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HU Board and Administrative Regulations

Contents

1 Preface 3
1.1 The vision on governance and supervision at the HU 4
1.2 Starting points Board and Administrative Regulations 5
2 Abbreviations and definitions 6
3 Organisation of the HU 8
3.1 Basic structure 8
3.2 Administration: the planning and control cycle 10
3.3 Three lines 11
3.4 External focus 12
4 Executive Board (CvB) 13
4.1 General tasks and powers 13
4.2 Division of tasks 13
4.3 Other tasks and powers 14
4.4 Mandating and granting of power of attorney 14
4.5 Crisis organisation 15
5 Director 16
5.1 General tasks and powers 16
6 Team 17
7 Supervision en Participatory decision-making 18
7.1 Supervisory Board (RvT) 18
7.2 Participatory decision-making 18
8 Final provisions 19
8.1 Unforeseen circumstances 19
8.3 Evaluation 19

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1 Preface

The Board and Administrative Regulations (BBR, *Bestuurs- & Beheersreglement*) describes the board, administration and organisation of the HU University of Applied Sciences Utrecht (HU Hogeschool).

On 21 December 2021, the Executive Board (CvB, *College van Bestuur*) adopted the vision on governance and leadership. The vision sets out eight promises which values are important when working in both the basic structure (the organisational chart) and the model (internal and external network) of the HU.

This BBR is based on the:

- WHW (2022) (Higher Education and Research Act, *Wet op het hoger onderwijs en wetenschappelijk onderzoek*);
- articles of the Hogeschool Utrecht Foundation (Stichting Hogeschool Utrecht) (2022);
- Good Governance Sector Code (2019);
- Collective Labour Agreement (CAO);
- 'HU in 2026' ambition plan.

The elaboration of governance and supervision and participatory decision-making are described in more detail in, among others, the following documents:

- the HU participatory decision-making regulations (2022);
- the supervisory regulations (2022);
- the information protocol (annually);
- the special appointments regulations (2022);
- the strategic cooperation statute (2017);
- the planning and control framework (annually);
- the written powers of attorney (2022);
- the integral crisis plan (2020);
- the strategic framework Integral Security (2022).

These documents include the transfer of powers by the CvB to the directors, the composition and working methods of the organizational units and the relationships between directors and CvB, as broadly described in the BBR, are further elaborated.
The basic principle of this BBR is: apply or explain. If situations arise where these regulations do not provide a solution, the CvB will take the decision.

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1.1 The vision on governance and supervision at the HU

We regard it as a social assignment to continuously improve the quality of education, research and knowledge valorisation. We set the course, guide the HU and give room to learn with and from each other.

1. We work together on the realisation of the mission of the HU
Through good education and research, we work on the development of talent and the professionalisation of professional practice. That is how we contribute to an open, just and sustainable society.

2. We take control
We are inventive professionals, know our environment, take the lead and act as a catalyst for social innovation and improvement. We make conscious choices in the process.

3. We are a community with room for everyone
We facilitate open dialogue within our inclusive HU community and with our environment. We work together on connections within teams across fields of expertise, disciplines and organisations and rely on each other's qualities.

4. We are future-oriented
We look ahead and change existing working methods when we know there is room for improvement. We are constantly developing to do justice to the changing needs of students, teams, work fields and society.

5. We work together in the governance triangle
Together with the participatory decision-making and supervisory bodies, we form the governance triangle. We consult horizontally, are value-driven and focused at realising the HU's ambitions. We organise active input and show how we deal with this participation.

6. We place responsibility where it contributes to results best
We rely on each other's qualities and cherish everyone's professional space. Transparency is characteristic of our way of working together, which requires leadership from all parties involved.

7. We are accountable
We are accountable for how we fulfil our responsibilities, for our conduct, our actions and our results. We know the different views on social themes and take these into account in our decisions.

8. We are a learning organisation
We are aware of our own actions and those of others. Reflecting on ourselves and with each other makes us learning professionals and the HU a learning organisation.

