



Master of Environmental & Energy Management (MEEM)

2022-2023

UNIVERSITY OF TWENTE.

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As the data in this Study Guide had to be supplied at a very early stage, it is based on information available at the moment and takes into account what is expected for the coming academic year. The Study Guide has been compiled with the utmost care, but the programme management is not responsible for any omissions or inaccuracies. The formal rules as stipulated in the Education and Examination Regulation (OER) always prevail. The reader can thus not derive any rights from the contents of this Study Guide.



INTRODUCTION

Welcome to the University of Twente!

This study guide provides information to the students of the Master of Environmental and Energy Management (MSc), also known as MEEM. This programme is offered by CSTM – the Department of Governance and Technology for Sustainability at the University of Twente, the Netherlands. The information provided in this guide is accurate as of August 2022 and is subject to change as time progresses and updated COVID-19 regulations. Students are therefore requested to regularly consult appropriate university websites for up-to-date information. Please note that nothing in this guide replaces the official rules and regulations of the Faculty of BMS/ University of Twente.

Please visit our website for updates regarding the COVID-19 epidemic: <https://www.utwente.nl/en/service-portal/topics/coronavirus/>

The MEEM Programme is offered by the faculty of Behavioural, Management and Social Sciences (BMS).

At the Faculty of Behavioural, Management and Social Sciences (BMS), we are a bunch of tech-savvy social scientists eager to make the world a better place. We're quite as excited about the wonders of humanness as we are about the powers of technology – and by bringing people and tech together in innovative, responsible and value-creating ways, we help them both become better versions of themselves.

We do this through academic education, fundamental science and societal problem-solving. From Bachelor's or Master's degrees and Professional Learning & Development programmes to cross-disciplinary research programmes in any of our five research themes: Emerging Technologies & Societal Transformations; Resilience; Smart Industry; Learning; and Health. From the development of the world's most efficient hydrogen car, or of policies for fostering digital inclusion, to exploring new theories and tools that modernise the social sciences itself, our teaching, training and research contribute to a healthy and sustainable interplay of modern technology and society. We're thinkers as much as doers, eager to study things like the impact of innovations on policy development or human and institutional behaviour, or the use of data and high-tech applications for impacting businesses or social groups.

We are part of the academic BMS department CSTM, which was established in 1988 as the university's institute for sustainable development. At that time it was labelled as Centre for Clean Technology and Environmental Policy, which gave us the abbreviation CSTM, which we still use today although we profile ourselves now as Department of Governance and Technology for Sustainability. We specialise in governance, emphasizing sustainable development, resilience, environmental quality, social inclusiveness, and technological innovation – from both developed and developing country perspectives.. Furthermore, CSTM offers postgraduate studies at both Master and PhD levels.

Location

The MEEM programme has a special position within the University of Twente. The Master of Environmental and Energy Management is the university's Master programme organised and run by CSTM's division in the North of the Netherlands in the city of Leeuwarden. This has its historical reasons, which still make good sense today. The program runs since 1990 and trained some 600 Dutch masters in the nineties. Following the advice of an international review committee, the Dutch language programmes were transformed into an international Master of Environmental and Energy Management (MEEM) that was launched in 2000 and since then has trained and educated participants from all over the world with a variety of educational and professional backgrounds.

During the programme all MEEM students will be in Leeuwarden with offices in the building of [Van Hall Larenstein](#), University of Applied Sciences. On the [WaterCampus](#). Classes are in the same building.

Location	Visiting address	Phone	Email
MEEM office Leeuwarden CSTM Fryslân	Van Hall Larenstein Agora 1 Room B3.16 Leeuwarden	+31(0)534899000	meem-bms@utwente.nl
CSTM Enschede	University of Twente Drienerloolaan 5 Building Ravelijn Room: 1254	+31(0)534894377	Mrs. Barbera van Dalm-Grobben Mrs. Gea Nijland cstm@utwente.nl

Programme administration

The programme is managed by two programme coordinators working in our office in Leeuwarden. The programme coordinators are your first contact persons for everything concerning the MEEM Programme. They facilitate all your questions and your requests, either by themselves or by guiding you to the right persons.

