



**HZ Minor programmes
Vision, policy and implementation
2023-2026**

Education, Research and Quality Department

VERSION: JANUARY 2023

ADOPTED BY THE EXECUTIVE BOARD ON
31 JANUARY 2023

Project group minor programmes 2022/2023	
Project manager and author	Hanneke Wiltjer
Education, Research and Quality Department and author	Joeri Versluis
Minor programme coordinator Health Education and Wellbeing department	Rinke Dellebeke-van Hell
Minor programme coordinator Technology, Water and Environment department	Manuel Magallon Drijfholt
Minor programme coordinator Business, Vitality & Hospitality department department	Martijn Ruissen
Department Bureau	Demi van Kogelenberg, Loes de Jong, Adrienne Joosen-Schrauwen

Table of Contents

Introduction	4
1. Vision and policy	6
1.1 <i>A well-developed package of minor programmes</i>	7
1.2 <i>Every minor programme meets the quality requirements that also apply to curricular education</i>	9
1.3 <i>The minor programme is designed for personal profiling in breadth or depth</i>	9
1.4 <i>HZ is committed to flexible education, including for the minor programmes on offer</i>	10
1.5 <i>Interdisciplinary collaboration is spearheaded at HZ</i>	10
1.6 <i>HZ educates in collaboration with the professional field</i>	11
1.7 <i>Research is education and education is research</i>	11
1.8 <i>HZ employees are challenged to further development</i>	12
2. Organisational preconditions	13
2.1 <i>Decision-making, steering and coordination</i>	13
2.2 <i>Quality assurance</i>	14
2.3 <i>Logistics</i>	14
2.4 <i>Communication and marketing</i>	15
2.5 <i>Financial organisation</i>	16
3. Implementation	17
<i>School year 2022/2023</i>	17
<i>Academic year 2023/2024</i>	18
<i>School year 2024/2025</i>	19
<i>School year 2025/2026</i>	20
Appendixes	21
Appendix 1 Role descriptions	22
Appendix 2 Protocol 'New minor programme'	24
Appendix 3 Protocol HZ-wide minor programme information	27
<i>Internal students</i>	27
<i>External students</i>	28
Appendix 4 Evaluating the minor programmes	29
Appendix 5 Starting criteria and repairs	30
Appendix 6 Logistics process certification	31
Appendix 7 Deadlines within logistics process minor programmes	34

Introduction

Every student in higher education is given the opportunity to complete 30 credits freely. Here, a student can choose to take a broadening or a deepening minor programme (or minor programmes) at their own educational institution, or at another educational institution within or outside the Netherlands. A student can choose two minor programmes of 15 credits or one minor programme of 30 credits. In some cases, minor programmes have less than 15 EC, in which case the student chooses a combination that adds up to 30 EC.

The HZ Vision on Minor programmes stems from the Institution Plan 2022-2027, in which HZ aims to contribute to a better world by educating higher education professionals, finding solutions to water, energy and vitality issues together with partners, and supporting developments in the region as a regional partner for the Zeeland delta.

The ambitions have been translated into three objectives applicable to the full range of HZ minor programmes:

1. HZ offers a **broad selection of minor programmes** characterised by **vocational relevance** and **choices** that match the ambitions of students.
2. HZ uses minor programmes as development and innovation engines for:
 - a. **educational innovation** and **interdisciplinary practice-based research**;
 - b. allowing education and research to respond faster to **changing market demands**;
 - c. and HZ **encourages** the **development of its employees**.
3. Minor programmes contribute to social and professionally relevant issues. Primarily, the focus is on the **themes of water, energy and vitality** (of people, organisations, economy and society).

With this, HZ aims to develop in several areas. In terms of content, the aim is to stimulate interdisciplinary cooperation and education. The aim is also to improve the quality of minor programmes in terms of both education and assessment. Logistically, the aim is to streamline the enrolment process and make it more transparent for both internal and external students. Financially, the aim is not to make a loss on minor programmes by balancing the external incoming and internal outgoing students and by organising the minor programmes on offer more efficiently.

During the development process, relevant stakeholders were engaged to provide input into shaping the vision, policy and implementation. For instance, a student survey was conducted, lecturers had the opportunity to give feedback on a draft version of the document, the progress of the development was

discussed within the management teams and relevant others, and discussions were held with stakeholders such as research groups, the central examining board and Nexus.

Chapter 1 describes HZ's Vision on Minor programmes that follows from previous goals. These are then translated into a policy in chapter 2. The aim is to fully implement the vision by 2026 at the latest, and Chapter 3 sets out a multi-year implementation plan.

The following three critical processes are important to achieve the objectives:

- **Decision-making is transparent**, through a policy framework describing the processes and criteria, it is clear how the minor programmes offer evolves;
- **HZ-wide cooperation is secured, with the aim** of attracting enough students to fund and further develop the minor programmes on offer;
- **The provision of information, the administrative process and quality assurance are in order, so** that students receive the right information on time, the selection process is well-organised and safeguarded and the minor programme information (description and evaluation) is documented for quality control purposes.

1. Vision and policy

HZ's Vision on Minor programmes can be summarised in a few points, focusing on both content and organisation. These points focus on the entire range of minor programmes and it therefore does not mean that each individual minor programme has to meet them all. The points are:

1. HZ offers a broad selection of well-developed minor programmes that provide sufficient challenging options for both internal and external students.
2. Each minor programme meets the quality requirements that also apply to curricular education.
3. The minor programme is designed for personal profiling in depth or breadth.
4. HZ is committed to flexible education, the minor programmes on offer included.
5. Interdisciplinary collaboration is an important spearhead at HZ.
6. The HZ educates students in collaboration with the professional field.
7. Research is teaching and teaching is research.
8. Employees at HZ are challenged to further development.

These focal points are further explained and detailed below. To flesh out the points they are formulated as concretely as possible. For this reason, percentages are named in some cases. These percentages are set as ambitious targets and should also be understood in that capacity. They are therefore not KPIs, but more advice towards the future.

