

# THE AOG - PART 7

## PERSONAL DEVELOPMENT - EDUCATION AND TRAINING



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## **1 Introduction**

“Better Yourself, Better Our World” – the development of professional staff and faculty is one of Wittenborg’s strategic initiatives. Wittenborg prides itself on having a collegial work environment, promoting inclusion and equality, in line with its values of diversity and internationalisation. Wittenborg firmly believes in lifelong learning and continuous career development and structurally offers and encourages staff members to pursue further education and training. Personal development, training and education are key aspects of annual appraisal and development talks with staff members (see Part 4-Faculty Handbook and Part 5-Professional and Support Staff Handbook) and Wittenborg facilitates and stimulates further education and training for staff members through offering financial support and facilitation in time.

Personal development paths and opportunities partly depend on your role within Wittenborg. Some are open only to faculty, while others are only open to professional staff. Development opportunities are outlined below. If you have any question as to whether you are eligible to a development opportunity, please contact your manager or the HRM department. Additionally, if you feel that you would benefit from a training, course, seminar, or any other development opportunity not mentioned in this guide, please feel free to bring this to the attention of your manager, so that we can discuss the possibilities with you.

Specific development and training opportunities are allocated based on objective criteria and merit, and are provided in such a way to avoid putting employees at a disadvantage based on skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression, sex, or socio-economic status (non-exhaustive). Whenever possible, development efforts and training should promote diverse perspectives and inclusive thinking.

In line with our Diversity and Inclusion Policy (Part 11), leaders and managers are expected to apply principles of diversity, equity and inclusiveness when mentoring and supporting employees, and to be mindful of the need to create fair opportunities for those that may require additional support.

In our personal development, education and training initiatives, we focus on academic as well as non-academic development.

## **2 Academic Development**

### **2.1 Facilitation from Master's to Doctoral Degree**

We facilitate doctoral studies for both faculty and professional staff members who would like to progress from a master's to a doctoral degree. Currently, this can take two forms:

1. Doctoral studies at other universities (with co-supervision from a qualified Wittenborg faculty member)
2. Doctoral studies preparation programme (post-master's research track) offered by Wittenborg – with transition to doctoral studies upon successful conclusion of the programme (pilot phase started in 2021)

In principle, this support is open to all members of Wittenborg staff. However, the extent to which Wittenborg facilitates the studies financially and/or in time can be subject to the type of contract the staff members has with Wittenborg, as well as the extent of engagement with Wittenborg. The financial support towards doctoral studies is dependent on the FTE (%) that the staff member is engaged for at Wittenborg. For full-time staff members working in permanent employment, the funding towards a doctoral degree is up to 100% of the tuition fee for a fixed duration. In addition, Wittenborg offers the option of paid study leave pro rata to the FTE of the employee.

If you would like to study for your doctoral degree, you are required to undergo the intake and selection procedure at the respective institute.

In agreement with Wittenborg, the extent to which Wittenborg will support your studies will be determined. In principle, a study agreement is drawn up that stipulates the agreement on:

- Duration of support
- Financial support towards fees and materials
- Financial support towards publications and conferences
- Financed study leave and extent of leave
- Intellectual property rights
- Penalties and potential repayment, for example, in the case of leaving Wittenborg or non-completion of the programme

Due to the extent and length of doctoral studies, Wittenborg generally designs its agreements with staff members in a way as to build-in natural stopping points without extensive financial repercussions. This is done with the intention to provide fair opportunities and encourage lifelong learning in an accessible and low-threshold manner.

Your eligibility for support towards a doctoral degree is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.

## 2.2 *Postgraduate Certificate Learning and Teaching in Higher Education (PGCert)*

Wittenborg offers its faculty members the opportunity to participate in Wittenborg’s Postgraduate Certificate programme in Teaching & Learning in Higher Education.

This programme supports the career development of participants as international teachers in higher education and contributes significantly to improving the quality of education at Wittenborg.

The programme consists of three modules which are designed based on the globally recognised Professional Standards Framework (PSF) developed by Advance HE (2023). Wittenborg is supporting faculty members in applying for Fellowship of the Higher Education Academy (FHEA) alongside the programme.