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1.2 Starting points Board and Administrative Regulations

1. The HU policy is established by the CvB and approved by the HSR (University Council, *Hogeschoolraad*). Exception to the rule is the policy reserved for the RvT (Supervisory Board, *Raad van Toezicht*). In institutes, knowledge centres and departments, the HU policy is translated into integral plans (management plans), which are subject to the consent from the decentralized participatory decision-making bodies. The integral plans are carried out by the teams. Depending on the subject, input is collected through a participatory process before policy, plans or implementation are established. The plans, their progress and results are discussed in the BMO (Bilateral Management Meeting, *Bilateraal Managementoverleg*). The BMO is an element of the planning and control cycle.

2. Governance within the HU means control by the CvB *and* directors.

3. The BBR has a duration equal to that of the most recently adopted institutional plan.

4. The basic structure is based on OEs (Organisational Units, *Organisatorische Eenheden*) up to and including the level of the directors. The network structures supplementing this basic structure are approached situationally. The tasks and powers within such a network structure are not laid down in this BBR. However, the frameworks for it are described.

5. A director of an OE may also be responsible for an OE-transcending network. The CvB mandates the director to carry out this responsibility.

6. For an external network, a director is always responsible based on a CvB-decision. Due to the social importance, either the CvB is the signatory of collaboration agreements with external parties, or the CvB gives a director the mandate.

7. The OE-structure is leading for the allocation of resources via the OE-budget. These resources can be used in networks deviating from the OE-structure.

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2 Abbreviations and definitions

BBR:	Board and Administrative Regulations (*Bestuurs- & Beheersreglement)*.
Administration:	The entirety of factual and legal acts for the care of employees, housing, finances and student facilities for the implementation of the HU-wide policy established by the CvB.
Policy:	HU policy established by the CvB that serves as a framework for plans of institutes, knowledge centres and departments.
Board:	The body responsible for and leading the tasks that the WHW attributes to a higher education institution. The CvB is ultimately responsible for the foundation and is policy-maker. Directors also manage because part of the management is transferred to them by the CvB.
BMO:	Bilateral Management Meeting (*Bilateraal Managementoverleg)*. CvB progress meetings with the directors.
CROHO:	Central Register of Higher Education Study Programmes (*Centraal Register Opleidingen Hoger Onderwijs)*.
CvB:	Executive Board (*College van Bestuur*) of HU University of Applied Sciences Utrecht.
HSR:	University Council (*Hogeschoolraad*), central participatory decision-making body of the HU.
HU:	HU University of Applied Sciences Utrecht (*Hogeschool Utrecht*), maintained by Hogeschool Utrecht Foundation (*Stichting Hogeschool Utrecht*).
Institutional plan:	A plan of the institution in which the content and specification of the intended policy of the institution for six years is described. For the current period, the HU institutional plan consists of the ambition plan and the implementation framework 'HU in 2026'.
Management plan:	Annual plan of an institute, knowledge centre or department indicating which activities are carried out to achieve the strategic multiyear objectives.
PCK:	Planning and Control Framework (*Planning & Control Kader*). The framework for the multiyear budget and for the management plans of the institutes, knowledge centres, departments and Corporate Staff. Start of the annual planning and control cycle.

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OER-HU:	HU Education and Examination Regulations (*Onderwijs- & Examenregeling of the HU*).
Bodies:	The HU has 2 statutory bodies: het Executive Board (CvB) and the Supervisory Board (RvT).
OE:	Organisational Unit (*Organisatorische Eenheid*). The units from the basic structure; institutes, knowledge centres, departments and Corporate Staff or another designated unit.
Portfolio holder's meeting:	Meeting between director and portfolio holder from the CvB.
Power of attorney:	Concerns the transfer of legal acts under private law by the CvB to a director.
RvT:	HU Supervisory Board (*Raad van Toezicht*).
WHW:	Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*).
WVB:	Enhanced Governance Powers (Educational Institutions Act) (*Wet versterking bestuurskracht onderwijsinstellingen*).

