

Governance and Management Regulations



CREATING MEANINGFUL EXPERIENCES

Final decision-making in the meeting of the Executive Board on: 9 July 2025

Consent by the BUas Participation Council on: 22 April 2025

Approved by the Supervisory Board on: 7 July 2025

Owner: Secretary of the Executive Board

This document is an English translation of the original Dutch regulations. In the event of any discrepancies or differences in interpretation between the English and Dutch versions, the Dutch text will prevail.

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1 General Provisions

1.1 Introduction

In view of the provisions of Article 10.3b of the Dutch Higher Education and Research Act (WHW), the Executive Board of *Stichting Breda University of Applied Sciences*, hereinafter referred to as BUas, has adopted these Governance and Management Regulations to regulate the governance, management and organisation of the educational institute.

1.2 Definitions

In the Governance and Management Regulations, the following definitions apply:

Academy	Organisational unit as referred to in WHW Article 10.3a, within which one or more study programmes are offered.
Governing body	Executive Board and/or Supervisory Board
Governance and Management Regulations	Regulations in which the Executive Board establishes how the governance, management and organisation of the institute is arranged, as referred to in Article 10.3b of the WHW.
<i>Branchecode goed bestuur hogescholen</i>	A code containing guidelines drawn up by the Netherlands Association of Universities of Applied Sciences in collaboration with the Dutch universities of applied sciences, which includes a number of principles on good governance.
BUas	<i>Stichting Breda University of Applied Sciences</i>
Executive Board	The governing body of <i>Stichting Breda University of Applied Sciences</i> , as referred to in Article 10.2 of the WHW in conjunction with Articles 3 to 5 inclusive and Article 7 of the articles of association of the institute.
RIO	<i>Registratie Instellingen en Opleidingen</i> : Dutch Institutions and Programmes Register, as referred to in WHW Article 6.13 Paragraph 1.
Support Service	Supporting organisational unit, as referred to in WHW Article 10.3a.
Director	The officer who manages an academy or support service. The director has final responsibility for the operations within an academy or support service, based on the mandate and/or authorisation granted by the Executive Board with regard to the execution of duties and powers.
Board of Examiners	The body, as referred to in Article 7.12 Paragraphs 1 and 2 of the WHW. Each study programme or group of study programmes of the institute has a Board of Examiners. Also see the Regulations Pertaining to Boards of Examiners.
Executive Board and directors' meeting	The meeting of the Executive Board, in which the directors participate, and where the Executive Board makes decisions, abbreviated to 'EB and directors' meeting'.
Participation Council	The Participation Council of BUas, as referred to in WHW Article 10.17.

Mandate	The power to make decisions under public law on behalf of the Executive Board. The exercise of duties (statutory duties as well as duties in accordance with the articles of association) and powers mandated by the Executive Board to the mandated party under the responsibility of the Executive Board. The Executive Board can revoke the mandate at any time.
Mandator	The person granting the mandate.
Mandated party	The person to whom the mandate has been granted.
Authorisation	The authority to perform legal acts under private law on behalf of the Executive Board and represent the <i>Stichting</i> .
Principal	The person granting authorisation.
Authorised party	The person to whom authorisation has been granted.
Substitution	The power to exercise the mandate or authorisation granted to the authorised party on their behalf.
Sub-authorised party / sub-mandated party	The person to whom substitution has been granted.
TER	Teaching and Examination Regulations
Study programme	An associate, bachelor's or master's programme as referred to in Article 7.3 of the WHW for which accreditation has been granted and which is registered in RIO.
Organisational unit	A distinct organisational unit within BUAs, assigned personnel, financial and material resources, including, in any case, the academies, services, and their respective sub-units.
Degree Programme Committee	A participation body established for each study programme or group of study programmes as referred to in WHW Article 10.3c, which has the right of consent and the right to prior consultation with regard to parts of the TER. Also see the BUAs Regulations pertaining to Staff and Student Participation in Decision-Making.
Legal act under private law	An act intended to have legal consequences under private law. Specifically, within BUAs, this refers to an act carried out by or on behalf of the Executive Board aimed at creating legal consequences in the form of rights and obligations between BUAs and another party.
Legal act under public law	An act intended to have legal consequences under public law. Specifically, within BUAs, this refers to a decision by or on behalf of the Executive Board confirming that a student has fulfilled all procedural requirements for the issuance of a degree certificate.
Supervisory Board	Supervisory body of BUAs, as referred to in Article 10.3d of the WHW in conjunction with Article 3 and Articles 7 to 18 inclusive of the articles of association of the institute.
Articles of association	The articles of association of BUAs.
Authorisation	The authority to perform legal acts under private law on behalf of the Executive Board and to represent the <i>Stichting</i> .
WHW	The Dutch Higher Education and Research Act, including amendments.