Before elaborating on the concretisation, the organisational structure is briefly explained as this is important in the concretisation of the vision. The Regiegroep (Table 1) advises on the minor programmes portfolio and does so on the basis of the vision and policy regarding the minor programmes. It focuses on the content and process of the minor programmes, including the entire minor programmes portfolio, quality assurance, logistics, marketing and communication. The Regiegroep consists of an inner and an outer circle. The outer circle is a group of experts who are involved in certain areas. The advice of the Regiegroep is supplemented by an advice from controller-DOOK-DMCI. This process is coordinated by DOOK. The integral advice goes to the BDT, for decision-making.

Regiegroep HZ minor programmes inner circle	Regiegroep HZ minor programmes outside circle
Chair	Communications
OLM by department	Marketing
DOOK	Student Office
Department bureaus	Osiris functional management

Table 1, Regiegroep HZ minor programmes

1.1 A well-developed package of minor programmes

- a) HZ offers a well-developed and cost-effective package of up to 30 minor programmes, determined on the basis of a needs analysis among HZ students, lecturers, knowledge centres and associate professorships. Annually, the minor programmes on offer are evaluated by the BDT. They receive advice from the Regiegroep which collects information among students, the professional field and lecturers. All this is included in the decision-making process. They also look at the number of minor programme registrations and the extent to which the minor programme is still in line with current affairs and the HZ Institutional Plan . Current minor programmes can then be continued with minimal adjustments, they can be continued with significant adjustments, or they can be discontinued. New minor programmes can then be considered. The Regiegroep group advises on the minor programmes portfolio. The advice is supplemented by controller-DOOK-DMCI advice. This process is coordinated by DOOK. The integral advice goes to the BDT, for decision-making.
- b) Anyone may submit a proposal for a new minor programme to the Regiegroep. This should make clear what the content of the minor programme will be, why it is relevant, and how it reflects the eight points of the vision. The Regiegroep may adopt a proposal, have it reviewed by the controller-DOOK-DMCI and then advise the BDT. Once the BDT agrees, the minor programme can be rolled out. The exact process is defined in Appendix 2.
- c) The aim is to attract more outgoing students from other universities of applied sciences to achieve at least an equal number of incoming and outgoing students at department level. To this end, a refined marketing strategy will be defined and implemented by the HZ marketing department. There is also a commitment to flexible education, which will be explained further later. The department director accounts for how any imbalance will be covered financially.
- d) Individual choice of students is paramount. As many students as possible should have the opportunity to pursue a minor programme of their choice within or outside HZ, provided that
 - I. No substantial content overlaps between an (external) minor programme and the major programme;
 - II. The (external) minor programme covers 30 credits, or if a combination of minor programmes is taken which together cover 30 credits.
- e) A minor programme for which 15 students have registered will definitely start. If there are four or fewer enrolments, the minor programme will not start. When there are between five and 14 enrolments, the importance of whether or not to start the minor programme is weighed by the Regiegroep, which obtains information from controller-DOOK-DCMI. The final decision on whether or not to start lies with the BDT. In doing so, the following elements are taken into consideration:

- I. For start-up minor programmes, a growth period of two years is allowed.
 - II. When it comes to an in-depth minor programme in small programmes, consideration is given to the added value of the minor programme for the students and to what extent a similar minor programme is offered within HZ.
 - III. When a minor programme is funded and/or provided by associate professorships and/or externals, a choice for continuation can be made.
 - IV. If it concerns a highly innovative minor programme that may be of interest to external students in the future, a decision may also be made to allow the minor programme to go ahead, provided a good argument can be made as to why it is innovative and a plan is submitted to the Regiegroep regarding the marketing of this minor programme to attract external students in the future. This will be submitted by the Regiegroep to controller-DOOK-DMCI to jointly formulate an advice to the BDT. Although it is important to offer cost-effective minor programmes, this should not only be determined in the short term, but the long-term potential of a minor programme should also be included in the decision-making process.
- f) Education is supported by efficient and effective operations:
- I. A clear and complete minor programmes guide will be available online in a timely manner in 2022-2023, which can also be consulted via the HZ minor programmes on Kies Op Maat. This minor programmes guide can be consulted by internal and external students and will be included in marketing activities. It is also regularly quoted via social media. From school year 2023-2024, the minor programmes guide will be replaced by an HZ website page where the minor programmes on offer are displayed.
 - II. The enrolment process is transparent and simple. For external students, after registration via Kies Op Maat, this registration process runs through the Student Office of HZ University Of Applied Sciences, after which the Student
 - III. Office continues to coordinate with the relevant minor programme owner and the coordinator minor programmes of the relevant department (one of the programme managers) to which the minor programme belongs. Internal registration is done via Osiris Student.
 - IV. There is clear, recognisable and accessible information for all participating students (timetable info, Learn, Osiris procedures and systems)
 - V. The grade entry of internal and external students including resits is transparent for the student and easy for the examiner.

1.2 Every minor programme meets the quality requirements that also apply to curricular education.

The four standards as they apply to the limited framework as drawn up by the NVAO have been translated into a practical set of criteria on which each minor programme can be evaluated (See Box 1). The quality of the learning outcome, assessment, supervision and the learning environment are guaranteed by HZ. This means that minor programmes must meet the same qualitative requirements as (the rest of) the curricula.

1. The minor programme is at college level (NLQF 6);
2. Minor programme information is complete and available to internal and external students;
3. The programme is feasible (scheduling, course load);
4. There is sufficient guidance appropriate to what students need within the chosen minor programme;
5. Examiners in the minor programmes are BQE certified;
6. PDCA cycle is consistently followed;
7. The review is valid, reliable and transparent.

