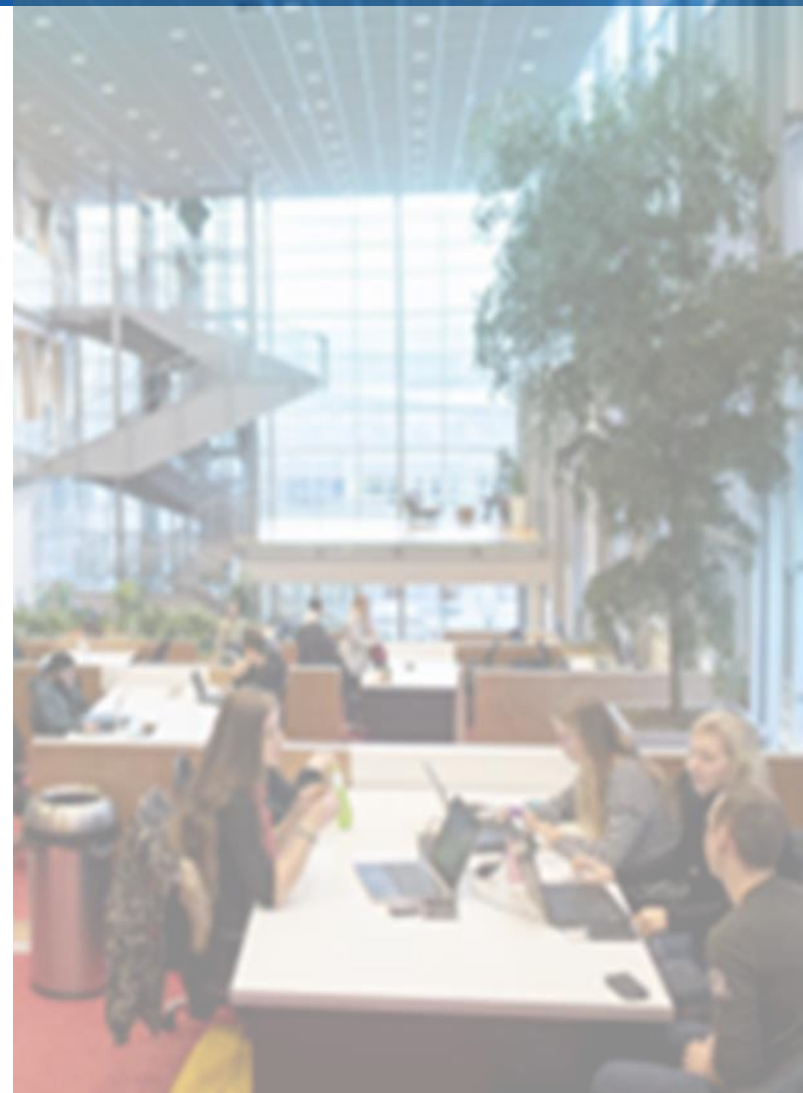
## Next steps:

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

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

More attention to the underserved target group: newcomers, unemployed

Maybe... COVE (Erasmus+ project)  
Centre of Vocational Excellence





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

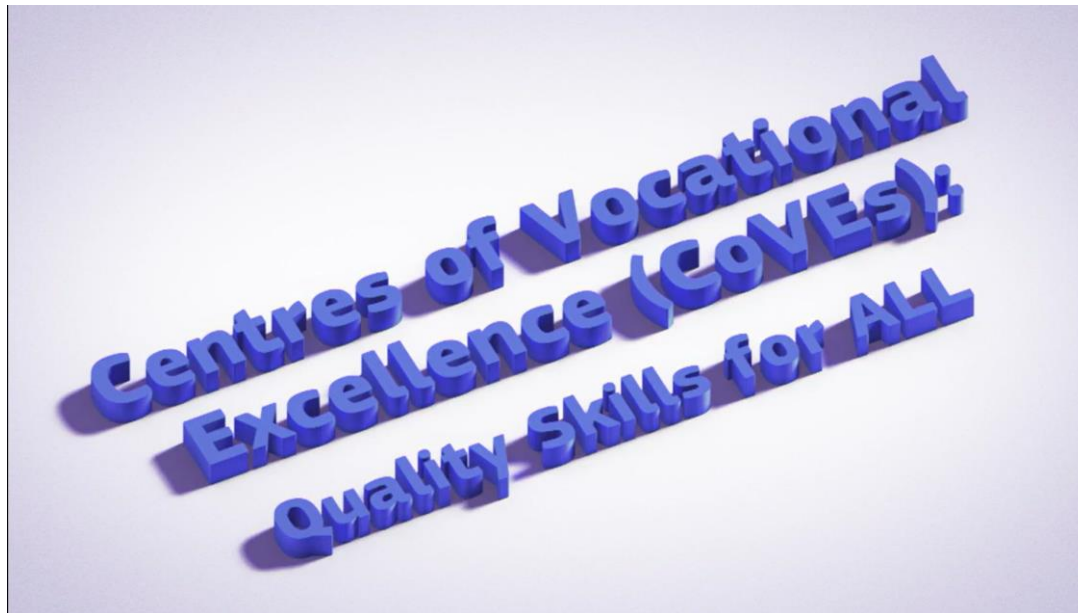




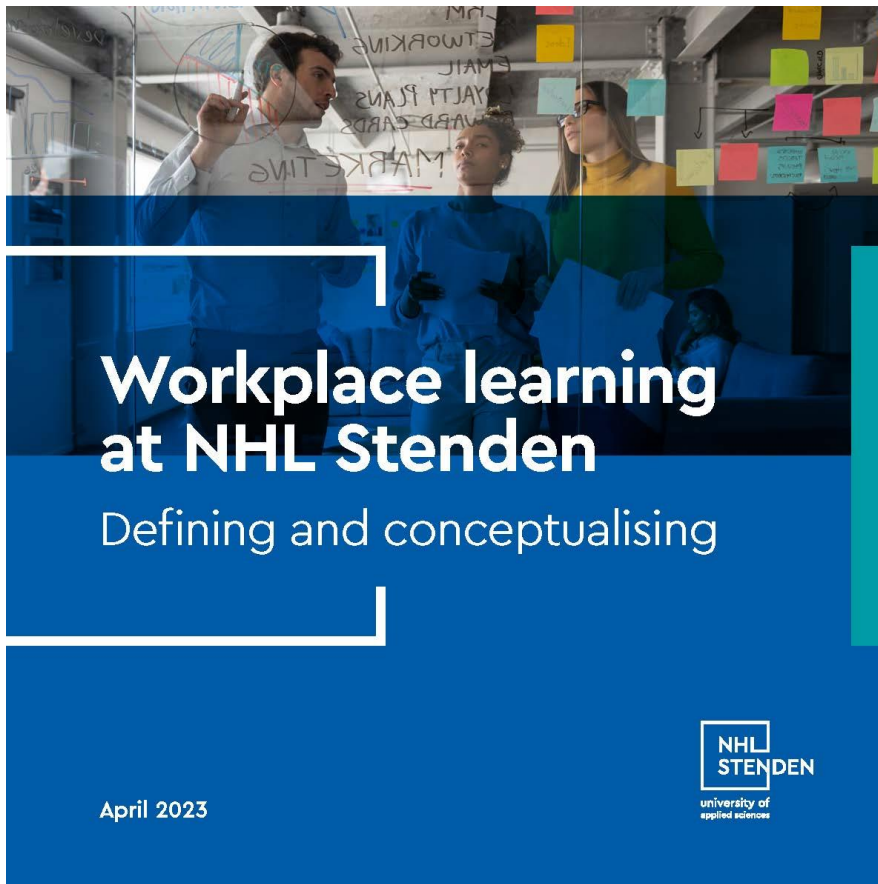
# SME Routes – Associate degrees

Sneak peek....