2 Supervisory Board

2.1 Duties and Responsibilities (WHW 10.3d)

- 1 The Supervisory Board fulfils the role of employer in relation to the Executive Board. The Supervisory Board is charged with supervising the policy of the Executive Board and the general state of affairs at Breda University of Applied Sciences. The Supervisory Board advises the Executive Board. The Supervisory Board fulfils a preventive supervisory role as much as possible. In fulfilling its task, the Supervisory Board is guided by the interests of Breda University of Applied Sciences and weighs the relevant interests of the parties involved in the institute.
- 2 The Supervisory Board is responsible for the quality of its own performance.
- 3 The Supervisory Board will in any case supervise the following:
 - the achieving of the objective of Breda University of Applied Sciences;
 - the strategic choices and the risks associated with the activities of Breda University of Applied Sciences;
 - the design and functioning of the internal risk management and control systems;
 - the design of a quality assurance system;
 - the quality of the horizontal dialogue;
 - the financial (reporting) process;
 - compliance with laws and regulations, including the rules regarding funding and the integrity code;
 - the lawful acquisition and the efficient and lawful allocation and use of the government funding received by Breda University of Applied Sciences.
- 4 The Supervisory Board uses a Supervisory Framework for supervision, which outlines how the supervision of the implementation of activities by the Executive Board is performed and which substantive principles are applied in this process. This Supervisory Framework is published on the website of Breda University of Applied Sciences.
- 5 The Supervisory Board is in any case charged with:
 - appointing, suspending, and dismissing the members of the Executive Board, see Articles 2.2 and 2.3;
 - determining the remuneration of the members of the Executive Board;
 - approving the budget, the annual accounts, the governance report, and the institutional plan;
 - approving the Governance and Management Regulations;
 - appointing an accountant;
 - annual accountability for the execution of the duties and the exercise of powers in the governance report of Breda University of Applied Sciences.

2.2 Appointment of Members of the Executive Board

- 1 The Supervisory Board will appoint a selection committee to nominate members of the Executive Board. This selection committee will advise the Supervisory Board on the nomination. This committee will in any case include:
 - at least one representative from the staff delegation of the Participation Council or an employee chosen by the staff delegation of the Participation Council;
 - at least one representative from the student delegation of the Participation Council or a student chosen by the student delegation of the Participation Council.
- 2 The members of the Executive Board will be appointed on the basis of a previously published profile.
- 3 The Supervisory Board requires the advice of the Participation Council regarding a decision to be made by the Supervisory Board to establish the profile of members of the Executive Board.
- 4 The Supervisory Board will hear the Participation Council confidentially regarding a proposed appointment decision before proceeding to appoint the members of the Executive Board. This hearing must take place at such a time that it can influence the decision-making process.

2.3 Dismissal of Members of the Executive Board

The Supervisory Board will hear the Participation Council confidentially regarding a proposed decision to dismiss before proceeding to dismiss any of the members of the Executive Board. This hearing must take place at such a time that it can influence the decision-making process.

2.4 Composition

The composition of the Supervisory Board is laid down in the articles of association of Breda University of Applied Sciences.

2.5 Support

The Supervisory Board receives official support from the official secretary of the Supervisory Board. This secretary is appointed and dismissed by the Executive Board, whether or not on the recommendation of the Supervisory Board. The appointment and dismissal of the official secretary of the Supervisory Board requires prior approval from the Supervisory Board.

2.6 Relationship between Supervisory Board and Executive Board

The relationship between the Supervisory Board and the Executive Board is further defined by:

- the specific duties and powers reserved for the Executive Board and the Supervisory Board respectively on the basis of the law and the articles of association of Breda University of Applied Sciences;
- the frameworks for the principles and implementation of good governance for management, supervision, and financial reporting as laid down in the Supervisory Framework and the *Code Goed Bestuur hogescholen* of the Netherlands Association of Universities of Applied Sciences, unless a substantiated deviation is made.

2.7 Consultation with Participation Bodies

The Supervisory Board will consult with the Participation Council twice a year, unless both parties decide otherwise.

The Supervisory Board may, in consultation with the Participation Council, invite the Executive Board to these consultations as an observer and/or as an informant.

3 Executive Board

3.1 Composition

The composition of the Executive Board is laid down in the articles of association of Breda University of Applied Sciences. The distribution of portfolios is presented annually in the governance report as part of the annual report.