Box 1, Criteria regarding the quality of minor programmes

- a) Each minor programme is evaluated annually by the team of lecturers and the students who attended the minor programme. The document in Appendix 4 is used for this purpose, which also incorporates the elements of Box 1. Then, by going through the PDCA cycle, the minor programme is further developed where appropriate.
- b) The examination committee secures the quality of testing and thus all related aspects. They include the minor programmes in the periodic testing cycle, including testing audits conducted by the assessment committee.
- c) Students have insight into content description with learning outcomes, literature, work formats, method of testing and weighting and number of credits. This information is displayed in the HZ mini-guide and on the HZ website.
- d) The (digital) facilities, information provision and practicum facilities are in order for entire student body (internal and external).
- e) The lecturer(s) is (are) competent regarding content and methodology.
- f) According to HZ policy, BQE-certified lecturers are responsible for the testing and assessment of each learning outcome and thus also of the minor programme.

1.3 The minor programme is designed for personal profiling in breadth or depth.

The minor programme is not part of the major. By deepening or broadening their knowledge, students can raise their personal and professional profile for the labour market. HZ has some important

spearheads regarding the content of the minor programmes. These include sufficient attention to the Sustainable Development Goals (see also HZ's Institution Plan), where students become aware of complex social issues. In this, there is collaboration with local and regional partners and students are allowed to contribute to solutions. In its offering, HZ strives for:

- a) An attractive and balanced offer between in-depth and widening offerings in all departments.
- b) The overall offer covers at least all of HZ's research themes, namely water, energy and vitality of people, organisations, economy and society. In addition, each minor programme contributes to at least one Sustainable Development Goal. It is determined annually to what extent this offer should be adjusted in line with national and international developments.

1.4 HZ is committed to flexible education, including for the minor programmes on offer.

Students from full-time and part-time programmes have sufficient choice and can take the minor programme in a way that suits them. There is also sufficient hybrid supply, so that not only local students but also distance students can join a minor programme of their choice. In addition, there are sufficient choices for students who are not proficient enough in the Dutch language and therefore want to choose an English minor programme, and meets what every student needs to be able to take a minor programme (inclusion).

- a) HZ as an international UAS also provides an attractive offer for students from outside the Netherlands. For this reason, some of HZ's minor programmes are offered in English.
- b) The minor programmes are offered as flexibly as possible, allowing students to take the minor programmes independent of time and place as much as possible.
- c) Lecturers take into account different students and therefore design the minor programme accordingly. They thus work from the idea of inclusion where every student gets what is required to complete the minor programme successfully.
- d) For any online testing, the same standards apply as for curricular education, consider the testing policies and protocols of the Examination Committee.

1.5 Interdisciplinary collaboration is spearheaded at HZ.

In all sectors, collaboration with professionals from other backgrounds is very important. Within all minor programmes, cooperation between different types of stakeholders and both related disciplines and cross-sector disciplines is central. In this way, students from different programmes come into contact with each other while taking a minor programme.

- a) HZ offers minor programmes that involve cross-sector collaboration on (complex) issues.
- b) At least half of the minor programmes are collaborations between study programmes within a department.

1.6 HZ educates in collaboration with the professional field.

Collaborative education can be divided into active and passive collaboration. In active cooperation, the student actively participates in the professional field, for instance through an internship or by taking part in a project, with an employer acting as the client. In passive collaboration with the professional field, the student can clearly formulate the importance and added value for the professional field, but the minor programme does not have to take place in the professional field. Co-education also offers both educators and the professional field the opportunity to respond quickly to changing market demand. This can start with minor programmes, but then be continued within curricula.

- a) The topics for all minor programmes and the content of the learning outcomes are aligned with the relevant fields of work and sectors. Where appropriate, the work field also has a voice, or even a role, in the development and/or implementation of the minor programmes.
- b) Some of the minor programmes offered are based on active collaboration with the professional field, for example through the HZ-initiated project 'The Garage' or associate professorships active within HZ (Minor programme 'Becoming Fit for the Future'/Joint Research Minor programmes).
- c) For minor programmes where a workplace is required, arrangements have been made with relevant organisations and external clients that offer places to students or it is clearly communicated in the minor programmes guide that the student must seek their own placement and what criteria this place must meet.
- d) Nexus plays a role in establishing, maintaining and expanding relationships with relevant parties in the field. It finds suitable clients and projects for the various minor programmes, also paying attention to the long-term relationship with this client to encourage possible future collaboration. Nexus staff evaluate with the client after each project to discuss the output and the process. Any points of attention are shared with the client to discuss the results and the process. Any areas of concern are shared with lecturers involved so that the minor programmes can be fine-tuned. Finally, they encourage the importance of training together among the various principals. In this way, the active role of the client is emphasised during the development of the project and thus goes beyond just being involved in handing out the assignment.

1.7 Research is education and education is research.

Practice-oriented research at universities of applied sciences is socially relevant and methodically sound and contributes to educational innovation. HZ centres and associate professorships are actively involved in the minor programmes because:

- a) Themes for existing and new minor programmes are proposed by associate professorships and research group representatives are part of development teams;

- b) Where possible, they play a role within the minor programme in terms of content and current developments. Research groups can 'adopt' a minor programme in line with the focus of their research programme. Master's programmes at HZ will offer a minor programme in which the student can get acquainted with the master's programme.

1.8 HZ employees are challenged to further development

HZ stands for its employees and offers a challenging environment in which they can develop themselves further. This is possible within their 'own' department or study programme, but can also be done outside by, for example, participating in study programme or department-transcending work groups or initiatives.

- a. Any lecturer who has specific knowledge or skills or a special interest in a relevant subject will have the opportunity to participate in an appropriate minor programme.
- b. Programme teams are challenged to critically evaluate the minor programmes on offer annually in view of international and national topical issues. Where necessary, they make adjustments within the minor programmes to incorporate current affairs into the offerings.
- c. Lecturers are encouraged to maintain close contact with the professional field so that they stay abreast of developments in the workplace. They can then incorporate these into the minor programmes on offer.