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3 Organisation of the HU

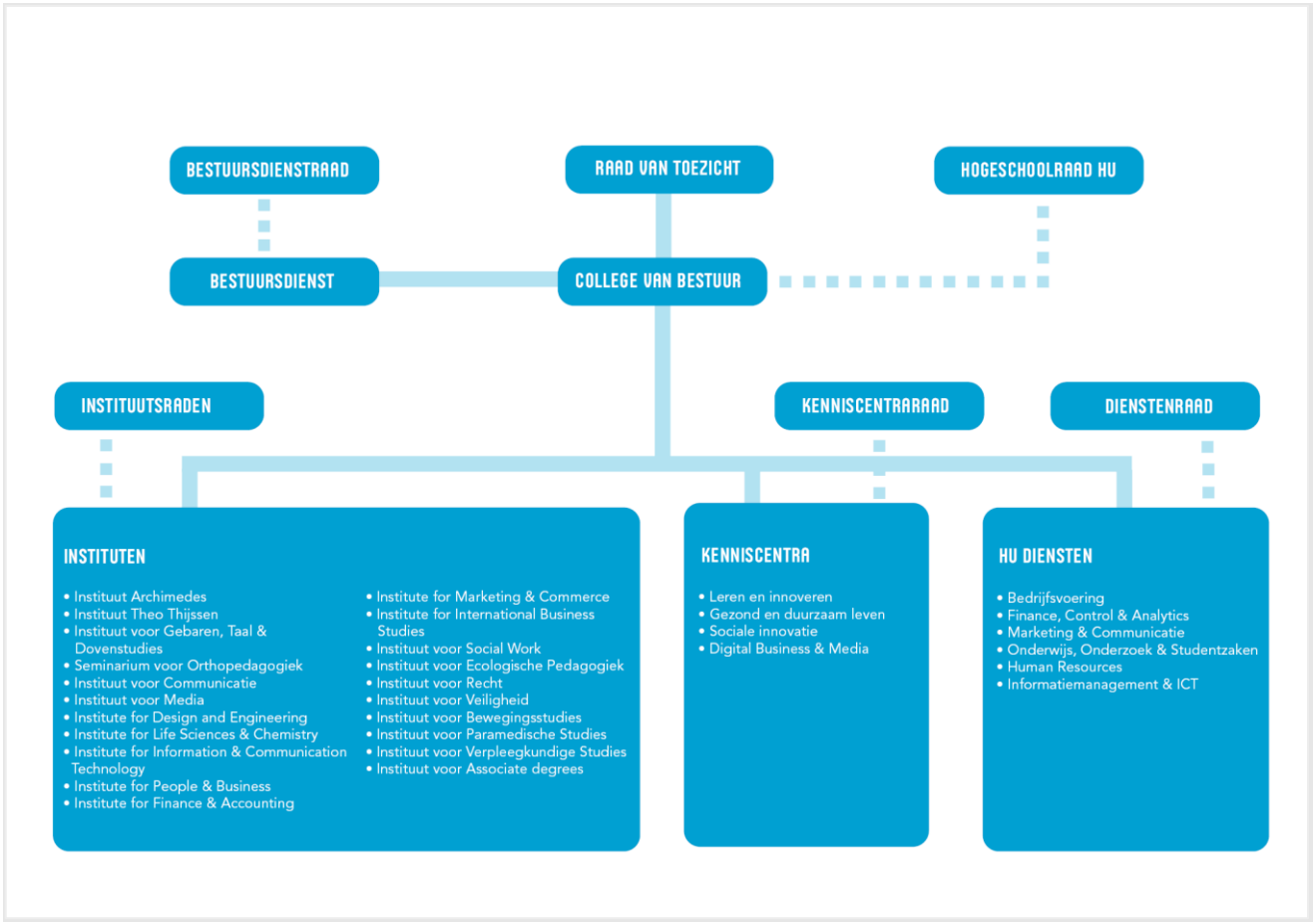
At the HU we work together on education and research in institutes, knowledge centres and departments. The interconnectedness and external focus are of great importance in order to be able to meet the HU's social assignment: offering high-quality vocational education in conjunction with innovative research. The mission and ambitions are described in an institutional plan with a duration of six years. The implementation framework provides direction for moving from ambitions to plans for institutes, knowledge centres, departments and Corporate Staff.

Within the HU, we use the term governance triangle for the balance between management, supervision and participatory decision-making. The CvB and directors manage and form the board.

3.1 Basic structure

The basic structure of the HU distinguishes institutes, knowledge centres, departments and Corporate Staff. The RvT supervises and the participatory decision-making bodies provide for the participatory decision-making by staff and students. This formation forms the framework for the organisational structure of the HU. If there are good reasons to deviate from the framework, this is possible, provided the deviation is adequately substantiated and justified. To make this happen, a decision of the CvB and approval of the HSR are required. In its decision-making, the CvB involves the director (proposal) and the divisional committee (advice) of the relevant component(s) of the basic structure.