3.2 Duties and Powers

- 1 The Executive Board governs Breda University of Applied Sciences and exercises all the duties and powers assigned to the Executive Board by law or in accordance with the articles of association of Breda University of Applied Sciences.
- 2 The Executive Board is the institute's governing board as determined by law.
- 3 The duties and powers of the Executive Board are in any case:
 - a. Establishing the mission and vision of Breda University of Applied Sciences;
 - b. Establishing the general strategic policy and operational frameworks of Breda University of Applied Sciences within which policy development and implementation should take place. This includes the frameworks for education and research policy, professorships, student policy, quality assurance policy, financial policy and management, personnel policy and policy on terms and conditions of employment, accommodation policy, and communication policy;
 - c. The Executive Board may, for the purpose of its own decision-making, establish permanent advisory committees with predefined tasks/areas of responsibility;
 - d. Establishing the policy documents relating to the previous subsection of this article, including the strategic policy of Breda University of Applied Sciences, the annual governance agenda, the annual plans of the academies and the services, as well as the (annual) plans of the policy for education (and educational innovation), the policy for quality assurance, the policy for students and the regulations and provisions aimed at this group, the general personnel policy and the terms and conditions of employment of the personnel within the frameworks of the law and the collective labour agreement for higher professional education (*cao-hbo*);
 - e. Implementing financial policy, including establishing the budget and annual accounts, allocation of the budget to the academies based on an objective model, the management of communal funds, reserves and earmarked funds, and establishing annual reporting;
 - f. Ensuring an internal risk management and control system in accordance with the principles of the *Branchecode Goed Bestuur hogescholen* of the Netherlands Association of Universities of Applied Sciences;
 - g. Ensuring the facilitation of the horizontal dialogue in accordance with the principles of the *Branchecode Goed Bestuur hogescholen* of the Netherlands Association of Universities of Applied Sciences;
 - h. Establishing the accommodation plan and ensuring the accommodation and the efficient management of the movable and immovable property of Breda University of Applied Sciences;
 - i. Establishing general rules that apply to Breda University of Applied Sciences, including the Teaching and Examination Regulations (TER) of the various study programmes, the articles of association, the Governance and Management Regulations, the Students' Charter, the Regulations Pertaining to Staff and Student Participation in Decision-Making, and other regulations that must be established by or pursuant to the law;

- j. Determining and declaring that all procedural requirements for the awarding of a degree have been met and awarding the associate, bachelor's or master's degree to those students who have successfully completed the final exam of the relevant programme (Article 7.11 of the WHW). The Executive Board may give a mandate with regard to these tasks;
- k. Maintaining contact and consulting with the Participation Council about:
 - all decisions that require the consent or advice of the Participation Council;
 - information exchange that is important for the proper functioning of the Participation Council;
- l. Provide the Participation Council with the opportunity to discuss the affairs of Breda University of Applied Sciences at least twice a year;
- m. Overseeing everything that concerns Breda University of Applied Sciences, including the implementation of the strategic policy and operational frameworks, as well as compliance with the articles of association and regulations, the collective labour agreement concluded for Breda University of Applied Sciences, the laws relating to higher professional education, and other rules insofar as they apply to the institute;
- n. Managing and supervising the performance of the directors, the official secretary, interim directors, and other employees who have been appointed directly under the Executive Board;
- o. Appointing, suspending and dismissing (temporary) employees of Breda University of Applied Sciences;
- p. Appointing, suspending and dismissing members of the Boards of Examiners of Breda University of Applied Sciences;
- q. Suspending or dismissing members of staff, whether or not at the suggestion of a director;
- r. Establishing job descriptions and evaluations for all jobs performed within Breda University of Applied Sciences, with the exception of the Executive Board;
- s. Ensuring collaboration and alignment between the academies, and between the academies and services;
- t. Representing Breda University of Applied Sciences at law and otherwise; in addition, anyone who has received a (written) authorisation to that effect from the Executive Board will have the right to represent Breda University of Applied Sciences at law and otherwise to the extent that this authorisation extends;
- u. In the event of absence or vacancy, the members of the Executive Board will take over each other's portfolios;
- v. All other duties not mentioned that are assigned to the Executive Board by further provisions of the law or the articles of association.

3.3 Method of Conducting Executive Board Meetings

- 1 The Executive Board meets weekly in the presence of the official secretary of the Executive Board. During these meetings, information is exchanged, joint prioritisation of tasks takes place, policies are outlined, and, where applicable, formal decision-making takes place (small EB meeting).
- 2 In addition, the Executive Board meets according to a predetermined schedule in the presence of the directors in the Executive Board (EB) and directors' meeting. During these meetings, information is exchanged, joint prioritisation of tasks takes place, policies are outlined, and, where applicable, formal decision-making takes place with regard to organisation-wide and cross-domain themes and strategic issues. The Executive Board may decide to invite one or more other internal or external experts if the Executive Board deems this advisable.