In principle, this support is open to all Wittenborg faculty members. However, the extent to which Wittenborg facilitates the course financially and/or in time is subject to the type of contract the staff member has with Wittenborg, as well as the extent of engagement with Wittenborg.

Your eligibility for support to obtain the PGCert is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.

### 2.2.1 *Programme Duration and Study Load*

The programme is offered as a part-time programme with a duration of 12-18 months.

It consists of three modules with a total of 96 contact hours. The total time requirement is 408 hours, including lesson- and study hours.

### 2.2.2 *Study Support for Wittenborg Faculty Members*

Depending on the type of contract a faculty member has, Wittenborg offers study support in the form of reduced fees and study leave. This is agreed as part of a study agreement with the staff member.

Eligibility for support to obtain the PGCert is subject to appraisal and development plans.

The Head of School and HRM Department have discretion to refuse or postpone study agreements for staff members based on workload, performance, development or other considerations which may impact the successful completion of the programme in combination with work.

#### *Fees*

The total standard fee for the PGCert is: € 5,900.- (status March 2025).

The cost for Wittenborg staff members is as follows:

Wittenborg faculty with $\geq 0.5$ FTE	Fully funded by Wittenborg
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Wittenborg faculty < 0.5 FTE and teaching at least 4 blocks per academic year	€ 1,000.-
Wittenborg faculty < 0.5 FTE and teaching less than 4 blocks per academic year	€ 2,000.-

### *Study Leave*

- For staff members on 2080 employment contracts:
  - Study leave is granted for lessons, if lesson hours coincide with the staff member's standard working days/hours.
  - The maximum study leave granted for the programme is relative to the staff member's FTE. For example, for staff members working 1 FTE, 100% of the lesson hours are granted as study leave, i.e. 96 hours in total. For staff members working 0.8 FTE, 80% of the lesson hours are granted as study leave, i.e. 76.8 hours in total.
  - Any additional leave that may be needed to fulfil study requirements can be taken from contractual holiday hours or as unpaid leave. As with standard leave, leave has to be planned in consultation with the department and agreed with the staff member's supervisor.
  - Any need to take structural (unpaid) study leave must be clarified before the start of the study.
- For staff members on 1786 employment and staff members on freelance contracts: Time spent on fulfilling study requirements is not compensated. The time spent on fulfilling study requirements for this programme is seen as a personal investment.

### *Penalties*

The staff member has to repay 100% of all cost, which includes the entire compensated tuition fee and any other cost that is financed by Wittenborg to support the study, including paid study leave in case of:

- Failure of the staff member to complete the programme.
- Resignation of the staff member from the employment contract/freelance agreement with Wittenborg during the duration of the programme.
- Wittenborg having grounds for immediate termination of the employment contract/freelance agreement with the staff member.

After successful completion of the programme, the following penalties apply:

- In case the staff member leaves Wittenborg within the first half year after completing the programme: the staff member needs to repay 50% of all cost, which includes the entire compensated tuition fee and any other cost that is financed by Wittenborg to support the study, including paid study leave.

- In case the staff member leaves Wittenborg within one year after completing the programme: the staff member needs to repay 25% of all cost, which includes the entire compensated tuition fee and any other cost that is financed by Wittenborg to support the study, including paid study leave.
- In case the staff member leaves Wittenborg within two years after completing the programme: the staff member needs to repay 10% of all cost, which includes the entire compensated tuition fee and any other cost that is financed by Wittenborg to support the study, including paid study leave.
- In case the staff member leaves Wittenborg two years after completing the programme: no repayment necessary.

The Management Board has discretion to waive or reduce the requirement for repayment to take individual mitigating circumstances into account.

### *Application Procedure*

Faculty members can apply for the programme via Wittenborg Admissions. Wittenborg's Head of School and HRM Department need to sign off on providing study support for the staff member. After agreeing and signing the study agreement with the staff member, Wittenborg will invoice the resulting amount (if any) directly from the staff member.

## **2.3 Facilitation of Research Output Development**

Wittenborg aims to facilitate its academic staff in terms of research and publications by providing research and financial support for research dissemination.

Measures to support the research activities and dissemination include:

- Balancing in teaching load for full-time faculty to allow for research activities
- Financial support for active participation in conferences and research meetings
- Support in the acquisition and handling of third-party funded projects
- Hosting research workshops and conferences at Wittenborg
- Granting of Wittenborg own research funds and scholarships

The research dissemination budget aims to provide support to research staff to disseminate and communicate their research findings, and share their research knowledge and material beyond their immediate peers.

