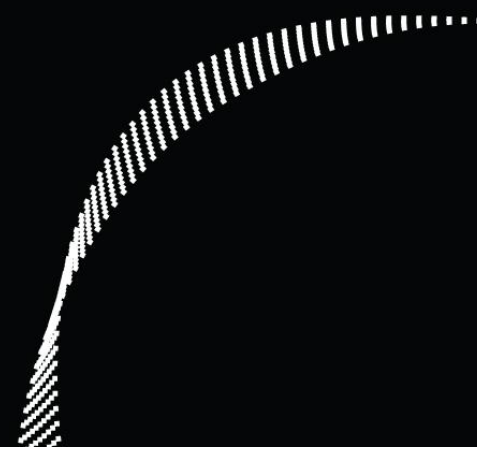




# **STUDY GUIDE**

## **Master of Environmental and Energy Management (MEEM)**

Academic year 2023-2024



**UNIVERSITY OF TWENTE.**

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# INTRODUCTION

## Welcome to the University of Twente!

This study guide provides information to the students of the Master of Environmental and Energy Management (MEEM). The information in this guide is accurate as of August 2023, and is subject to change during the academic year. Please regularly consult appropriate university websites for up-to-date information.

The MEEM is offered by CSTM (Section of Governance and Technology for Sustainability), at the faculty of Behavioural, Management and Social Sciences ([BMS](#)). Our mandate mirrors the entrepreneurial goals of the University of Twente (UT): to conduct innovative research and teaching for the benefit of society. CSTM educates change agents that are capable of guiding innovations and transitions in society.

## Location

The MEEM programme has a special position within the UT. It is organised and run by CSTM's division in the city of Leeuwarden. This has its historical reasons and still makes sense today, given the embeddedness of programme activities in the Province of Friesland. Since 1990, we have trained participants from all over the world with a variety of educational and professional backgrounds.

During their studies, all MEEM students will be in Leeuwarden with offices and classrooms in the building of [Van Hall Larenstein](#) University of Applied Sciences.

Location	Visiting address	Phone	Email
MEEM office Leeuwarden CSTM Fryslân	Van Hall Larenstein, Agora 1 Room B3.16	+31(0)534899000	<a href="mailto:meem-bms@utwente.nl">meem-bms@utwente.nl</a>
CSTM Enschede	University of Twente Drienerlolaan 5, Building Ravelijn	+31(0)534894377	Barbera van Dalm-Grobbe <a href="mailto:cstm@utwente.nl">cstm@utwente.nl</a>

## Programme management

The programme coordinators working in our Leeuwarden office are your first contact persons. 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](mailto:meem-bms@utwente.nl) T: +31(0)534892396

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

Interim Programme Coordinator: Dr. Maia Lordkipanidze [meem-bms@utwente.nl](mailto:meem-bms@utwente.nl)

Study Adviser: Mrs. Sietie Zuidema BA [s.zuidema@utwente.nl](mailto:s.zuidema@utwente.nl) +31(0)534893514

Programme Director: Dr. Gül Özerol [g.ozeroel@utwente.nl](mailto:g.ozeroel@utwente.nl)

### Specialisation Coordinators:

Environment : Dr. Laura Franco Garcia [m.l.francogarcia@utwente.nl](mailto:m.l.francogarcia@utwente.nl)

Energy : Dr. Ewert Aukes [e.j.aukes@utwente.nl](mailto:e.j.aukes@utwente.nl)

Water : Dr. Kris Lulofs [k.r.d.lulofs@utwente.nl](mailto:k.r.d.lulofs@utwente.nl)

The MEEM regulations are based on the UT [Student Charter](#) and the BMS [Education and Examination Regulations for Masters Programmes](#) (Please check online for 2023-2024 versions). The formal rules as stipulated in the Education and Examination Regulation and its programme-specific part always prevail. Therefore, no rights can be derived from the contents of this Study Guide. If you need more information or explanation on the content of the study guide, please feel free to contact the programme coordinators

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

# MEEM 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) and the research proposal and master thesis (18 ECs)

### MEEM courses for the academic year 2023-2024

Q	Code	Name	EC	Coordinator
1-4	<b>Compulsory Units of Study</b>		<b>56</b>	
1	201700114	Environmental Management	4	Franco Garcia
1	201700116	Energy Management	4	Aukes
1	202300113	Water Management	4	Özerol
1	201900112	Sustainability and Law	3	Heldeweg
2	202300122	Policy and Sustainability	3	Metz
2	202300112	Rurban Commons	6	Özerol
2	202300121	Academic Research Skills	4	Metz
3	202001451	Research Proposal	3	Özerol
3	201900129/30/31	Case Project (Environment/Energy/Water)	10	Franco Garcia, Aukes, Lulofs
4	202001452/53/54	Master Thesis (Environment/Energy/Water)	15	Franco Garcia, Aukes, Lulofs
2-3	<b>Personal Development Electives</b>		<b>4</b>	
2	202100152	Sustainability and Justice	2	Heldeweg
2	202100153	Digitalisation and Sustainability	2	Casiano Flores
3	202100154	Sustainability Game	2	Votsis
3	202200311	Critical Sustainable Futures	2	Mc. Greevy
3	202001456	Stakeholder and Social Network Analysis	2	Metz
	<b>Total ECs</b>		<b>60</b>	

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

### Personal Development Electives

You choose personal development courses (PDEs) in quartiles 2 and 3, **with 2EC in each quartile, while applying the rule of “once chosen remains chosen”** (no later switches, unless force majeure). Each student must choose 2 PDEs from the MEEM curriculum, and it is not possible to sign up for elective courses elsewhere.