2. Organisational preconditions

This chapter describes the organisational preconditions that must be in place to implement the above vision. Thus, it does not yet address how these organisational preconditions are implemented, which is discussed in the next chapter.

To properly implement the above vision, the organisation must meet some conditions. These include offering high-quality interdisciplinary minor programmes in which education is designed using the principles of blended education.

2.1 Decision-making, steering and coordination

The Regiegroep advises on the minor programmes portfolio. The advice is supplemented by controller-DOOK-DMCI advice. This process is coordinated by DOOK. The integral advice goes to the BDT, for decision-making. The current implementation team (school year 2022/2023) will transition into the Regiegroep by school year 2023/2024. There will be an annual process to refine the content and process of the minor programmes where necessary (Table 2). In doing so, the Regiegroep works together with relevant stakeholders such as minor programmes owners and the educational advisers.

Month	What	Who
September	Collect evaluation data from previous school year.	Mini owners
	Analyse and discuss data.	Regiegroep
October	Regiegroep provides update on evaluation to controller-DOOK-DMCI and seeks additional advice.	Regiegroep and controller-DOOK-DMCI
	Organise possible design sessions with relevant stakeholders to refine content and process of minor programmes.	Regiegroep
	Preparing minor programmes offer.	Mino-owners and educational advisers
December	Regiegroep advises the BDT on the content and process of the minor programmes based on input from its own members and from controller-DOOK-DCMI.	Regiegroep
	BDT takes decisions based on the advice provided.	BDT
January	Minor programmes guide/website and UR tables are updated.	Mini owners, Regiegroep and communication
February	Offer published on Kies op Maat and HZ website. If possible, active marketing is chosen for specifically designated minor programmes.	Regiegroep, department office,

		communications and marketing
March	Student information	Regiegroep and mini-owners

Table 2. Annual process evaluation minor programmes on offer

2.2 Quality assurance

The Regiegroep works towards quality assurance by organising an annual evaluation of the minor programmes on offer. Here, each minor programme is evaluated according to Appendix 4. For this integral evaluation, each minor programme contact person fills in a format, which also reflects on the quality criteria of the minor programme and makes a proposal on whether or not to continue the minor programme. This advice is taken by the Regiegroep towards controller-DOOK-DMCI and ultimately towards the BDT.

Quality assurance is also carried out in other ways. The department office monitors the coordination process regarding the delivery, establishment and communication of the minor programmes on offer. This also includes updating the offerings on Kies op Maat, where marketing also contributes to formulating the texts and designing accessible videos. Here, the minor programmes are divided among the department bureaus in terms of organisation, but it must be coordinated that the departments adhere to the same processes.

Quality assurance of examining lies with the central examining committee. They include the minor programmes in their periodic evaluations, which they commission from the testing committee. The systematics of testing are in accordance with HZ Testing Policy. Education and testing evaluation of the minor programmes is carried out by the minor programmes' owner (course owner) and safeguarded by the quality assurance coordinator of the department. Educational advisors provide support and give advice where necessary.

2.3 Logistics

HZ ensures a smooth logistic process of the minor programmes. To achieve this, the following must be/were put in order:

- Enrolment will be clear and straightforward in design. The Learn page with general information about the minor programmes and where students indicate a choice will no longer be used after school year 2022-2023. The minor programmes guide will be used temporarily until the HZ website is completed with the minor programmes on offer. Here, external students will be linked to Kies op Maat for registration and internal students will be referred directly to Osiris Student.

- All minor programmes are given a specific minor programme code and each title starts with 'minor programme'.
- External students are linked in Osiris to a 30-credit examination programme so that they are automatically included in the DEX's meeting lists. There, the results are determined and a certificate can be issued to the student.
- HZ has shorter enrolment deadlines than other universities of applied sciences. To avoid confusion and problems due to students registering late or looking elsewhere because HZ has already closed its registration period, the registration period is put on a par with other universities of applied sciences. This means that HZ will set a maximum number of students for all minor programmes so that the scheduling office will be able to schedule on time.
- All departments apply the deadlines for submitting relevant information as set out in Appendix 7.
- Each study programme will have a logistics coordinator per department and there is an HZ-wide logistics coordinator from the department office (see appendix 1). This ensures short lines of communication.

2.4 Communication and marketing

Regarding communication and marketing of the minor programmes, the HZ puts in the following refinements.

Communication:

- Space will be created on the HZ website where the HZ minor programmes on offer will be presented in an accessible, unambiguous and clear way. Internal and external students can go here for information. The information on Kies op maat will also be tailored to match the content of the HZ website. Minor programmes remain responsible for the content, but are supported by marketing in design.
- The minor programmes are not only communicated to students with substantive texts, but attention is also paid to the student experience and information is also disseminated through recordings. Again, this is supported by the marketing department of HZ.
- Department-wide mini markets are organised annually, as well as online minor programme information sessions, where students can obtain information and are supported in making a minor programme choice.

Marketing:

- The marketing department helps think through the choices for titles so that this matches search behaviour of the target audience.
- The marketing department also thinks along in the choice of new minor programmes so that this too matches the target audience's search behaviour in relevant databases such as Google.

- The marketing department determines the extent to which marketing of minor programmes is desirable and, if so, which minor programmes qualify. They then organise the marketing campaign, with minor programmes owners providing substantive input.

2.5 Financial organisation

When this minor programmes vision and three cost centres for minor programmes (each department has a cost centre) comes into force, the HZ uses a cost centre. Any exchanges of lecturers and/or students are settled internally each year. In view of the minor programmes' vision, where HZ-wide cooperation is paramount, and this is also reflected in the adjustments to the minor programmes' offer (see appendix 8), the following changes are proposed to also put down the financial preconditions.