Programme Coordinators:

Ms. Rinske Koster BA meem-bms@utwente.nl T: +31(0)534892396

Mrs. Hilde van Meerendonk-Obinna BSc meem-bms@utwente.nl T:+31 (0)534892679

Interim Programme Coordinator:

Dr. Maia Lordkipanidze meem-bms@utwente.nl

Study adviser:

Mrs. Sietie Zuidema BA s.zuidema@utwente.nl +31(0)534893514

Programme director:

Dr. Gül Özerol g.ozero@utwente.nl

Specialisation Coordinators:

Environment : Dr. Laura Franco Garcia m.l.franco@utwente.nl

Energy : Dr. Ewert Aukes e.j.aukes@utwente.nl

Water : Dr. Kris Lulofs k.r.d.lulofs@utwente.nl

The study guide informs you about the content and the regulations of the MEEM program. The MEEM regulations are based on the Students' Charter and the 'Education and Exam regulations' (OER) of the School of Management and Governance. These can be found at the University website, or obtained through the programme management. If you need more information or explanation of the content of the study guide, please feel free to contact the programme coordinators.

The BMS faculty has also provided a study-adviser for individual/personal concerning barriers and opportunities that may arise during the time of your studies in MEEM, in case you desire advise on how to respond to these. The study adviser will be at the MEEM office in Leeuwarden on Thursdays and Fridays for face-to-face appointments. She can be consulted about e.g.:

We wish everyone enrolled and involved in the MEEM programme a successful and pleasant academic year!

CURRICULUM

Programme Structure

The MEEM curriculum is structured in three parts:

- A common general part with courses (28 ECs)
- Personal development electives (4 EC)
- A specialisation part on a case project (10 ECs)/ a specialisation part on the master thesis (18 ECs)

MEEM curriculum 2022-2023

Q	Code	Name	EC	Coordinator
1-4	Compulsory units of study		56	
1	201700114	Environmental Management	4	Franco Garcia
1	201700116	Energy Management	4	Aukes
1	201900111	Water Management	4	Özerol
1	201900112	Sustainability & Law	3	Heldeweg
2	201900128	Policy and Sustainability	3	Metz
2	202100104	Rurban Commons	6	Özerol
2	201700043	Academic Research Skills	4	Metz
3	202001451	Research Proposal	3	Heldeweg
3	201900129/30/31	Case project (Environmental or Energy or Water)	10	Franco Garcia, Aukes, Lulofs
4	202001452/53/54	Master thesis (Energy or Environmental or Water)	15	Franco Garcia, Aukes, Lulofs
2-3	Personal Development Electives (choose 4 EC)		4	
2	202100152	Sustainability & Justice	2	Heldeweg
2	202100153	Digitalisation & Sustainability	2	Lee
3	202100154	The Sustainability Game	2	Votsis
3	202001456	Stakeholder and social network analysis in sustainability transitions	2	Metz
Total European Credits (EC)			60	

For the description of the courses go to: <https://canvas.utwente.nl>

Personal development electives

The MEEM curriculum offers the possibility to choose personal development courses (see the scheme above) in quartiles 2 and 3, **with (at least and only) 2EC in each quartile, while applying the rule of “once chosen remains chosen”** (no later switches, unless force majeure). It remains the case that our PDEs make for an exclusive set of options. Each student must choose 2 of the 4 PDEs; it is not that the 4EC PDE space can be used for signing-up for elective courses elsewhere.

Case projects

From mid-February till mid-April you will work in a team on a real-life or lifelike case in one of the three sustainability domains (environment, energy or water) – often with cross-linkages. This case project (10 EC) allows you to apply the knowledge and competences you gained in the courses and to develop your organisational and managerial skills. You will work **full-time** in a team and your activities will centre on a key

question raised by a company or a private or public organisation. The product of the case project can be knowledge, a design or a tool for the client. Each specialisation has a different case approach.