- 3 The small EB meetings and therefore also the Executive Board and directors' meetings are non-public.
- 4 The meetings are chaired by the president of the Executive Board.
- 5 The official secretary of the Executive Board draws up the agenda for each meeting in consultation with the Executive Board. The agenda is adopted during the meeting.
- 6 The Executive Board strives for decision-making based on consensus. The power to make decisions in the Executive Board and directors' meeting rests with the Executive Board.
- 7 If the votes are tied on a subject, the president of the Executive Board has the casting vote.
- 8 The official secretary of the Executive Board is responsible for drawing up a list of actions and decisions, which will be shared with the members of the Executive Board and the directors as soon as possible, but no later than two weeks after a meeting. The Executive Board may decide that deliberations or decisions on one or more subjects should not be included in the public section of the list of decisions.
- 9 The list of decisions, as referred to in the previous section of this article, will be finalised during the next meeting and then, insofar as relevant, distributed.

3.4 Support

The Executive Board is supported in its daily activities by the official secretary of the Executive Board, who is accountable to the president of the Executive Board.

3.5 Mandate and Authorisation

- 1 The Executive Board may assign the fulfilment of the duties and powers assigned by law or the articles of association in whole or in part by means of a mandate or authorisation to other bodies or officials of Breda University of Applied Sciences under conditions to be imposed.
- 2 Mandates and authorisations are granted in accordance with the principles, systems, division of authorities, and guidelines for the exercise of powers as established in the Authority and Mandate Scheme of Breda University of Applied Sciences.
- 3 The Executive Board determines the duties and powers for which the directors are granted a mandate or authorisation.
- 4 The Executive Board grants a mandate to or authorises the director of an academy to manage the relevant academy, to manage the day-to-day affairs within this academy and to pursue a targeted academy policy within the framework of the general institutional policy. This mandate or authorisation is expressed in the core tasks of the academy director as stipulated in Article 4.5 of these regulations.
- 5 The Executive Board authorises the director of a service to manage the relevant support service and to manage the day-to-day affairs within the service within the framework of the general institutional policy. Sections 5 and 5.4 apply accordingly.
- 6 The director draws up a concise annual plan as part of the budget with regard to the intended policy, objectives and activities. The degree to which objectives are achieved is reported periodically based on a set of performance indicators. The system of financial planning, quality monitoring and control is also linked to this management cycle.

- 7 The director is accountable to the Executive Board for the performance of the core tasks on the basis of agreed-upon management agreements regarding the academy's or service's objectives and results. This is effected through:
- a the Planning & Control cycle;
 - b periodic bilateral discussions about the progress of the academy;
 - c periodic development interviews and, if necessary, assessment interviews, at the discretion of the Executive Board.

4 Academies

4.1 Arrangement and Structure of the Academies

The arrangement and structure of the academies is established by the Executive Board.

4.2 Academies

- 1 Breda University of Applied Sciences has the following academies, as described in Appendix 1;
- 2 The academies mentioned in the previous section of this article fulfil four functions:
 - delivering education (associate degree, professional bachelor's, professional master's, academic bachelor's and academic master's degrees);
 - contributing to and conducting academic/scientific and applied research in an institutional context;
 - developing knowledge and expertise from the aforementioned research, which flows back into education;
 - conducting subsidised research activities (secondary sources of funding) and contract activities (tertiary sources of funding).

4.3 Study Programmes

Appendix 1 contains a list of degree programmes offered by Breda University of Applied Sciences.

4.4 The Academy Director

- 1 The academy director is charged with and responsible for the governance and management of an academy.
- 2 The academy director is positioned directly under the Executive Board (CvB) and activities take place within a BUas academy.
- 3 The academy director is responsible for the realisation of the academy's strategic objectives and the translation of the BUas strategy into policy within the academy, and shares responsibility for the realisation of the BUas-wide objectives.
- 4 An academy within BUas consists of several interrelated study programmes with students and with management team members, lecturers, educational support staff, and its own support staff and – indirectly from hybrid teams – of employees from various academies/services that are managed centrally by a service director

4.5 Duties and Powers of the Academy Director

1. The academy directors are charged with and responsible for the management and the daily operations within their academy, with due observance of the provisions of these regulations.
2. The academy director bears final responsibility for the following core tasks assigned to the academy director by the Executive Board by mandate or authorisation:

- a Contributing to the development and implementation of institute-wide policy and operational frameworks within which the academy's goals are set;
- b Monitoring the institute-wide preconditions and implementation of the institute's policy, including within the academy's management team;
- c Developing the academy's policy on education, research, internationalisation, knowledge and valorisation, within the frameworks of the institute's policy in these areas. This includes responding to and anticipating developments that are important for the content and design of higher (professional) education and the associated tasks, including contributing to the institute-wide strategic multiannual policy and drawing up an annual plan for the academy;
- d Developing and implementing financial policy and undertaking financial management, in particular drawing up a multiannual plan and the budget of the academy;
- e Drawing up the annual budget plan (including annual budget) of the academy;
- f Preparing management information for interim monitoring of the institute's objectives as well as for the annual report of Breda University of Applied Sciences;
- g Preparing information for the academy's internal and external communications;
- h Ensuring proper management and use of the buildings and grounds at Breda University of Applied Sciences, as well as contributing to the development of a schedule of requirements for the academy's accommodation plan;
- i Realising internal cooperation, including making agreements and ensuring coordination with other services and academies;
- j Implementing the Personnel and Organisation policy:
 - drawing up a multiannual and strategic personnel plan for the academy, including the distribution of the workforce;
 - recruiting, selecting and appointing members of staff, professors, interim managers, project leaders, and members of the management team, with due observance of the rules set by the Executive Board;
 - appointing professors and members of the management team requires the consent of the Executive Board;
 - the substantiated nomination of staff members for suspension or dismissal by the Executive Board;
 - with due observance of the remuneration policy of Breda University of Applied Sciences, conducting development interviews (or having these conducted) with employees appointed within the academy;
 - ensuring that work meetings are held within and, where relevant, outside the academy;
 - ensuring and promoting the professional development of staff within one's own academy in accordance with the established institute-wide training and development policy;
- k Ensuring implementation of the working conditions policy;
- l Contributing to the joint responsibility for adequate coordination and synergy in the field of education, research, knowledge and expertise, and contract activities between the academies;
- m Developing and implementing educational policy, in particular:
 - developing new programmes or (sub)variants and making proposals for the termination of existing programmes or (sub)variants;
 - policy with regard to current and prospective students and other recipients of the educational offerings, including the recruitment and informing of current and prospective students;
 - establishing a Degree Programme Committee, as referred to in Article 10.3c of the WHW; the tasks and powers of Degree Programme Committees are further elaborated in the Regulations pertaining to Degree Programme Committees;

- implementing the academy-specific part of the Students' Charter, including making proposals for and implementing the Teaching and Examination Regulations, as referred to in Article 7.59, Paragraph 4 of the WHW;
 - establishing educational programmes within the established institute-wide frameworks, i.e. the content of the academy's programmes and the associated examinations and exams;
 - implementing the admissions policy;
 - ensuring that satisfaction surveys are conducted;
 - ensuring that academic counselling is provided;
 - ensuring the implementation of policy regarding students with a functional limitation;
 - monitoring academic progress;
 - implementing policy for education and research facilities;
 - operationalising policy within the academy with regard to research, innovation, knowledge valorisation, and internationalisation within the frameworks of the agreed-upon organisational strategy;
- n Ensuring the implementation of quality assurance policy in the field of education and research;
- o Maintaining external contacts, including participation in sectoral and regional consultative bodies, maintaining policy-related contacts with the professional field, and maintaining international relations, where necessary in consultation with the Executive Board;
- p Complying with the requirements set in the context of accreditation or processes and procedures derived from it;
- q Establishing an Academy Participation Council, as referred to in Article 10.25 of the WHW, as well as conducting periodic consultations with the Academy Participation Council in accordance with the regulations established for this purpose;
- r Offering the Academy Participation Council the opportunity to discuss the state of affairs within the academy at least twice a year;
- s Other tasks assigned to the academy director by the Executive Board by further decree.
- 3 The academy director evaluates the current Teaching and Examination Regulations (TER) at least once a year together with the Degree Programme Committee. The academy director draws up the draft version of the TER for the new academic year, partly based on advice from the Degree Programme Committee. The academy director submits this version to the Degree Programme Committee for consent. After a vote, the academy director approves the TER and submits them to the Executive Board. The Executive Board assesses the TER and adopts it if its assessment is positive. The academy director ensures that students and staff are informed about the TER in a timely manner, but no later than 1 September of the academic year to which the TER relates.

4.6 Mandating and Granting Authorisation of Duties and Powers

In accordance with the frameworks of the Authority and Mandate Scheme of Breda University of Applied Sciences, the academy director may assign certain tasks and powers to employees within the academy, including in particular the members of the academy's management team, or team leaders without educational duties, by means of sub-mandate or sub-authorisation. In this context, the academy director must request permission from the Executive Board in advance.

4.7 Management Team

- 1 Every academy has a management team.
- 2 The various portfolios are divided among the management team.

- 3 The academy director may mandate and authorise members of the management team of their academy to implement (parts of) the academy's policy.
- 4 The management team is led by the academy director.
- 5 In addition to management tasks, a member of a management team has part-time teaching or research duties within the academy, as and when necessary.
- 6 A member of the management team may be awarded powers and responsibilities within the framework of the P&O cycle.
- 7 The (re)appointment, suspension and dismissal of a member of an academy's management team requires the prior approval of the Executive Board.
- 8 Decision-making within the management team of an academy takes place on the basis of shared / cooperative responsibilities, through consultation and aimed at building support, without prejudice to the final responsibility of the academy director.