Wittenborg encourages its researchers to publish their scientific work in high-standard, peer-reviewed, academic journals (such as Scopus Index, ABDC lists). In addition, researchers are actively engaged in research grant funding applications (both national and EU) writing and submission.

Wittenborg provides support to research staff to establish collaborative research projects within and outside the institution, such as the framework of Erasmus+ Programme (ECHE 2021-2027), enhancing mobility and international collaboration on various projects.

We have established a system to allocate the needed additional time for research and publications for all faculty and professional staff involved in the research projects. This is done on an individual basis in consultation with management, taking into consideration your unique circumstances as a staff member.

Staff members are rewarded with financial benefits for successful publications in peer-reviewed journals. In addition, researchers can apply for the cost of dissemination activities for the conference presentation and/or any cost associated with journal publications.

In support of those efforts, Wittenborg has adopted a Research, Publication and Reward Policy (Part 7a).

## **2.4 Facilitation from Bachelor's to Master's Degree**

As a knowledge organisation, most of Wittenborg's professional staff members hold a master's degree. For instances where a professional staff member holds a bachelor's degree and would like to progress to master's level, Wittenborg facilitates this by supporting their studies of one of Wittenborg's master's programmes on a part-time basis.

In principle, this support is open to all members of Wittenborg professional staff. However, the extent to which Wittenborg facilitates the studies financially and/or in time can be subject to the type of contract the staff members has with Wittenborg, as well as the extent of engagement with Wittenborg. The financial support towards doctoral studies is dependent on the FTE (%) that the staff member is engaged for at Wittenborg.

If you would like to study for your master's degree at Wittenborg, you are required to undergo the intake and selection procedure at Wittenborg.

In agreement with Wittenborg, the extent to which Wittenborg will support your studies will be determined. In principle, a study agreement is drawn up that stipulates the agreement on:

- Duration of support
- Financial support towards fees and materials
- Financed study leave and extent of leave
- Intellectual property rights
- Penalties and potential repayment, for example, in the case of leaving Wittenborg or non-completion of the programme

Wittenborg expects your master's thesis to reflect on and benefit Wittenborg.

Your eligibility for support towards a master's degree is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.

### **3 Non-Academic Development**

Next to support for academic development, there are opportunities for faculty and professional staff in terms of non-academic development. This occurs in formal, as well as more informal ways. Development at Wittenborg is seen as continuous and instances of peer feedback and exchange are seen as important, albeit less formal, opportunities for development. This includes peer feedback from co-teachers and coordinators, the annual teachers meetings in which new developments and initiatives are discussed, fostering a knowledge exchange between colleagues and peers, as well as seminars offered during the course of the year.

For staff training, Wittenborg prioritises community and a collective need, where possible. We encourage peer training, giving staff members the opportunity to learn from one of their colleagues, as well as to train their colleagues.

#### **3.1 Accreditation**

As Wittenborg has extensive accreditation efforts and ambitions (AACSB, NVAO, OC&W, FIBAA, AMBA-BGA, EFMD), staff members benefit from information sessions, training, congresses and seminars related to accreditation procedures. Not only do those positively impact the internal quality and quality of teaching at Wittenborg, at the same time, those opportunities add to the development of staff members on an individual level, strengthening their professional expertise and capabilities and aiding their professional development as faculty or professional staff working in higher education.

Information sessions, training and seminars are offered to Wittenborg staff on a regular basis during accreditation cycles.

#### **3.2 Internationalisation**

Internationalisation is one of Wittenborg's key values and Wittenborg recruits students globally. It is, therefore, critical to ensure that staff members are knowledgeable about higher education systems and qualifications, credit transfers, etc., as well as about recruitment strategies, international exchange and legal frameworks. Not only does this enable Wittenborg to achieve its strategic goals, it also plays an important role in safeguarding compliance. Therefore, Wittenborg encourages and supports staff members to participate in congresses, training, seminars and information sessions related to those topics, for example, through Nuffic and Naric.