### Case Project

In [this course](#), you work on a real-life or lifelike case in one of the specialisation themes (environment, energy or water) to apply the knowledge you gained in the earlier courses and to develop organisational and managerial skills. You work **full-time** in a team and your activities focus on a challenge faced by 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 throughout quartile 3, and requires about 280 hours of study load, which corresponds to the 10 ECs of the course. You should combine working on the case with developing your research proposal (3 EC) and following one PDE (2 EC). You 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.
- The dominant educational format of the Case Project is challenged-based-learning (CBL) in teamwork with a real life or lifelike challenge as focal point. CBL is student-driven, where students can choose their learning

activities and define their own individual learning goals. Adapting education to the needs of the students, involving stakeholders from society and working towards solutions to the world's greatest challenges. That is what CBL is all about!

- In the timetable you won't see a schedule with lectures 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 have a weekly fixed meeting day 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.
- **Attendance is obligatory.** Not participating in the meetings can lead to a corrective response from the Case Project coordinators. That response can range from submitting a substitute assignment or a task, to lowering of your individual score, for insufficient attendance. No other activities/holidays should be planned during the case project, unless there is an official holiday week/day in the MEEM timetable. 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 course is to integrate your knowledge, competencies and skills in an individual thesis, answering a research question according to academic standards. Under supervision of one of the staff members, you develop a proposal as part of the **Research Proposal** course. The proposal is assessed and its approval marks the starting point of your master thesis. You can choose the research topic on your own, 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 MEEM courses you followed, the research programme and projects of CSTM or other groups at the UT, or simply follow your own curiosity as an 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 assess your thesis together with your second supervisor, who is predominantly the 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 as well as the whole process of Master Thesis are available in the **thesis guidelines**, which you will receive before you start your thesis proposal.

### ***Collaboration with an external organisation***

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

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

If students want to collaborate with an external organization, they should initiate the connection themselves in communication with their first supervisor, the specialization track coordinator and study advisor. Students should also carefully develop the research proposal together with the hosting organization and the first supervisor. The organization needs to assess whether the student's proposal meets the knowledge required and the student's first supervisor does the same with respect to the scientific quality standards of the research proposal.

All parties involved (student, supervisors and host organisation) need to know that the UT has elaborate guidelines for collaboration with external organisations. These guidelines include a default contract drawn up by UT. Students or supervisors are not allowed to sign any contract themselves. If and when applicable, you should contact the study advisor for the latest information and regulations on collaboration with host organisations.

If you are planning to undertake an internship that has no or little connection with your master thesis, then the UT cannot sign an internship contract. Since an internship is not part of the MEEM curriculum, the UT cannot be responsible for a student if they are doing an internship that is not part of their studies.

# ORGANISATION

## *Academic Calendar*

The timetable for the MEEM covers the period from September 1st 2023 – August 31<sup>st</sup> 2024. Any changes to the timetable are communicated well in advance. Please note: timetable days that are free of lectures are NOT holidays, but days for self-study, exam preparation or other MEEM events, such as site visits.

MyTimetable is the application in use at the UT for the creation of personal timetables: <http://rooster.utwente.nl>

**IMPORTANT:** 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 your MEEM study, we ask you not to travel on days prior to or after the holidays or weekends. 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 room, is open every lecture day.

### **Consulting hours MEEM office: Every morning from 09.30 – 10.30**

Everyone is free to come to the 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.

**Every programme has its own study adviser who knows everything about the educational programme. The study adviser for MEEM is Mrs. Sietie Zuidema ([s.zuidema@utwente.nl](mailto:s.zuidema@utwente.nl) +31(0)534893514). The Study Adviser 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**

In case of [personal circumstances](#), it is advised to contact your study adviser as soon as possible, even before you start your study programme at the UT. The MEEM study adviser will be in Leeuwarden on Thursdays and Fridays for face-to-face appointments.

### **Appointments (also by phone): Thursday and Friday**

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

At the UT, we highly value your well-being, as it is essential to fully enjoy student life. To provide help and support in tough times, we offer a variety of initiatives: More information about well-being can be found here: <https://www.utwente.nl/en/ces/sacc/well-being/>

Do you need help but are you not sure where to turn to? Feel free to contact the MEEM study adviser.

## ***Examination Board***

According to 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 the UT 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, such as granting exemptions, allowing free educational programmes and giving extra exam or test opportunities. To qualify, students can [submit a request](#) to the examination board.