- The three department cost locations for minor programmes will be merged into one cost location for minor programmes HZ-wide. All departments can write off their minor programme costs to this and annually include this in the budget process as it takes place within HZ. The current invoices from other universities of applied sciences via Kies op Maat will also be included in this cost centre. Finally, the hours of the Regiegroep HZ Minor programmeen are also accommodated here.
- The Regiegroep HZ Minor programmes has insight into the costs that are accommodated within the HZ-wide minor programme cost centre and makes proposals to the BDT to deal more efficiently with the annual amount made available, and keeps an eye on whether sufficient development space remains to be able to implement the vision and policy in the coming years.
- At the time this minor programmes vision comes into force, there is still a lot of difference in the implementation of the minor programmes, which is also reflected in the budget statements where the amounts for individual minor programmes vary widely. The exact deployment of these hours is not clear. The aim is to map out the hours deployed and, based on this, to set a standard of hours for minor programmes, which may be deviated from with good reason. This will result in an unambiguous working method regarding all minor programmes within HZ.

3. Implementation

The implementation of the vision on minor programmes is a multi-year plan with the aim that it is implemented in its entirety in school year 2025/2026. This chapter will indicate for each school year which actions will be taken to shape the implementation, also taking into account the described preconditions regarding organisational aspects. For this reason, what will be achieved regarding the process and content of the minor programmes will be indicated per year. The A3 document attached shows the implementation plan schematically.

School year 2022/2023

1. Process of minor programmes

a. Decision-making, steering and coordination

- Support for the vision of minor programmes is created among various relevant parties. These include students, lecturers, management, examination board, department office, Nexus, research groups, etc. This is done by providing information and discussions on the developed vision and policy.
- The vision and policy on minor programmes and the implementation plan are approved by the BDT.
- At the end of the school year, the current minor programmes development group (Joeri, Rinke, Manuel, Martijn, Demi and Hanneke) will move on to the Regiegroep.

b. Quality assurance

- A proposal will be written regarding issuing signed certificates for external students.
- Exam board plans minor programmes in future test audits
- The process for determining minor programme results of external students is established.

c. Logistics, communication and marketing

- The logistical process of minor programmes will be mapped and a proposal to improve this process will be written. The department office, Student Office, communication and Osiris functional management are involved. For instance, new minor programme codes are being created for school year 2023-2024 and exam programmes are being created for external students to ease the process towards a certificate.
- Communication of minor programmes will be tightened. A minor programmes website will be developed where every internal and external student can view the minor programmes on offer and register in an accessible and attractive way. As this website will not be ready until the summer of 2023 at the earliest, the minor programmes guide will also be fully updated so that students who need to register in the first half of 2023 can see all the information in that way.

- The marketing department thinks along with the mini-titles and suggests adjustments where necessary.

d. Finance

- A cost-benefit analysis of the current offer of minor programmes is done. This will act as a baseline measurement, making it possible to check in subsequent years whether the changes are financially positive.
- The finance department is sorting for the establishment of a single HZ wide cost location for minor programmes in the academic year 2023/2024.
- Allocate innovation resources through DCC plans; in November 2022, the development of 9 minor programmes is included in the Delta Climate Centre proposal education offer.
- Marketing resources: DMCI's 2023 budget includes €10,000 for developing and platform on which the minor programmes can be offered. With ongoing NPO resources, at least 0.4fte has been allocated in 2023 for content development.

2. Content of minor programmes

- A student survey will be conducted regarding the existing and desired minor programmes on offer.
- A proposal will be made for an adjusted minor programmes offer based on the proposed vision. Support for this is sought from relevant stakeholders and the proposal is submitted to the BDT.
- During the second semester, the simplest adjustments to the minor programmes on offer for next academic year, as decided by the BDT, will be worked out. Think about merging some minor programmes or discontinuing some minor programmes in particular.

Academic year 2023/2024

1. Process of minor programmes

a. Decision-making, steering and coordination

- This year, the Regiegroep is going through the process as described in the vision and policy. The BDT takes the necessary decisions based on advice from the Regiegroep, on which the controller-DOOK-DCMI has also had input.

b. Quality assurance

- This year, the examination committee is going through the process described in the vision and policy. This includes determining minor programme results and including the minor programmes in the test audit cycle.
- The evaluation of the test quality of the minor programmes is carried out. The findings are submitted by the Regiegroep to the controller-DOOK-DMCI for further input. A recommendation will then be formulated for the BDT for decision-making.

- Minor programme owners are made aware of the PDCA cycle and are asked to complete it annually within their minor programme. Evaluations are requested by the minor programme coordinators so that they can be analysed within the Regiegroep.

c. Logistics, communication and marketing

- In consultation with the marketing department, the marketing and communication strategy is closely aligned with the needs of internal and external students.
- The content of the HZ website minor programmes and Kies op Maat will be further completed and refined. Communications is involved in this, as well as all minor programmes owners.
- Decisions are being made on the marketing of some HZ minor programmes that are attractive to externals. Marketing is involved in this.

d. Finance

- The enhanced process regarding the financial aspects of the minor programmes is monitored and evaluated at the end of the year. Financial uniformity regarding the minor programmes process HZ-wide is being worked on.

2. Content of minor programmes

- The minor programmes on offer will be implemented according to the proposed changes, with some minor programmes adjusted and/or merged. This results in a minor programme offer of about 20 minor programmes.
- Work is underway to develop three new minor programmes to complement the currently existing package of 20 minor programmes.

School year 2024/2025

1. Process of minor programmes

a. Decision-making, steering and coordination

- No planned new developments. However, development may continue based on evaluations.

b. Quality assurance

- No planned new developments. However, development may continue based on evaluations.

c. Logistics, communication and marketing

- No planned new developments. However, development may continue based on evaluations.

d. Finance

- No planned new developments. However, further developments can be made on the basis of evaluations. In addition, work continues on financial uniformity HZ-wide.

2. Content of minor programmes

- Work is underway to develop three new minor programmes to complement the currently existing package of 23 minor programmes.