<https://ec.europa.eu/social/main.jsp?catId=1501>



# WorkPlace Learning!



**Presentation / booklet:**

**[Nina.spithost@nhlstenden.com](mailto:Nina.spithost@nhlstenden.com)**

## SME Routes – Associate degrees





university of  
applied sciences

Thank you for  
your attention

# WorkPlace Learning!

## Indicators describing Workplace Learning

Figure 2: Overview of indicators

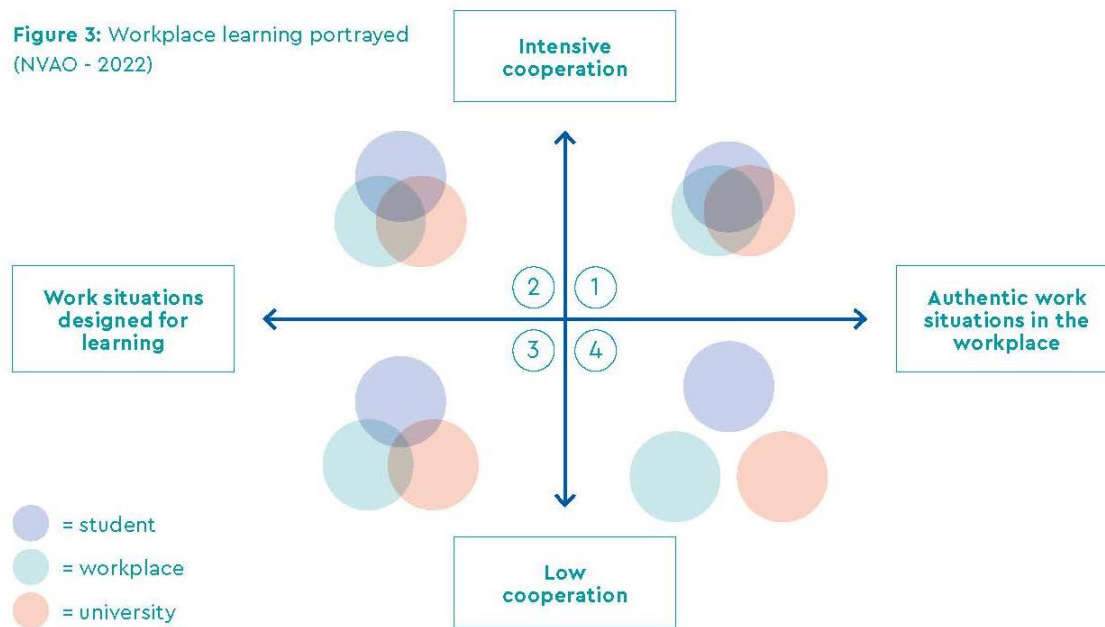


# WorkPlace Learning!



## On Authenticity.....

Figure 3: Workplace learning portrayed (NVAO - 2022)



### Quadrant 1

Here, the programme and the workplace cooperate in such a way that a new practice emerges, with characteristics of both the study and the workplace context.

### Quadrant 2

Here, part of the study context is incorporated into the workplace context or vice versa. During their studies students can practise aspects of the profession in a simulated setting or learn to deal with real customers, patients etc. in a constructed setting. In the workplace, students take just-in-time theory lessons or have supervised practice with professional activities.

### Quadrant 3

Here, students move back and forth between the study and the workplace context. Tailored (group) interventions such as internship preparation, return days and supervised interviews ensure alignment between study programme and workplace.

### Quadrant 4

Here, although the student is working in his job, there is no alignment between a study programme and the workplace.