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 body consisting of an equal number of students and teachers, chaired by a teacher. 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 the advice seriously and always clarifies their decision making. An important contribution of the Programme Committee is the evaluation of courses and programme in many ways.

The current MEEM Program Committee consists of a chair, a secretary, 3 staff members, and 3 student members to be recruited in September from the MEEM 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](https://utwente.nl/studenten)
- English version: [utwente.nl/students](https://utwente.nl/students)

## ***ICT Account***

Each student enrolled at the UT receives 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 managers of MEEM. Their office is the control room of MEEM. The programme coordinators communicate with students usually via Canvas or by email, in particular to communicate unexpected events, such as delay of lecturers, illness, and a change in the timetable, which needs communication with students. Therefore, you should **always pay attention to emails** from them.

**Always communicate with the programme coordinators and lecturers through your university email account. Due to the strict security measures of the UT, emails from Hotmail, Yahoo or Gmail accounts often end up in spam 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 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 in question. Once you register for a course, you will automatically be registered in Canvas, for study formats and for the first opportunity of the assignments!

## ***Osiris***

Osiris is the Student Information System in use at the UT. All information regarding enrolment, study progress and payments by students is registered in Osiris. It is also connected to other systems at the UT, such as the national enrolment application (Studielink), 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***

The BMS faculty and the UT have various regulations that teachers and students have to take into account. The Student Charter describes the rights and obligations of students on the one hand and of the UT on the other. It consists of 2 parts:

- UT-wide student charter can be found via the ([CES website](#)),
- Faculty component: the Education and Examination Regulations with programme specific annexes (to be found on this page).

## ***Title and Studyload***

One of the benefits of taking the MEEM 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 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 other specialisation areas as well. The vision behind this is that all of these areas are increasingly interconnected. After successfully completing the programme, the UT grants the examinees the degree of Master of Science.

The 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***

On the Canvas site MEEM Programme Information 2023-2024, 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 15 working days after the date of the exam, and 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 takes place at the latest five weeks after the publication of the test results, in the presence of the examiner or an authorized 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.**

## ***Scientific Integrity***

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

If an examiner notices a motivated suspicion of plagiarism, the examiner will fill out the [Notification of Plagiarism form](#) and submit this notification to the Registry of the examination board. The examiner should inform the board on which parts are plagiarised and inform the students that a notification was sent 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:

<https://www.utwente.nl/en/bms/examboard/for%20examiners/documents/regulations-regarding-fraud-order-and-calamities.pdf>

During the first weeks of the MEEM, we offer a workshop on scientific integrity: 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.

### ***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/>

### ***Examination opportunities***

The MEEM programme has a duration of one year. Regarding 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 two opportunities 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 higher) this grade is final. If a student would like to upgrade his grade (only in the case of exceptional circumstances), they must have a written confirmation from 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 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 master thesis supervisor.

### ***Master Thesis***

The programme leads to one academic diploma, the Master of Science degree in Environmental and Energy Management. The Master degree is obtained only upon successfully completing all the examinations of the units of study, including the Master Thesis. The Master Thesis has to be completed within three years.

The Master Thesis guidelines give more information about completion of the Master thesis. These guidelines will be shared in the 2<sup>nd</sup> quartile.

To be able to start with the Master Thesis, all the compulsory courses in quartiles 1 and 2, as well as the Research Proposal course should be successfully completed.

### ***Attendance Obligation***

Teachers of specific courses can impose an attendance obligation. When students, for whatever reason, cannot be present during a lecture, they should report in advance to the programme coordinators.

In the case of significant periods of absence, the examiner of the course may request the student additional assignments 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 Project activities, site visits or workshops, the programme

management will decide in consultation with the examiner on the consequences of this absence for awarding the certificate. The consequences might be that the student will not be awarded the degree.

### ***Submission through Canvas***

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

### ***Graduation with Distinction***

If upon sitting the final master's examination, the student has shown evidence of exceptional capability, 'cum laude' will be recorded on the degree certificate.

A student is considered to have exceptional capability if each of the following conditions is met:

- a. all requirements for completion of the Master programme have been fulfilled;
- b. the non-weighted average grade for the coursework (not including the master thesis and courses that are assessed using 'Pass' or 'Fail') is 8.0 or higher;
- c. in the determination of this average, the study units that were not evaluated with a numerical grade or for which an exemption was granted are not considered;
- d. for the units of study that are assessed using grades, the minimum grade is a 7.0, and on no more than 2 units was the final grade a 7.0 or 7.5.
- e. no graded work was re-done in an official re-sit.
- f. the grade for the master thesis is 9.0 or higher;
- g. The programme is completed within a period of 15 months;
- h. the student has not committed fraud during the entire duration of the programme, as evidenced by the Fraud Registry of the examination boards of BMS.

## USEFUL LINKS

- University of Twente: [www.utwente.nl](http://www.utwente.nl)
- MEEM: [www.utwente.nl/meem](http://www.utwente.nl/meem)
- CSTM: [www.utwente.nl/mb/cstm](http://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/>
- 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/>
- Leeuwarden Student City: <https://www.leeuwardenstudentcity.nl/>