School year 2025/2026

1. Process of minor programmes

a. Decision-making, steering and coordination

- An audit will be done to check whether the modified minor programme policy (see introduction) is leading to the achievement of the goals.

b. Quality assurance

- No planned new developments. However, development may continue based on evaluations.

c. Logistics, communication and marketing

- No planned new developments. However, development may continue based on evaluations.
- Marketing evaluates the effects of marketing minor programmes on student intake and, based on this, draws up a recommendation for the future of marketing or not marketing minor programmes.

d. Finance

- No planned new developments. However, development may continue based on evaluations.

2. Content of minor programmes

- Work is underway to develop three new minor programmes to complement the currently existing package of 26 minor programmes.
- A student survey will be conducted to ascertain whether the current range of minor programmes meets students' needs. The results will be taken into account in the direction of the recommendations of the Regiegroep to the BDT, taking into account the input from controller-DOOK-DMCI.

Appendixes

Appendix 1 Role descriptions

Role	Description
BDT	The BDT makes decisions regarding the content and process of the minor programmes, advised by the Regiegroep.
Controller-DOOK-DMCI	This advisory group includes the head of DOOK, the controller and marketing. The Regiegroep submits any advice to this advisory group to obtain additional information. The group's advice is taken into account in the final advice towards the BDT.
Regiegroep HZ minor programmes	As of school year 2023/2024, the current project group will form the Regiegroep. They will deal with the further roll-out of the vision and the associated policy and will direct and optimise the HZ-wide processes concerning the minor programmes. They advise the BDT on all aspects concerning the minor programmes, such as supply, the quality cycle, testing, content, cooperation, etc. DOOK, the department office, an OLM or OLC per department and marketing are represented in the Regiegroep. The OLC/OLM members are the link to the department-wide MDTs and have short lines of communication with the logistics coordinators.
HZ wide logistics coordinator	Within the department office, one or two people are in charge of the logistics process of the minor programmes. In doing so, they keep in close contact with the logistics coordinators per department and one of them also is also in the Regiegroep .
Logistics coordinator by department	Each department has a logistics coordinator who focuses on the practical and day-to-day running of the minor programmes. They have an overview of enrolments and are the point of contact for course owners and OLC/OLM members of the Regiegroep. Logistics coordinators ensure the timely retrieval of relevant information from course owners (such as enrolments), bring deadlines for the delivery of information to the attention of the minor programme owners and ensure a smooth process.
Mino-owners	The mini-owner has visibility into the minor programme he or she owns. This includes enrolment, content and process. They are responsible for the content of this minor programme and the associated quality cycle (PDCA). The course owner is the point of contact for students interested in the minor programme, as well as for students taking the minor programme. The course owner is also responsible for supplying up to date information for relevant information platforms such as Kies op maat, Learn and the HZ website. On time, they supply

	the necessary information for Osiris and to the timetable coordinators of the programme according to the agreements (deadline overview timetable). Preferably, the course owner is also an examiner and lecturer for the relevant minor programme.
Examiners	Examiners are lecturers with a BQE qualification. Ideally, the minor programme-lecturer should be an examiner. When non-authorized BQE lecturers administer and/or assess tests, they do so under the supervision of an examiner. The examiner signs the assessments in Osiris. Finally, examiners are involved in the development and/or further development of testing within the minor programme.
Lecturers	Lecturers contribute to teaching, organising meetings, supervising students, administering the test, contributing in the PDCA cycle and thinking along in the content improvements of the minor programme. These may be internal or external lecturers. Think of experts from the professional field.
Examination Board/ Assessment committee	The examination board secures the quality of the minor programmes and includes the minor programmes in their periodic cycle (think, for example, of the test audit). They also sign results obtained by external students within HZ minor programmes.
Associate Professorships/ Centres of Expertise	Associate Professorships and Centres of Expertise actively contribute to the content of the minor programmes. This can take several forms, such as contributing relevant knowledge, thinking along in the development of a minor programme, or providing a lecturer for a minor programme.

Appendix 2 Protocol 'New minor programme'

This protocol briefly outlines the steps taken to establish a new minor programme. A new minor programme offers room to develop innovative education focused on a current topic and can therefore be attractive to lecturers, research groups and relevant others. New minor programmes can meet a need in the professional field by responding to current movements in society.

HZ is a medium-sized university of applied sciences. It is important that the total range of minor programmes is workable and fits the HZ spearheads. For this reason, from 2022/2023 the protocol 'New minor programme' will come into effect, where the added value of a new minor programme will be weighed against the current offer.

The following steps are followed:

1. A proposal for a new minor programme can be put forward from various sides (students, lecturers, support services, research groups, etc.). This proposal will first be discussed with the minor programme coordinator of the relevant department, the curriculum committee(s) of the relevant study programme(s), or with the chairman of the HZ minor programmes Regiegroep.
2. The proposal is then briefly and concisely described using the Quick Scan New Minor programmes, which is based on the Quick Scan New Programmes of the HZ (see Table 3). A plan is also described as to who will develop the minor programme and how many hours this will cost. This should be coordinated with relevant managers and stakeholders. The proposal is sent by e-mail to the chair of the direction group.
3. The Regiegroep discusses the proposal and formulates a substantiated advice towards the BDT regarding whether or not to develop and start the minor programme. In doing so, they receive input from the controller-DOOK-DMCI. They look at the total supply of minor programmes and the potential of the proposed minor programme. This advice is added to the proposal received by the direction group, after which both are forwarded to the BDT.
4. The BDT makes a decision regarding whether or not to develop and start the proposed minor programme. This decision is shared and explained by e-mail to the chair of the Regiegroep and those who submitted the proposal.
5. When the minor programme is being developed, the development group keeps the Regiegroep informed of progress. They also provide sufficient hours to properly place the minor programme on the HZ website and Kies op Maat and undertake any promotional activities when deemed necessary to stimulate intake.

Note: The timeframe of this process is illustrated in Table 4.