HU basic structure



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An up-to-date overview of the basic structure[1] can be found on the website of the HU, including the latest overview of the range[2].

3.1.1 Institutes

Education is clustered in institutes. Institutes are organised based on disciplines, knowledge domains or CROHO-registered degree programmes. These are the bachelor's degree programmes and any associated master's degree programmes. Institutes also provide post-initial courses and commercial activities that are in line with the professional field, the labour market and innovations. The HU has a separate institute for the associate degree programmes.

HU-wide rules apply and a decision from the CvB is required for the establishment of new degree programmes or the termination of a programme. A decision by the CvB is also required for a name change of a degree programme. Degree programmes are accredited every six years and internally evaluated every six years.

An institute is managed by an institute director. The institute director is accountable to the CvB. The horizontal dialogue with the participatory decision-making body is conducted with the institute council and the degree programme committee(s).

The institutes are organised in such a way that employees have both a home and an operating base. A degree programme consists of one or more degree programme team(s) in which lecturers work together. Programme management is accountable to the institute director.

Changing the organisational structure of an institute is up to the control and participatory decision-making bodies of that institute.

3.1.2 Knowledge centres

The research is clustered in knowledge centres. Knowledge centres are organised on the basis of disciplines, knowledge domains and innovation themes. Within these knowledge centres, there are several research groups (*lectoraten*) conducting practice-oriented research into relevant and current social themes. A research group is led by one or more lectors, who carry out the research programme together with a knowledge network of researchers. The practice-oriented research is designed from the knowledge centres and the institutes jointly.

HU-wide rules apply and a decision from the CvB is required for the establishment of new research groups or the termination thereof. A decision by the CvB is also required for a name change of a research group. Research groups are part of the outline policy plan of a knowledge centre; this outline policy plan is also adopted by the CvB. HU research is evaluated every six years by an external committee and internally evaluated during the interim every six years.

A knowledge centre is managed by a director. The knowledge centre director is accountable to the CvB. The horizontal dialogue with the participatory decision-making body is conducted with the knowledge centre council.

The knowledge centres are organised in such a way that employees have both a home and an operating base. A knowledge centre consists of research groups with one or more team(s) in which lecturers and researchers work together. Lectors are accountable to the knowledge centre director.

[1] https://www.hu.nl/organisatie
[2] https://www.hu.nl/voltijd-opleidingen ; https://www.hu.nl/deeltijd-opleidingen

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Changing the organisational structure of a knowledge centre is up to the control and participatory decision-making bodies of that knowledge centre.

3.1.3 Departments and Corporate Staff

The departments are organized based on substantive expertise, disciplines and domain. These departments include Education, Research & Student Affairs (OO&S, *Onderwijs, Onderzoek & Studentzaken*), Finance, Control & Analysis (FCA), Marketing & Communication (M&C), Business Operations (BV, *Bedrijfsvoering*), Human Resources (HR) and Information Management & ICT (IM&ICT).

A department is headed by a director. The department director is accountable to the CvB. The horizontal dialogue with the participatory decision-making body is conducted with the services council and, in the case of Corporate Staff, with the Corporate Staff's council.

The departments are organised in such a way that employees have both a home and an operating base. A department consists of one or more team(s) in which employees work together. The management is accountable to the department director.

The departments OO&S, FCA, M&C, BV, HR and IM&ICT have a facilitating and supporting role and the service provision is aligned with the mission and strategic objectives of the HU. Providing service and support is a value-driven, HU-wide assignment for all our employees. We regard service provision as an overall process with one joint quality cycle. The quality of the service is the sum of expertise, service, ownership and teamwork. Our portfolio of services evolves with the constantly changing educational and research practice and with the development and professionalisation of the domains of the departments.

The Corporate Staff supports the CvB in fulfilling its integral responsibilities. And the coordination of the CvB with the HSR and the RvT. The department is responsible for integral and proactive strategic policy preparation. The Corporate Staff advises the CvB on internal and external developments that may affect the HU's longer-term agenda.