- The case project covers a period of 10 weeks. All students are assumed to be available in person during this period. Every student should work 280 hours (10 EC) on the case study. You should combine working on the case with developing your master thesis research proposal (3EC). Students should be available to participate from 10.45-16.30 in case work (for instance meetings, individual and group work) except for the Friday, which will be used for thesis preparation for the course research Proposal. In this quartile students also need to finish 2 EC for Personal development courses.
- The dominant educational format during the case period is team work with a real life or lifelike challenge as focal point. As a team you do research, (desk research, analysis, interviews) in order to collect data and information which allows you to answer research questions. The supervisors might, depending on the case and the challenge, organize literature tutorial sessions. The research questions you will work on are specific for each case project and will be shared with you in the case reader and at the start of the case project.
- In the timetable you won't see a schedule with courses and meetings. The reason for this is that during the Case project, teams organize themselves, make their own planning, decide about division of tasks and schedule their meetings. In all three cases, the whole specialisation groups meets regularly to present and discuss progress together with the supervisor. Each specialisation group will make specific meeting and supervision arrangements with the supervisor.
- Your product will be a report containing the answers to the question(s) of the assignment, with all documentation regarding the research process. You need to work according to academic standards, which implies transparency of process and findings.
- Every specialisation has its own case project course on Canvas. Students should enroll themselves for the specialisation case project of their choice. The Canvas site will also provide additional information and documentation.
- **Attendance is obligatory.** Not participating in the meetings can lead to a proportionate response from the case project coordinators. That proportional response can reach from implying a substitute assignment, a task of some sort, to lowering of your individual score at the end, for not participating. No other activities/holidays should be planned during the case project, unless there is an official holiday week in the MEEM schedule. Only in case of force majeure an exemption can apply to the attendance obligation, and only if this circumstance is communicated to the relevant coordinator at first possible instance.

Master thesis

The main objective of the master thesis is to integrate your knowledge, competencies and skills in an individual master thesis, answering a research question according to academic standards. Under supervision of one of the staff members, you will develop a research proposal as part of the course Research Proposal. The proposal will be assessed and is the starting point of your master thesis. You can choose a research topic of your own choice but it should have a clear link with your specialisation (environment, energy or water). You can find inspiration for choosing a research topic through the courses you followed in the MEEM program, the research program and research projects of CSTM or other groups at the University of Twente or simply follow your own curiosity as academically trained researcher.

Your master thesis will be read and graded by two supervisors. Your first supervisor who is your primary supervisor during the research process, will also grade your thesis together with your second supervisor who is predominantly reader and reviewer of your final thesis. Together they will grade your thesis based on the academic quality standards for MEEM master thesis. These quality standards are available at the start of your master thesis. The more you meet the quality standards, the higher your grade. Independent and creative thinking in combination with solid analysis and systematic writing, makes you a good academically trained professional. **Please note that you will receive a master thesis guide with more information.**

Collaboration with an external organisation

Even though doing a master thesis from within an external company/organization is not part of the MEEM curriculum, students are free to do so. Your University of Twente supervisors will need to assess the appropriateness of the project in terms of:

- Academic relevance
- Relevance to the student's specialisation
- Academic level
- Level and scope of the project
- The potential to complete the project independently and within the time permitted.

In case students want to collaborate with an external organization, they should initiate the connection themselves in close communication with their first supervisor or the specialisation track coordinator. Students should also carefully develop the research proposal together with the hosting organization and the first supervisor. The organization needs to assess whether the students' proposal meets the knowledge required and the students' first supervisor does the same with respect to the scientific quality standards of the research proposal. **Also always inform your Study Advisor if you have found an external organisation and agreed to a topic with your supervisor. Each contract between a host organisation and University of Twente needs to be send to the Study Advisor. Important: your supervisor is not authorised to sign such a contract.**



ORGANISATION

Academic calendar

The timetable for the MEEM covers the period from September 1st 2021 – August 31st 2022. Any changes to the timetable will be communicated well in advance. Please note: days in the timetable free of lectures are NOT holidays, but days for self-study, exam preparation or other MEEM program events (site-visits). MyTimetable is the application in use at the UT for the creation of personal timetables: <http://rooster.utwente.nl>

IMPORTANT: Please note that the timetable might change during the year due to unforeseen circumstances. You will be informed about any change ahead of time. When you plan to travel during the year, we ask you not to travel on days prior to or after the holidays. Even though these days might be free on the timetable now, this may be subject to change.