	WHAT	Notes	WHO
1	<p>Social relevancy</p> <p>Description of the social issue (in our region) on which the minor programme focuses and its connection to HZ themes of Water, Energy, Vitality (DNA of the region)</p>	The guiding principle is that development always starts from a current or anticipated (regional) social issue	Applicant(s)
2	<p>Brief description of the minor programme's intended educational offering</p> <p>Number of credits, variant, language of instruction, teaching location, ratio of online/offline working methods</p>	The guiding principle is that choices regarding the variant - full-time or part-time - and degree of flexibilization should focus on the needs of the student and the professional field.	Applicant(s)
3	<p>To what extent the intended minor programme matches labour market requirements</p> <p>Initial exploration of labour market needs.</p>	Consult professional field committee and relevant networks of the programme.	Applicant(s)
4	<p>Entry and flow-through potential</p> <p>Initial exploration of interest among students</p>	The guiding principle is that the offer is demonstrably in alignment with the interests and needs of potential students.	Applicant(s)
5	<p>First global comparison of current minor programmes on offer</p> <p>Overview of comparable internal and external offerings</p>	The guiding principle is that the offer is aligned with the rest of HZ minor programmes offer and the national offer.	Regiegroep HZ minor programmes
6	<p>Financial budget/business case</p> <p>The business case is prepared by the controller in collaboration with the Regiegroep.</p>	The guiding principle is that the minor programmes on offer are weighed up financially and in terms of risks against the organisation's interests. When new minor programmes are offered, the controller advises the HZ minor programmes direction group.	Controller and Regiegroep HZ minor programmes.
7	<p>Development potential and potential collaborations</p> <p>Potential developers, experts and collaborations, both internal, and external have been identified.</p>	The guiding principle is that sufficient: a) substantive , b) educational and c) project-based capacity is available to realise the offer.	Regiegroep HZ minor programmes and applicant(s)
8	<p>Marketing & communication</p> <p>Description of lead time, type of market and resources required.</p>	The guiding principle is sufficient time, resources and focus to market the offer.	Regiegroep HZ minor programmes and Applicant(s).

Table 3. Quick Scan New Minor programmes

PHASE	ACTIVITIES	WHO	T-MINUS
1.	Proposal New Minor programme	Lecturers/researchers	> 12 months
	Request Quick Scan by Regiegroep	Direction group	> 12 months
	Perform Quick Scan	Lecturers/Researchers who made proposal	- 11 months
	Advice based on Quick Scan	Regiegroep	- 10 months
	Decision	BDT	- 9 months
	Appoint: minor programme-owner and development team	Management	- 9 months
2.	Start development team	Development group	- 9 months
	Supplying content for HZ website and Kies op Maat	Development group at Communications	- 7 months
	Start minor programme	Teaching team and students	> 0 months

Table 4. Timeframe.

Appendix 3 Protocol HZ-wide minor programme information

This appendix contains a protocol concerning HZ-wide information about minor programmes. With input from students, lecturers and support services, this protocol has been designed with the aim of providing all HZ students with sufficient and clear information about the minor programmes in good time. On the advice of the students, a first introduction to the minor programmes and the process surrounding them is already made in the first year of study.

Internal students

Visible to all students from Year 1 onwards:

- HZ website minor programmes:
 - o Process description for taking an internal or external minor programme;
 - o Content of HZ minor programmes;
 - o Link to Choose by size.

Information study year 1, semester 2:

- Each SLC pays attention to the minor programmes with the students. In doing so, the SLC focuses on any questions that arise and providing global information so that students are aware of the minor programme space they can 'fill' in the future. For the process of the minor programmes, the SLC refers to the HZ website and Kies op Maat.
- All students will receive an e-mail containing the links to the HZ website and Kies op Maat and it is indicated that students will receive further information about the minor programmes in the second year of their study.

Information study year 2, semester 1:

- A department-wide education
 - o Purpose: Students receive in-depth information about minor programmes and the related process. They should be prepared in such a way that they can fine-tune their minor programme choice.
 - o The department's minor programme coordinator will take care of the content of the session, but can check with minor programmes if they can play a role in it. Upper-division students are also brought in to talk about their minor programme experience.
 - o The organisation lies with the logistics coordinators for each course. The use of Room 0 or the atrium, for example, can be used. It is also included in the timetable of all students.
 - o The session lasts up to an hour and is now mandatory for students. SLC lecturers are asked to draw attention to the information in good time.

- An e-mail
 - The minor programme coordinator per department sends an e-mail to all students referring to the website. A handy roadmap is also sent along so that students are clear about the steps they need to take.

Information for academic year 2, semester 2

- There is a minor programme market for each department. This takes place at HZ and here all minor programmes offered by HZ are explained through pitches. Here, minor programme owners work together with upper secondary students who have followed the minor programmes. Here, students focus mainly on the student experience and lecturers focus more on the content of the minor programme. Also, the minor programme market focuses on foreign minor programmes and the process involved. This combines the minor programme markets and the 'Go Abroad Fair' concerning internships abroad. Again, student experiences are included and shared with the minor programmes.
- The organisation of the minor programmes markets lies with the minor programme coordinators per department, with the help of marketing, logistics coordinators and mini-owners.
- The mini market is at least a half-day event, but a whole day can be chosen.

External students

Visible to all students from year 1 onwards

- Choose by size is updated and a short video is added for each minor programme to make the information as accessible as possible to share.
- The HZ website minor programmes will have a contact person from the Regiegroep. External students can ask their questions here and the contact person can gather the necessary information within HZ from the minor programme coordinators and minor programme-owners.
- The HZ website minor programmes will be strengthened by paying attention to the HZ community as this appears to be an important aspect for students to choose their minor programmes.

Information for academic year 2, semester 2

- The minor programmes markets are advertised by service marketing. External students can register and visit the minor programmes markets.
- Online information is provided for external students where a selection of minor programmes is presented by HZ lecturers and students. This also pays attention to the HZ community so that the experience of a minor programme at HZ is highlighted. This online information is also promoted by marketing.