Changing the organisational structure of a department or the Corporate Staff is up to the control and participatory decision-making bodies of that department or Corporate Staff.

3.2 Administration: the planning and control cycle

The CvB draws up an institutional plan every six years. This plan is the basis for the periodic planning and control cycle that the CvB establishes for each budget year. The planning and control cycle shows the process of establishing and determining objectives and monitoring their realisation in order to gain insight into where the HU stands in relation to its ambitions and objectives. This cycle is dynamic and can vary from year to year. In principle, the planning and control cycle - including the preparation of management plans - follows the basic structure.

Each director provides input to HU-wide policy and translates the policy into implementation in their own organizational unit. In the management plans, annual targets and performance indicators and/or observable results are formulated at a measurable level for which accountability takes place.

The directors report to the CvB several times a year by means of their management reports on the progress of the formulated objectives, on the results achieved and on the exhaustion of financial resources. Periodically, but at least twice per budget period, this is discussed with the CvB during the Bilateral Management Meetings (BMOs). The framework for these discussions, as well as their composition, is elaborated in the Planning and Control Framework (PCK).

The PCK is the starting point of the annual planning and control cycle. The PCK sets out the main focus areas for the coming budget period, together with the frameworks and available resources. The basis for

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the PCK is the institutional plan and the resulting implementation framework. Based on the PCK, the designated organisational units determine their management plan and budget. The management plans show which activities will contribute to the realization of the HU's ambitions in the next period and with what means this will be achieved.

The cycle has several moments at which planning, implementation, control and adjustment can take place, resulting in an integrated approach to management and quality assurance.

The execution of the planning and control cycle is as follows:

Plan

- Establishing the HU's strategic plan with a maximum policy horizon of six years. The CvB adopts the plan. The HSR agrees, the RvT approves.
- All designated units draw up a management plan based on the PCK. The terms are specified in the PCK and are adhered to.

Control

- Several times a year (prescribed in the PCK) each designated organizational unit prepares an Integrated Report: a report on the progress of the BMO objectives and any other designated items.
- Each reporting period, based on the current state of affairs, a new calculation of the financial room for at least the current and the following academic year, the rolling forecast, is made. This means that the management model is not only agile, but also predicts further ahead what the financial consequences of developments are, so that we are better able to assess the effects of actions on the institutional plan in the longer term.
- If applicable, consultation takes place between the director and the portfolio holder from the CvB; the Portfolio Holders' Meeting. During this meeting, topics are prepared that should be discussed with the entire CvB.
- BMO meetings are held twice a year (spring and autumn) between the director and the CvB, in which the progress of the objectives in the management plan is discussed.
- The Finance, Control & Analytics department bundles all reports in one report, which includes the progress of (strategic) objectives. The director of Finance, Control & Analytics discusses this progress report with the CvB, including any measures to be taken for (adjustment) control.

Accountability

- Integral Reports (IR) on management plans of the institutes, knowledge centres, departments and Corporate Staff form an important basis for monitoring.
- In the management report, the CvB renders annual social accountability to third parties.

3.3 Three lines

The HU works according to the so-called 'three lines model'.

In the three lines model, management (the first line) is most capable of managing risks and being in control. The second line plays an important role in facilitating the first line with these responsibilities. The internal audit, as the third line, must ensure that the control measures and controls are actually operational and that the first and the second line are properly coordinated.

The following positions are prescribed in the Good Governance Industry Code (IAF), or by law (FG). The CvB can also organize more positions.

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3.3.1 Internal Audit Function (IAF)

The supervision of the implementation of quality processes has been delegated by the CvB to the Internal Audit Function. This examines, independently, solicited and unsolicited, the quality aspects of processes. The IAF is based on findings from the various control processes and risk management systems.

3.3.2 Data Protection Officer (FG)

The Data Protection Officer (FG, *Functionaris Gegevensbescherming*) independently monitors the application of the Privacy Regulations. The FG informs and advises the CvB about the legal obligations under the Privacy Regulations, monitors the application and implementation of the policy regarding the protection of personal data and handles requests from parties involved for access or correction. The FG is the contact person for the Dutch Data Protection Authority.

The FG performs its duties independently and does not receive any instructions from the organisation. The FG draws up an annual plan and reports to the CvB on its activities.