Student support

The **MEEM office** in Van Hall Larenstein, opposite the lecture rooms, is open every lecture day.

Consulting hours MEEM office: Every morning from 09.30 – 10.30

Everyone is free to come to our MEEM office during the consulting hour without appointment. However, we will only have limited time for you, as there may be other students who need to speak to us. If you think you need extra time to discuss a certain issue, then please make an appointment. Do note: If there are no lectures scheduled for the day, staff members might be working from home. If you need access to facilities on non-lecture days, please inform us beforehand.

In the MEEM office you can discuss (in complete confidentiality) any problems you may encounter during the year. This can be related to advice regarding the coordination of the study programme, formalities and regulations, or life in the Netherlands.

The **Study Advisor** is the first contact person at your study programme when you have questions/concerns related to: your study programme (choice of study programme, study plan, study progress, motivation), when you are experiencing study delay due to personal circumstances. Everything you tell is of course confidential. Please contact your study adviser as soon as possible if there are any problems.

Appointments (also by phone): Thursday and Friday

<https://szuidema.planner.utwente.nl/#/en>

Examination Board

According to the the Dutch Higher Education and Research Act (WHW) each educational programme or group of programmes has an examination board. The examination board is the body that determines whether a student has fulfilled the requirements with regard to knowledge, insight and skills stated in the [Education and Examination Regulations](#) (EER) of this university in order to receive a degree in one of the BMS programmes. The examination board has several other duties and competences according to the WHW and the EER. One of these competences is to make exceptions to certain rules in the EER for students, e.g. to grant exemptions, allow free educational programmes and extra exam or test opportunities. To qualify, students can [submit a request](#) to the examination board via this website. The examination board also judges cases of fraud (including irregularities and plagiarism) and determines the sanctions. Furthermore, the examination board is

commissioned to safeguard the quality of testing and examination. The examination board appoints examiners for administering and grading tests and exams, monitors the relationship between final attainment levels, learning goals and tests, and safeguards the quality of the assessment of theses.

More information can be found through the following link: <https://www.utwente.nl/bms/examboard/>

Programme committee

The Programme Committee is an advising committee constituted with an equal number of students and staff, chaired by a lecturer. The committee advises the programme director about all educational affairs. The relevance is in the practical experience that is brought into consideration. The programme director takes advice seriously and will always clarify his decision making. An important issue is the evaluation of courses and programme in many ways.

The current program committee consists of: a chair, a secretary, 3 staff members and 3 student members to be recruited in September from the MEEM 23 student population.

<https://www.utwente.nl/en/bms/education/bms-programme-committees/>

EDUCATIONAL APPLICATIONS

This chapter contains information about the UT systems used for communicating about your educational programme and your personal progress.

Student information

The student pages contain quick links to educational systems, UT wide news and events for students, contact information, service desks and the Educational Affairs Offices publishes a list of graduation colloquia there.

Shortcuts to the student pages:

- Dutch version: utwente.nl/studenten
- English version: utwente.nl/students

ICT Account

Each student who is registered at the University of Twente, will automatically be given an email address. This email address is your login name with associated password. The account provides access to various educational applications.

Student communication

The programme coordinators are the daily operators and managers of MEEM. Their office is the control room of MEEM. The programme coordinators predominantly communicate with students via Canvas or by email in particular to communicate unexpected events as delayed trains of lecturers, illness, a change of program, and any other unforeseen occasion which needs communication with students. Therefore, you should **always pay attention to emails** from them.

Always communicate with the programme coordinators and lecturers by your university email account. Due to the Universities strict security measures, emails from Hotmail, Yahoo or Gmail accounts often end up in our spam inbox and will therefore not reach the addressee.