Appendix 4 Evaluating the minor programmes

Category	Criteria	Source
Quality	Is at an HBO level (NLQF 6)	Minor programme coordinator
	Minor programme information is complete and available to students	Work group
	The programme is feasible (timetabling, study load)	Student evaluation
	There is good guidance, including for external students	Student evaluation
	Examiners are BQE certified	Examination board
	PDCA cycle is consistently followed	Minor programme coordinator
	The review is valid, reliable and transparent	Assessment committee
Innovation & Impact	Multidisciplinary or cross-sector collaboration internally	Department director
	Future-proof partnerships externally	
	Collaboration with research groups	
Relevance	Current professional practice is central	Minor programme coordinator
	The content is aligned with and tailored to the field	
	The focus is clear: broadening or deepening	
	Sustainability is demonstrably incorporated into the minor programme	
	Link with HZ themes or social theme (SDG)	
Business case	The minimum intake is 15 participants or there is a rationale for accepting an intake between 5 and 14 students.	Minor programme coordinator
	Efficiency is >70%	
Accessed	Process of notification and landing in place	Work group
	Process departures in order (including certificate)	Student Office

Appendix 5 Starting criteria and repairs

Students must meet certain initial criteria to enrol in an internal or external minor programme.

Enforcement of these criteria lies with the SLC and minor programme owners. The initial criteria are described in the OER article 3.8 Minor programme

" Undergraduate students must have completed the propaedeutic phase and at least 30 credits in the main phase before they can participate in a minor programme. There is an exception to this if the examination board grants permission to take a minor programme proposed by the student due to special circumstances put forward by the student. Participation in a minor programme may be subject to additional admission requirements. The student following an accelerated route of 180 credits must have completed the propaedeutic phase or at least 60 credits in total before he can participate in a minor programme."

Students taking an internal or external minor programme in the Netherlands can retake any insufficient marks according to the normal process at HZ or the external organisation respectively. Students who have taken a minor programme abroad and therefore cannot retake any insufficient marks may resolve it in the following way.

- They choose an alternative filling for the outstanding EC 's, appropriate to the minor programme taken. They send the reasoning to the DEX for approval of the proposed process.
- Also, a lecturer from the programme where the student is studying must approve the alternative interpretation as proposed by the student. This approval is also sent along with the DEX application.

Appendix 6 Logistics process certification

This appendix describes the logistical process followed to provide external students with a certificate after completing a minor programme at HZ University of Applied Sciences. It also includes the layout of the certificate.

1. External student applies to HZ to take a minor programme and meets the requirements: contract has been signed by all parties (approval from own examination committee); second registration has been arranged via Studielink; student can provide proof of payment of tuition fees.
2. From CSA, the minor programme owners and the department offices receive an overview showing which external students are participating in which HZ minor programme.
3. External students are listed in OSIRIS and linked to a minor programme Examination Programme by an OSIRIS staff member.
4. The minor programme owner (note the pending discussion regarding BQE) ensures timely registration of the results obtained.
5. It is determined after introduction results that the external student has or has not met the requirements of the minor programme taken after the minor programme period has ended.

This is done using meeting lists as per P and B determination. After this, CSA receives a notification after which the certificate can be created.

If a student does not complete the minor programme within the regular time, the minor programme owner will monitor him. If the external student decides not to continue the minor programme then they will be given a grade overview, they can collect this from student office, the DEX is not involved in this. Communication about this to the student should be timely.

6. External student receives a certificate containing the following mandatory information:
 - a. Name of institution where the minor programme was taken;
 - b. Student personal data;
 - c. Name of minor programme taken (as per Choose by Measure);
 - d. Credits obtained;
 - e. Results achieved;

Certificate is provided with an automatic signature of the DEX chair person.

7. If an external, foreign student has not completed the minor programme and has to return to home institution and indicates he or she still wants to complete the minor programme, this can be done by taking a MOOC combined with taking a test. In this way, we offer the student a feasible programme.



**CERTIFICAAT
MINOR HBO**

**CERTIFICATE
MINOR HBO**

De dealexamencommissie van de
bacheloropleiding

*The Departmental Examination Board of the
Bachelor's programme*

B <NAAM OPLEIDING>

B <STUDY PROGRAMME>

van HZ University of Applied Sciences,
gevestigd te Vlissingen, verklaart dat

*of HZ University of Applied Sciences, based at
Vlissingen, The Netherlands, declares that*

<NAAM EXTERNE MINOR STUDENT>

geboren op/born	XX-XX-XXXX
te/in	XXXXX
studentnr	XXXXX

De minor <NAAM MINOR ZOALS OP KIES OP
MAAT> met goed gevolg heeft afgelegd.

*has passed the minor <NAME MINOR
AS ON KIES OP MAAT> successfully.*

De minor had betrekking op de onderdelen
vermeld op het bijbehorend
resultatenoverzicht.

*Details of the subjects studied and grades
obtained are stated in the accompanying list.*

Vlissingen, 23-6-2020

handtekening vz DEX

NAAM DEX voorzitter
Voorzitter/Chairman

Student naam student
 Studentnummer xxxxx
 Geboortedatum Month day, year

Opleiding BOPLEIDING WAARONDER MINOR VALT
 Study programme B Engelse naam opleiding

MINOR NAAM	Resultaat/Result	ECTS	Datum/Date
Naam Toets 1 / Test 01	x.x (GDT)	xx.xx	xx maand 20xx
Naam Toets 2 / Test 02	x.x (GDT)	xx.xx	xx maand 20xx
Naam toets 3 / Test 03	x.x (GDT)	xx.xx	xx maand 20xx

Totaal 30,00

handtekening vz dex

De voorzitter van de
 deexamencommissie,
naam voorzitter

Appendix 7 Deadlines within logistics process minor programmes

Link to Excel file:

[Deadline overview scheduling flex 2022-2023 vs scheduling-minor programme policy.xlsx](#)