5 Support Services

5.1 Arrangement and Structure of the Support Services

- 1 Breda University of Applied Sciences has four support services that are charged with developing and implementing (strategic) policy and supporting operational management.
- 2 The arrangement and structure of the support services is established by the Executive Board.

5.2 Support Services

- 1 To support its primary process (education) and its operations, Breda University of Applied Sciences currently has the following support services, as set out in Appendix 1:
- 2 The director, who is appointed by the Executive Board, is in charge of a service. The Executive Board can decide to have one director manage multiple services.

5.3 The Service Director

- 1 The service director is charged with and responsible for the governance and management of a service.
- 2 The service director is positioned directly under the Executive Board and the activities take place within a BUas service.
- 3 The service director is responsible (including financially responsible) for the realisation of the policy and strategic objectives of the service within the assigned focus area and for translating the BUas strategy into policy within the service. Additionally, they share responsibility for achieving BUas-wide objectives.
- 4 A BUas service consists of various specialist teams, with or without team leaders, advisors and employees for their own support, as well as employees from hybrid teams from various academies/services that are managed centrally by the relevant service director.

5.4 Duties and Powers of Service Directors

- 1 The service directors are charged with and responsible for management and daily operations within their service, with due observance of the provisions in these regulations.
- 2 The service director bears final responsibility for the following core tasks assigned to the service director by the Executive Board by authorisation:
 - a Contributing to the development and implementation of institute-wide policy and operational frameworks within which the service's goals are set;
 - b Monitoring the institute-wide preconditions and implementation of the institute's policy;
 - c Further positioning of the tasks within their service as established by the Executive Board;
 - d Developing and implementing financial policy and undertaking financial management, in particular drawing up the multiannual plan and budget of the service or having these drawn up;
 - e Drawing up the annual budget plan (including annual budget) of the service;

- f Preparing management information for interim monitoring of the institute's objectives as well as for the annual report of Breda University of Applied Sciences;
- g Preparing information for the service's internal and external communications;
- h Preparing information for a schedule of requirements for the accommodation of their own support service;
- i Realising internal cooperation, including making agreements and ensuring coordination with other services and academies;
- j Developing and implementing P&O policy within their service, in particular:
 - drawing up a multiannual and strategic personnel plan for the service;
 - recruiting, selecting and appointing members of staff, interim managers, and project leaders, with due observance of the rules set by the Executive Board;
 - the substantiated nomination of staff members for suspension or dismissal by the Executive Board;
 - with due observance of the remuneration policy of Breda University of Applied Sciences, conducting development interviews (or having these conducted) with employees appointed within the service;
 - ensuring that work meetings are held within and, where relevant, outside the service;
 - ensuring and promoting professional development of staff within the service in accordance with the established institute-wide training and development policy;
 - ensuring that satisfaction surveys are conducted;
 - ensuring implementation of the working conditions policy of their service;
- k. Establishing an Services Participation Council, as referred to in Article 10.25 of the WHW, as well as conducting periodic consultations with the Services Participation Council in accordance with the regulations established for this purpose;
- l. Offering the Services Participation Council the opportunity to discuss the state of affairs within the services at least twice a year;
- m. Other tasks assigned to the service director by the Executive Board by further decree.

5.5 Mandating and Granting Authorisation of Duties and Powers

In accordance with the frameworks of the Authority and Mandate Scheme of Breda University of Applied Sciences, the service director may assign certain tasks and powers to employees or team leaders within the service by means of sub-mandate or sub-authorisation. In this context, the service director must request permission from the Executive Board in advance.

6 Consultative Bodies

Within Breda University of Applied Sciences, the following regular consultative bodies are distinguished in addition to the consultation moments prescribed by law and the articles of association.

6.1 Meetings of the Executive Board

1. The meeting of the Executive Board has an informative and decision-making character and takes place both with and without the presence of the directors. The meeting in the presence of the directors is referred to as the Executive Board and directors' meeting. The working method and composition of the Executive Board meetings are described in Article 3.2 of these regulations.

6.2 Planning and Control Cycle

1. For the purposes of the planning and control cycle, annual plans are drawn up for the individual academies and services under the responsibility of the directors of the academies and services, in accordance with the core tasks as respectively specified under Article 4.5, Section 2, sub d, e and f and Article 5.4, Section 2, sub d, e and f.
2. Consultations take place at least twice a year between the Executive Board and the individual directors of academies and services within the framework of the planning and control cycle, following the progress report (management report) of the relevant academy/service. These consultations serve as a mutual exchange of information and as a means for the director to render account to the Executive Board.

6.3 Consultations between the Executive Board and Boards of Examiners

1. The joint Boards of Examiners consult with the Executive Board at least once a year. These consultations serve as a forum for the mutual exchange of information and accountability.

6.4 Consultations between the Executive Board and Confidential Counsellors

1. The joint confidential counsellors consult with the Executive Board at least once a year. These consultations serve as a forum for the mutual exchange of information and accountability.