3.4 External focus

The world is changing rapidly and drastically. Many issues present themselves on a large, often global scale and are so complex that they cannot be solved from a single discipline or angle. The HU contributes to solutions for these mission-driven assignments. That is why we work together horizontally, in regional, national and international partnerships.

For the external network concerning a single organisational unit, a director is responsible and is mandated by the CvB to enter into an agreement.

In a partnership with more strategic impact for the HU or one transcending a single organisational unit, the authority to enter into an agreement lies with the CvB and the CvB discusses relevant elements with the HSR.

3.4.1 Frameworks

The HU has a statute describing criteria for strategic partnerships with other knowledge institutions, companies and other organisations aimed at improving the quality of education, research and valorisation. (Statute strategic partnerships 2017).

The following internal HU frameworks apply to the external forms of partnerships (public-private, public-public, etc.):

- General: does the partnership fit within the ambitions and vision of the HU?
- Legal: does the agreement comply with the laws and agreements?
- Financial: are the aspects of costs and revenues well organized between the partners and is the separation of public and private resources well organized?
- Governance: are aspects of governance, control, participatory decision-making, ownership and supervision regulated?
- Ethical: is the partnership in line with the HU's views on integrity and ethical standards?
- Integral security: are the aspects related to data security, social and physical security, etc. adequately regulated?

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4 Executive Board (CvB)

The CvB has the social assignment to continuously improve the quality of education, research and knowledge valorisation, and is ultimately responsible for the management and continued existence of the HU in its entirety. The CvB ensures that education and research are properly conducted and supported with a focus on personnel and sound financial management. The CvB sets the course and shows the way provided direction *and* room, so that everyone within the HU can take responsibility. The CvB manages in outline and is integrally responsible for the overall result of the organisation, monitoring cohesion, the structure and quality of the organisation, product and market developments and external contacts.

In addition, the CvB is accountable to the government and Dutch society for the results and the way in which the funds entrusted to the HU are spent.

4.1 General tasks and powers

The CvB translates the HU's social assignment HU into a mission and objectives, provides insight into the realisation thereof and ensures quality control by being accountable and by organising independent supervision and valuable objection.

The CvB ensures that its decisions are clearly recorded and makes these public, as long as they are not private.

The CvB is responsible for the adoption of education and examination regulations for the HU and the current degree programmes. The HU Education and Examination Regulations (OER-HU) broadly regulates the rights and obligations of all HU students with regard to education, final and interim examinations. The OER-HU is composed annually by Legal Affairs and the Education, Research & Student Affairs department on behalf of the CvB. The OER applies to all students who are following a bachelor's, associate or master's degree programme at the HU. Students also include extranei.

The CvB establishes an examination board per degree programme offered by the HU or for a group of degree programmes. The examination board is the body that determines whether a student meets the conditions set by the education and examination regulations with regard to knowledge, understanding and skills that are necessary for obtaining a degree. The CvB appoints the members of the examination board on the recommendation of the institute directors. The appointment, composition, tasks and powers are further specified in the Examination Board Regulations.

4.2 Division of tasks

The CvB works with a portfolio division of focus areas within the HU. Complementarity of expertise, competences and personality is essential. The CvB is composed in such a way that it, at least as a team, has the right knowledge and competences to adequately fulfil the role of director.

External focus and a relevant network

The CvB has a strong external focus and an excellent view of the professional field, the most important players, the labour market and the connection with professional practice. By binding (knowledge) partners and participating in strategic partnerships, the CvB strengthens the HU's exemplary role in the professional field and the region.

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The CvB has a broad social overview and relevant social contacts. The CvB's relevant network is in line with the region of the Dutch city of Utrecht and the areas of expertise of the ambition plan 'HU in 2026': Digital together, Sustainable together, Healthy together, Learning together.

Diverse composition
For optimal collaboration, it is important that the CvB is composed based on diversity. The CvB functions on a collegial basis and its members are complementary to each other, not only in terms of knowledge and skills. During the recruitment of a new member, there is always a focus on how the most diversity can be added to the CvB. This concerns in any case, but not exclusively, diversity in terms of gender, age and cultural background.