# WorkPlace Learning!

## On guidance and assessment.....

Study coach(in)

Workplace coach(ing)

Study-oriented,  
without input of a  
workplace coach



Guidance and Assessment

Student-focused,  
with input  
workplace coach



### roles, role division an co-operation

- coaching, supervision
- feedback on competence and professional products/results
- feedback/ assessments and assessing
  
- professionalising of studycoach
- professionalising of workplace coach

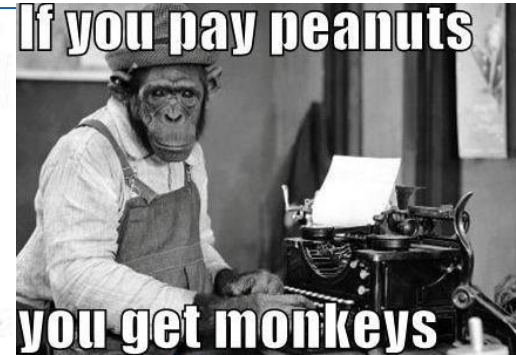
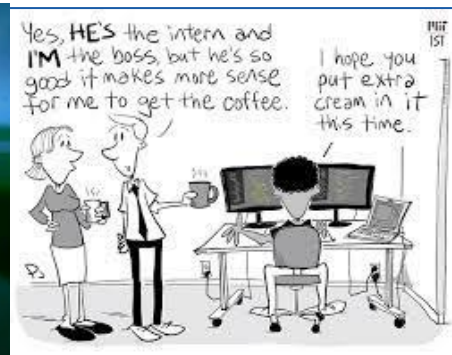
# WorkPlace Learning!

On reimbursement and payment.....

No compensation



Full (regular) salary

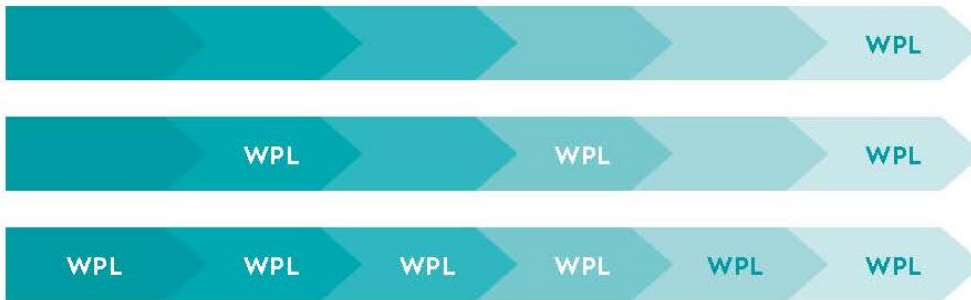




# WorkPlace Learning!

## On timing....

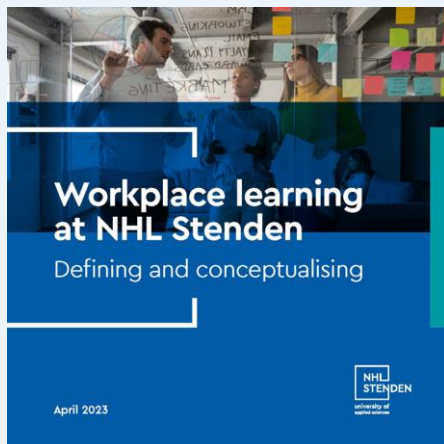
**Figure 6:** Duration and timing of WPL in various constellations



# DUAAL - NHL Stenden

## Indicatoren WPL -> NHL Stenden

- Authenticity
- Parties & Stakeholders
- Guidance & Assessment
- Reimbursement & Payment
- Time & Timing
- Quality assurance



" WPL focuses on learning students around authentic and job-relevant learning activities in the real workplace. Up-to-date and professionally relevant learning activities involving theoretical knowledge and practical knowledge are linked. During WPL the student learns from and interacts with professionals on the "real" workplace in close coordination with the lecturers of the university of applied sciences. WPL involves professionals who Guiding the student and professionals who are informally involved in supporting the student".