6.5 Ethics Review Board

1. BUas has an Ethics Review Board. This board tests, assesses and advises with regard to the ethical aspects of research plans and projects, and promotes and encourages the knowledge and awareness of researchers, lecturers and students regarding the ethical aspects of research.
2. The responsibilities, powers, member profiles, and working method of the Ethics Review Board are determined in the 'Regulations of the Ethics Review Board', which are adopted by the Executive Board after advice from the BUas Ethics Review Board and the National Ethics Review Board for the higher professional education sector.

6.6 Cross-Domain Research Groups

1. For knowledge development themes that are considered to be key profile themes of Breda University of Applied Sciences, the Executive Board may set up a research group or professorship consisting of staff members who are connected to that theme through their research.
2. These groups are responsible for the articulation of research questions from the market, conducting research/knowledge development in this area as well as feeding back the knowledge gained into education, acquiring relevant secondary and tertiary sources of funding projects, and carrying out other relevant valorisation activities in close consultation with those designated for this purpose within the institute.
3. The deployment of staff concerned in a quantitative and qualitative sense, as well as the evaluation of this, remains the responsibility of the academy director.
4. The Executive Board may appoint a professor as the person responsible for the content of a research group referred to here. This professor:
 - . coordinates the activities within the research group or professorship;
 - . maintains contact with clients / funding providers;
 - . consults with academy directors about the deployment of staff;
 - . ensures a reasonable distribution of income among the academies providing capacity;
 - . informs the Research Committee about the progress of the research group;
 - . informs the *College van Bestuur* and the Executive Board, upon request, about its progress.

7 Participation in Decision-Making

- 1 Breda University of Applied Sciences has a Participation Council in accordance with the provisions of WHW Article 10.17 and articles 3 and 20 of the articles of association.
- 2 The composition, term of membership, election, powers, duties, the right of consent, and the right to prior consultation of the Participation Council are laid down in the Regulations Pertaining to Staff and Student Participation in Decision-Making and/or the internal participation rules and regulations.
- 3 Every academy has an Academy Participation Council. In addition, Breda University of Applied Sciences has a Services Participation Council for the joint support services. The composition, term of membership, election, powers, duties, the right of consent, and the right to prior consultation of the Academy Participation Councils and the Services Participation Council are regulated in the Regulations Pertaining to Staff and Student Participation in Decision-Making and/or the internal participation rules and regulations.
- 4 A Degree Programme Committee will be established for each degree programme or group of degree programmes within a Breda University of Applied Sciences academy. The composition, term of membership, duties and powers of the Degree Programme Committees are regulated in the Regulations Pertaining to Staff and Student Participation in Decision-Making.

8 Legal Protection

WHW Article 7.59a

8.1 General

- 1 Breda University of Applied Sciences has a clear and accessible facility for persons concerned to submit complaints, objections and appeals in the form of the Legal Protection Service. This digital service can be accessed via the internet and intranet.
- 2 By persons concerned, as referred to in Section 1 of this article, we mean current and former staff members; prospective, current and former students; and prospective, current and former extraneous students.
- 3 If the digital service offers insufficient information or in the case of a general question regarding the legal protection of staff members, prospective students, current students or extraneous students, it is also possible to send an e-mail to the Legal Protection Service via legalprotectionservice@buas.nl.
- 4 In pursuance of the Regulations related to Suspected Irregularities, students and staff can report irregularities, or their suspicions to this effect, to the academy director or the Executive Board.

8.2 Complaints

- 1 The time frame for submitting a complaint is one year, from the moment when the behaviour to which the complaint relates occurred. The date of receipt of the complaint will be decisive to determine if the complaint has been submitted in time.
- 2 After the person concerned as referred to in Article 8.1 Section 2 has submitted the complaint to the Legal Protection Service, a confirmation of receipt will be sent to the person concerned and the complaint will be forwarded to the responsible service and/or academy director, who will see to it that the complaint is dealt with.
- 3 Complaints concerning (members of) the Executive Board will be handled by the Supervisory Board.
- 4 Complaints will be dealt with within six weeks after receipt.
- 5 Breda University of Applied Sciences will deal with complaints with analogous application of Title 9.1 of the Dutch General Administrative Law Act.
- 6 Complaints concerning undesired behaviour can be submitted on the grounds of the Regulations concerning Complaints about Undesired Behaviour and Confidential Counsellors.