Also important for the continuity of the CvB are:

- overlapping ('tile-wise)' - in a staggered rhythm - expiring management terms;
- a combination of a fresh look from the outside on the one hand and HU community history and nature on the other;
- a balance between mobility/innovation on the one hand and stability/internal control on the other;
- a good coherence between the three elements mentioned above.

Independent
The composition of the CvB is such that the members can operate independently of each other and of any partial interest. The CvB determines a mutual division of tasks, discusses this with the RvT and informs the HSR.

4.3 Other tasks and powers

Coordination with the participatory decision-making and supervisory bodies is important. The task of the CvB is to ensure that these bodies can do their job by giving them the information and the room they need. The CvB ensures regular consultations with the HSR. It also regularly consults with the HSR and the RvT jointly.

The CvB is responsible for the organisation of horizontal collaboration between institutes, between knowledge centres and departments, between institutes and knowledge centres and between departments and institutes and knowledge centres. At the same time, the CvB and the directors are well aware of the fact that in a dynamic learning environment it is important to be able to respond to unexpected and new developments.

4.4 Mandating and granting of power of attorney

The CvB can transfer tasks and powers to directors. When it comes to the transfer of administrative powers (internal acts), there is a mandate. When it comes to the transfer of legal acts under private law, this is referred to as power of attorney. The powers of attorney are described in the written powers of attorney as established by the CvB.

A director can transfer tasks and powers to persons or teams within its own organisational unit, whereby the room to act is coordinated together with the CvB. With this transfer, the director remains ultimately responsible for the execution of the tasks and powers. This transfer is formally recorded.

With regard to the mandate and power of attorney, the grantor of the mandate and power of attorney remains also authorized to exercise the powers in question.

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4.5 Crisis organisation

The CvB adopts an Integral Crisis Plan containing at least the composition of the Crisis Management Team (CMT), the mandate and tasks of the CMT and the Response and Recovery procedures. It is the objective to manage the consequences of a crisis that cannot be handled within the regular organisation.

A crisis is an event of great urgency and uncertainty that poses a serious threat to the security, business continuity and/or reputation of HU. There is a broad impact and a need for coordination and alignment between different disciplines.

The mandate of the CvB to the CMT is the following: the CMT is responsible for coordinating the handling of the crisis. The CMT has the mandate to implement decisions of competent authorities (such as the Dutch government or the security region) during the crisis and to do everything it deems necessary to optimally limit the consequences of the crisis and to and safeguard the HU's strategic interests.

Only the CvB can decide to:

- the definitive closing of (a) location(s);
- cessation of primary and secondary processes;
- publishing news with high impact;
- bringing back students / interns / employees from abroad.

Further implementation of the crisis organisation is described in the HU Integral Crisis Plan.

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5 Director

The institutes, knowledge centres, departments and Corporate Staff are headed by a director. The director is responsible for the organisational unit and ensures quality in the execution of the HU's assignment. The director ensures that the primary objective of the organisational unit is properly implemented, while paying attention to personnel and sound financial management. The director translates the frameworks of the ambition plan into a management plan and is accountable for this to the CvB. In a quality dialogue, the CvB and the director jointly monitor the implementation of the management plans and how these relate to the implementation plan. The planning and control cycle supports the dialogue about how the director's responsibilities are fulfilled. The CvB and the director make clear to one another why and how certain choices were made and how these decisions relate to the important social themes.

A director is appointed and dismissed by the CvB. The HU Special Appointments Regulations apply here.

5.1 General tasks and powers

The director is responsible for all activities of their own institute, knowledge centre, department or Corporate Staff that contribute to the objectives of the ambition plan. A director can also be responsible for a cross-organizational partnership, both with only internal partners and with internal and/or external partners.

The main responsibilities of a director include:

- the translation and communication of policy into plans, elaboration and implementation within their own organisational unit;
- elaboration of organisational, staff, network and financial policy in plans for their own organisational unit and implementation thereof by the teams;
- professional dialogue with the CvB and the participatory decision-making body in the interest of the HU;
- creating a quality culture and transparency about this towards stakeholders;
- execution of the planning and control cycle.