Canvas

In Canvas you will find all the information about the courses (modules/subjects) that you take: course information (substantive information, assignments, etc.), course materials, course announcements from teachers, exams and grades, etc. *Direct link to Canvas:* <https://canvas.utwente.nl/>

To be able to participate in the education, you need to register for the courses you want to take. This is possible until one day before the start of the quarter via Osiris for the course(s) in question. Once you have registered for a course, you will automatically be registered in Canvas, for work formats and for the first opportunity of the corresponding written test! For re-examinations, you will have to re-register (see also 'registering for an examination').

Osiris

OSIRIS is the Student Information System (SIS) in use at the University of Twente. All information regarding enrolment, study progress and payments by students is registered in OSIRIS. OSIRIS is also connected to various other systems in use at the UT, such as the national enrolment application Studielink, the digital learning environment CANVAS and Mobility Online. OSIRIS is used both by students and employees.

Students register for courses and minor programmes in OSIRIS and can view notes their study advisor leaves for them. *Direct link to Osiris:* <https://osiris.utwente.nl/student/StartPagina.do>

EDUCATION AND EXAMINATION REGULATIONS

General

Because the MEEM belongs to the Faculty BMS, it operates within the general rules on education and examinations as set by the University and the Faculty, the main being the OER/EER (Onderwijs- en examen reglement; Education and Examination Regulations). The Education and Examination Regulations apply to all students enrolled in a Master programme in the Faculty BMS.

According to the the Dutch Higher Education and Research Act (WHW) each educational programme or group of programmes has an examination board. The examination board is the body that determines whether a student has fulfilled the requirements with regard to knowledge, insight and skills stated in the [Education and Examination Regulations](#) (EER) of this university in order to receive a degree in one of the BMS programmes. The examination board has several other duties and competences according to the WHW and the EER. One of these competences is to make exceptions to certain rules in the EER for students, e.g. to grant exemptions, allow free educational programmes and extra exam or test opportunities. To qualify, students can [submit a request](#) to the examination board via this website. The examination board also judges cases of fraud (including irregularities and plagiarism) and determines the sanctions. Furthermore, the examination board is commissioned to safeguard the quality of testing and examination. The examination board appoints examiners for administering and grading tests and exams, monitors the relationship between final attainment levels, learning goals and tests, and safeguards the quality of the assessment of theses.

Title and Workload

One of the benefits of taking this Master's is that it offers you the opportunity to gain leading-edge expertise in one of three crucial domains of sustainability environment, energy or water. Many of our students enter the programme knowing which track they want to pursue. Others choose during the programme, or remain interested in all three, combining them in their thesis.

The specialisation you choose will be explicitly mentioned on your Master of Science diploma supplement. Employers in government, industry and NGOs will attach a lot of value to your specialized expertise. At the same time, the MEEM programme has been designed to ensure that you develop solid expertise in the other areas of specialisation as well. The vision behind this is that all of these areas are increasingly interconnected. After successfully completing the programme, the University of Twente grants the examinees the degree of Master of Science.

The total programme consists of 60 EC, which is 1680 hours of study load. One EC (European Credit) represents 28 hours of study load.

Examination regulations

The Study Guide has been compiled with the utmost care, but the authors are not responsible for any omissions or inaccuracies. The formal rules as stipulated in the Education and Examination Regulations (OER) shall prevail. The reader can thus not derive any rights from the contents of this Study Guide.

This section presents a compilation of important exam regulations of the Master of Environmental and Energy Management. Practical links: <https://www.utwente.nl/en/bms/examboard/links/>

During the exam

Order regulations

On the CANVAS site MEEM program information 2022-2023 you will find the document with the Rules of order for testing.

After the exam

Barring unforeseen circumstances, the results of exams are published in no later than fifteen working days after the date of the exam. But at least 5 working days before the second opportunity.

The student is entitled to a clarification of the results of a test from the examiner, whereby the examiner substantiates the assessment that was given. If no collective discussion of the results is held, the student may submit a request for an individual discussion of the results to the examiner within ten working days of publication of the test results. The discussion must take place at the latest five weeks after the publication of the test results, in the presence of the examiner or an authorised replacement.