8.3 Appeals

- 1 A former, current or prospective student or a former, current or prospective extraneous student may appeal against a decision by an examiner or by the Board of Examiners, or the lack thereof, to the Examinations Appeals Board (WHW Article 7.60). The decisions against which an appeal may be lodged (see WHW Article 7.61) concern decisions regarding:

- binding recommendation regarding the continuation of studies;
 - number of credits obtained;
 - exemption requests;
 - admission to examinations;
 - decisions by Boards of Examiners and examiners.
- 2 The appeal, as referred to in Section 1, must be submitted to the Examinations Appeals Board within a period of six weeks after the date of the decision, via the Legal Protection Service of Breda University of Applied Sciences. Before considering the case, this board will send the appeal to the person who made the decision in an attempt to reach an amicable settlement in consultation with the person who submitted the appeal.
The applicable procedure is included in the Code of Order of the Examinations Appeals Board of Breda University of Applied Sciences.
- 3 Appeals against the decisions of the Examinations Appeals Board can be made to the Council of State, Student Affairs, P.O. Box 20019, 2500 EA The Hague: <https://www.raadvanstate.nl/contact/digitaal-procederen/>; the decision of the Council of State is not open to appeal.
- 4 An employee may, against a decision, or the lack thereof, by or on behalf of the Executive Board that directly affects their interests, lodge an appeal based on legal remedies provided for in the collective labour agreement (Chapters N and S of the collective labour agreement for universities of applied sciences).

8.4 Objections

- 1 A former, current or prospective student or a former, current or prospective extraneous student may file an objection against a decision by or on behalf of the Executive Board, or the lack thereof, to Dispute Resolution Committee. This includes decisions made by a director. It involves decisions with regard to:
- admission into the degree programme;
 - enrolment;
 - rules of conduct and disciplinary measures;
 - allowances based on the Profiling Fund Regulations;
 - determination of the amount and/or refund of tuition fees.
- 2 The objection, as mentioned in Section 1, must be submitted to the Dispute Resolution Committee within a period of six weeks after the date of the decision, via the Legal Protection Service of Breda University of Applied Sciences. This committee will examine whether the parties can reach an amicable settlement. If an amicable settlement is not possible, the Dispute Resolution Committee will advise the Executive Board on the objection. The Executive Board will then decide on the objection. This objection procedure is regulated in the Regulations of the Dispute Resolution Committee of Breda University of Applied Sciences.
- 3 In addition to Section 2, prospective students who wish to object to a decision regarding selection for a restricted enrolment programme are advised to request an accelerated procedure from the Dispute Resolution Committee of Breda University of Applied Sciences.
- 4 Appeals against the decisions of the Executive Board, based on the advice of the Dispute Resolution Committee, can be made to the Council of State, Student Affairs, P.O. Box 20019, 2500 EA The Hague: <https://www.raadvanstate.nl/contact/digitaal-procederen/>; the decision of the Council of State is not open to appeal.

9 Concluding Provisions

- 1 All matters not provided for by these regulations will be decided on by the Executive Board of Breda University of Applied Sciences.
- 2 These regulations will enter into force on the day after the adoption by the Supervisory Board. Subsequently, the Executive Board will submit these regulations to the Ministry of Education, Culture and Science (OCW) as soon as possible.

Appendix 1 BUas organisational units

Academies

Academy for Built Environment & Logistics	ABEL
Academy for Tourism	AT
Academy for AI, Games & Media	AGM
Academy for Leisure & Events	ALE
Academy for Hotel & Facility Management	AHF

Services

Education, Research & Information Management	ER&IM
Finance, Control & Student-services	FC&S
Marketing, Communication & Student-community	MC&S
People & Organisation	P&O

Appendix 2 List of BUas programmes in RIO

Associate degree and bachelor's programmes

Academy	Programme	RIO
Academy for Built Environment & Logistics	B Logistics Management	35522
	B Logistics Engineering	34390
	B Built Environment	39280
Academy for Tourism (AT)	B Tourism Management	355
	B Tourism (wo*)	55001
	(*) joint degree met Wageningen University Ad Tourism management	80009
Academy for AI, Games & Media (AGM)	B Creative Business	35516
	B Creative Media and Game Technologies	30036
	B Applied Data Science & Artificial Intelligence	39309
Academy for Leisure & Events (ALE)	B Leisure & Events Management	35521
	B Vrijetijdwetenschappen (wo)	50756
Academy for Hotel & Facility (AHF)	B Hotel Management	34411
	B Facility Management	34500

Master's programmes

Academie	Programme	RIO
Academy for Tourism (AT)	M Tourism Destination Management	49287
Academy for AI, Games & Media (AGM)	M Professional Master in Media Innovation	49121
	M Game Technology	49120
Academy for Leisure & Events (ALE)	M Imagineering, Master in Business Innovation from the Experience Perspective	70073
	M Strategic Events Management	45287
	M Leisure and Tourism Studies (wo)	60078
Academy for Built Environment & Logistics (ABEL)	M International Supply Chain Management	49307



Games



Leisure & Events



Tourism



Media



Data Science & AI



Hotel



Logistics



Built Environment



Facility

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