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6 Team

Teams are central to the HU organisation. The HU considers teamwork essential for the quality of education, research and service provision. If properly designed and deployed, teamwork means: increased interaction, improved objective achievement through the use of more expertise, joint responsibility, more effective learning and above all: increased job satisfaction. Since we, as a university of applied sciences, are working more intensively and actively together with partners, we find it important that teams both within and outside the HU are able to make connections across their own professional field. Because the HU aims to be an inclusive university, there is room for various qualities within its teams. Teams are stimulated to decide and act professionally, to want and to dare taking responsibility and working towards shared objectives. Teamwork, community building and professional room do no exist without each other.

A team consists of a group of lecturers, researchers or employees and a direct manager. Every employee has their home base in one team (the home team) and can also participate in other teams or projects.

Together with their manager, teams are responsible for the proper execution of the primary objective of their team. Broadly speaking, the responsibility of a team includes:

- The joint execution of parts of the management plan and other plans of the OE, under which the team falls. Where relevant, the team also provides input to the development of the organisational unit's plans by means of a participatory process. That way, the team makes an important contribution to the realisation of the HU ambitions.
- Ensuring one's own professional room and respect for the professional room of team members, both from the home team and the flexible teams.
- Professionalisation of the team and the team members and permanent connection with the professional practice and newly developed knowledge.
- Contributing to the professional dialogue.
- Contributing to a quality culture.
- Contributing to the implementation of the planning and control cycle.
- Contributing to the connection of education, research and the professional field.

The directors make work and result agreements with the teams, for which the teams are accountable to the director. Attention is also paid to horizontal connections, both internally and externally.

The manager has RGW (Result Oriented Working, *Resultaat Gericht Werken*) responsibilities and is authorized to take measures with regard to employees in accordance with the HR policy. In a quality dialogue, the director and managers jointly monitor the implementation of the team plans and how they relate to the management plans. The planning and control cycle supports this dialogue.

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7 Supervision en Participatory decision-making

7.1 Supervisory Board (RvT)

The RvT is a body of the HU Foundation and fulfils four roles. Firstly, it fulfils the role of supervisor and has the task of supervising the policy of the CvB and the general course of affairs within the Foundation and the HU. In addition, the RvT fulfils the role of advisor and advises the CvB. The third role is that of employer of the CvB. Finally, the RvT appoints the HU's external auditor.

The RvT consults with the HSR at least twice a year in a meeting or gathering in the presence of the CvB - or without the CvB if desired.

The activities arising from the roles mentioned above are described in the articles and in the Supervisory Regulations.

For matters with which the RvT is in any event charged based on the WHW, the WBTR (Management and Supervision of Legal Entities Act, *Wet bestuur en toezicht rechtspersonen*), the Good Governance Sector Code for Universities of Applied Sciences and the articles of HU University of Applied Sciences Utrecht, reference is made to said laws and to relevant documents published on the website.

7.2 Participatory decision-making

The HU has established a central participatory decision-making body in accordance with Sect. 10.17 WHW; the University Council (HSR). In addition to this central participatory decision-making body, the HU has institute councils, a knowledge centre council, a services council, a public administration division council and (joint) degree programme committees. Participatory decision-making is further elaborated in the HU's participatory decision-making regulations.

At least twice a year, a delegation of the RvT attends a meeting of the participatory decision-making body at the invitation of the HSR. During this meeting, the general state of affairs within the HU is discussed.

7.2.1 Degree programme committee

The institute director appoints a degree programme committee per degree programme or group of degree programmes. The degree programme committee monitors the quality of the degree programme and provides solicited or unsolicited advice on education within the relevant degree programme or group of degree programmes. In its role as participatory decision-making body at programme level, the committee has the right of consent with respect to educational content parts of the programme-specific OER. It can also advise on the (other parts of the) OER. In addition, the committee annually reviews the manner in which the relevant programme-specific OER is implemented.

The establishment, working method and scope of the degree programme committee are further elaborated in the participatory decision-making regulations.

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8 Final provisions

8.1 Unforeseen circumstances

In cases not provided for in these regulations and in which an immediate decision is necessary, the CvB will decide.

8.2 Coming into force

These HU Board and Administrative Regulations came into force on 1 September 2022 and will run until 31 August 2026. This means that the 2016 Board and Administrative Regulations expired on 1 September.

8.3 Evaluation

At least once every six years, the Board and Administrative Regulations (BBR) are reviewed and assessed as to whether they need to be revised. The assignment is given by the CvB. Interim revision or partial adjustment is possible.

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