It is recommended to make use of your right for inspection in case you did not pass your exam while you have put sufficient time in taking the course. In this way, you get a better idea of the course demands and of the gaps in your knowledge.

Requests to view the results of an exam or to discuss the results with the examiner must be made via email to the programme coordinators.

Fraud and Free-riding

A exam/test is an investigation of knowledge, skills and insight of a student. A student has to deliver only his own and original work. If not, it will be considered as fraud or plagiarism. Also free-riding behavior, that is benefiting from other people's efforts in groups (assignments) while not putting in the same effort as the other group members, can be considered as fraud.

When an examiner detects fraud in a test or assignment he or she has to report this to the examination board. The board then investigates the case and determines whether sanctions will be applied and what they will be. The Education and Examination Regulation contains a section with regulations in case of an academic offense (fraud or plagiarism). You will find that section here:

[Regulation on Fraud \(English version\)](#)

A workshop is offered during the first weeks of the programme; Introduction to Academic Practice: *Being an academic requires adhering to a certain set of rules. Similarly, scientific knowledge is a specific kind of knowledge that is produced in a certain way. During the Introduction to Academic Practice we present a birds-eye view on questions such as "What is (social) science?", "What is (social science) research?", "How do I behave as a 'good' academic?", "What basic principles underlie one of the core scientific activities, i.e. writing?". The workshop will entail input from teachers, interactive moments, and an exercise.*

Completion and Evaluation of the Educational Items

Exams and assignments

The separate parts of the Master programme will be concluded with an exam, an assignment or a combination of both. Some courses do not have an exam or graded assignment. The assessment method of a course is laid down in Osiris and in the test assessment plan.

All results of a study unit are expressed in half grades from 1,0 up to and including 5,0 and from 6,0 up to and including 10,0. The rounding is done in accordance with the following scheme:

Grade $\geq 5,00$ and $< 5,50$	5,0
Grade $\geq 5,50$ and $< 6,00$	6,0
In case $n \neq 5$ Grade $\geq n,00$ and $< n,25$	$n,0$

Grade $\geq n,25$ and $< n,75$	n,5
Grade $\geq n,75$ and $< (n+1),00$	(n+1),0

Grades will only be rounded in the last phase of the assessment of the study unit. In other words, the above rounding scheme will be applied when the final grade of the study unit is determined.

Examination opportunities

The MEEM programme has a duration of one year. With regard to the coursework part of the programme (all courses taken during the joint part of the programme, that is, all the items except the Case project and Master thesis), there will be in principle two opportunities offered to pass an examination. There will be an examination and a re-examination or an assignment and a repeat assignment. When a student does not enter an (re-)examination or does not hand in a (re-) assignment without informing the lecturer beforehand, then this (re-)examination or (re-)assignment will still be classified as a valid examination opportunity.

For assignments a division is made between improvement of an assignment and creating a new assignment. In the course descriptions for each course it will be clearly mentioned which option is applicable:

- 1) Short assignments, approximately 1 – 1.5 page. For these assignments improvement is not possible, but students should create a complete new assignment if they failed the first assignment.
- 2) Assignments which allow the possibility for a feedback moment to improve the end result. For these assignments it will not be possible to create a new assignment, improvement should be made using the instructions during the feedback moment.

If a unit of study has been completed (passed with 5.5 or 6.0) this grade is final. If a student would like to upgrade his grade (only in the case of exceptional circumstances) s/he must have a written confirmation of the Examination Board.

In circumstances of serious illness or accidents, the student should discuss with the Study Advisor how the student could complete the programme and course requirements. The Study Advisor might consult the Examination Board on the issue.

For practical exercises and projects, e.g. the Case project period and Master thesis, there is no second opportunity to repeat these elements of the course. In cases of serious illness or accidents or other situations beyond control of the student, the Examination Board and programme management will try to find a solution. In the case where a student fails to meet the requirements, but has shown considerable effort and dedication to his or her study, the management may give the student a chance to improve the work to a standard sufficient to be regarded as a pass. The requirements for the improvements in the submitted work are specified by the lecturing staff responsible for the case, or the research project tutor.

Completion of Master Thesis

Students will not be awarded the MEEM diploma before their thesis meets the required academic standard. If the supervisor(s) and the programme management conclude that it is unlikely that the student will be able to improve the quality of the thesis to the required level in a reasonable time and without excessive help from the supervisor, the student will be offered to receive a certificate, and will not receive further guidance from the supervisor (see section 7.3). The Master Thesis regulations (section 5 of this Guide) give more information about completion of the Master thesis.

The result of the assessment of the Master Thesis will not be determined before all other items of the master programme have been taken.

Attendance Obligation

Students have an *attendance obligation* for every part of the programme.. When students, for whatever reason, cannot be present, then this needs to be reported in advance to the programme coordinators.

In the case of significant periods of absence the responsible lecturer may require from the student additional work to ensure that the student is able to meet the necessary requirements to complete that part of the

programme. When the absence occurs during the case studies, training or workshops, the general management of the programme will decide in consultation with the examiner what the consequences of this absence will be for awarding the certificate. The consequences might be that the student will not pass the subject and hence not be awarded the degree.

Submission through CANVAS

For all educational items using the CANVAS system, students are obliged to hand in their assignments and project reports through CANVAS.

Award of the Diploma or Credit

The Examination Board grants a certificate as proof that the student has successfully passed his or her final examination. The certificate will be signed by the chair of the Examination Board or, in absence of the chair, by one of the members of the Examination Board. a. If a student satisfactorily completed all units of study of the master programme, a certificate may be issued upon passing the master project. In this case, the certificate may be signed also by the two examiners of the thesis committee, if duly mandated. The International Diploma Supplement will be appended to the certificate for the successfully completed degree (Article 7.11, paragraph 4 of the Act). The purpose of the supplement is to provide information on the nature and content of the completed programme, partly with a view to the international recognition of programmes.

A student who obtained excellent results in the course can be awarded the diploma *cum laude*. The criteria for this are:

- All requirements for completion of the Master programme are met;
- all educational items have been passed;
- the non-weighted average grade for the coursework and the Case Project (not including the research project and courses that are assessed using 'Pass' or 'Fail') is 8.0 or higher;
- non-numerical grades and exemptions from courses do not weigh-in on the cum laude assessment;
- for the educational items that are assessed using grades, the minimum grade should be a 7 or higher;
- no more than 2 units of study are with a below 8.0 grade;
- No graded result should be scored in a resit;
- the grade for the research project is 9.0 or higher;
- The programme is completed within a period of 15 months.

Explanation of grades

Dutch grading system

In the Netherlands, you can get a grade between 1 and 10 - 1 being the lowest, and 10 being the highest. But that's not all: a 10 is hardly ever given, as you will have to perform better than the lecturer in order to get one. <https://www.utwente.nl/en/education/student-services/step-by-step/step-by-step-guide/grading-system/>

5. Useful links

- University of Twente: www.utwente.nl
- MEEM: www.utwente.nl/meem
- CSTM: www.utwente.nl/mb/cstm
- Van Hall Larenstein: <http://www.vanhall-larenstein.com/>
- Canvas: <https://canvas.utwente.nl>
- Student counselling service: <https://www.utwente.nl/en/ces/sacc/>
- Examination Board: <https://www.utwente.nl/en/bms/examboard/>
- Students' Charter & Teaching and Examination Regulations (OER): <https://www.utwente.nl/en/bms/education/regulations/>
- Study in Holland: <http://www.studyinholland.nl/>
- AON Students insurance: <https://www.aonstudentinsurance.com/>
- Greening of Industry Network: <http://www.greeningofindustry.org/>
- The International Welcome Center North (IWCN): <https://iwcn.nl/?cn-reloaded=1>
- The Northern Times; All the latest Dutch news in English: <https://northerntimes.nl/>
- Wetsus: www.wetsus.nl
- Leeuwarden Student City: <https://www.leeuwardenstudentcity.com/>