#### **3.3 External Databases**

Wittenborg makes use of numerous external databases in its operations, ranging from education operations to HRM and accounting. Those include but are not limited to Osiris, Scientia, Academ Twinfield, NMBRS and Graduway.

Training in those external databases by providers is essential to ensuring that staff members can make maximum use of the databases and in turn provide support and peer training to their colleagues (see below).

Staff members working with external databases are encouraged and expected to follow regular training to be able to benefit from them to a maximum extent.

### **3.4 Internal Training**

Internal training is part of ongoing feedback and development at Wittenborg. Next to explicit information, standards, policies and procedures, provided through the EEG, AOG, etc., we aim to make working instructions accessible through our online resources to foster best practices within Wittenborg aligned with our core values. Additionally, all Wittenborg employees are encouraged at all times to help each other's development through collaboration and peer feedback. In this way, ongoing personal development is built on collaboration and transparency. We are proud to have an open-door policy throughout Wittenborg, where questions and concerns can be discussed in an accessible and collegial manner.

With regard to applications, internal training is offered on a need basis. Due to ever-changing functionality and useability, staff members are requested to use self-teach and peer-assist methods to acquire new or more advanced skills. This applies to applications, such as Moodle, Office365 (including Sharepoint), Twinfield, Drupal, Mailchimp, Salesforce, Social Media (Facebook, LinkedIn, Twitter, Instagram, etc.).

Moreover, there are several fixed moments per year where collective training opportunities are organised for all staff members, in the form of workshops, seminars or master classes.

### **3.5 External Training and Courses**

External training/courses are sometimes offered to increase the level of knowledge and skills needed to fulfil a certain position or task. These courses could vary from a course in salary administration for a financial administrator, to a course in "how to fulfil a role as prevention worker" for the HR manager, or a training in "how to recognise a student with mental issues" for the process tutors. These courses are offered on a need basis.

## **4 Erasmus+ Outgoing Staff Mobility**

Wittenborg offers Outgoing Staff Mobility (Project KA131 of our Research Centre) as an initiative designed to offer our staff members enriching global experiences. In line with our commitment to lifelong learning and professional development, this project invites staff members to teach and obtain training in diverse cultural settings, collaborate with international peers, and integrate fresh, global perspectives into their work. By participating, staff members can enhance their professional and/or teaching skills and contribute to the internationalisation and future growth of our institution.

The Erasmus+ staff mobility grant is an EU-funded grant that helps finance EU staff teaching and training mobility with other Erasmus+ partner institutions.

The activities that Wittenborg's Staff Mobility Policy covers are:

- Giving lectures/tutorials/seminars/workshops (Please note: Erasmus+ funding is not possible for conferences)
- Receiving training from the host institution, such as job-shadowing

Funding is principally available to faculty as well as professional staff members. It is provided on a first-come, first-served basis and is subject to budget availability.

### **4.1 Erasmus+ Staff Mobility Application Requirements**

#### **Eligibility:**

- To be eligible for Erasmus+ staff mobility, the applicant must be employed at Wittenborg University of Applied Sciences.
- Staff members on on-call contracts are not eligible for this programme.
- Staff mobility for teaching is permitted within the fields of business, management, and related disciplines, subject to approval.

#### **Duration of Mobility:**

- The mobility period must last a minimum of 2 days and a maximum of 5 days in a single programme country, excluding travel days. Any mobility exceeding 5 days must be specifically justified.
- For teaching mobility, a minimum of 8 teaching hours per week is required. If the mobility lasts less than one week, the 8-hour requirement still applies.

#### **Scheduling and Responsibilities:**

- Staff mobility must not interfere with teaching or other duties at Wittenborg. It is advised to schedule mobility activities during non-teaching periods, unless there are no teaching responsibilities during the planned mobility.

- Lessons or modules may not be cancelled, rescheduled, or reallocated to accommodate staff mobility participation.
- Prior to application, staff members must obtain permission from their supervisors. Faculty members must also receive approval from the Head of the School of Business.

#### **Compensation and Working Hours:**

- For staff members employed under 2080 contracts (1 FTE/1880 working hours per year), time spent on staff mobility during standard working days will be considered paid time off.
- Days spent on mobility that fall outside standard working hours will not be compensated.

#### **Host Institution Arrangements:**

- It is the staff member's responsibility to arrange the teaching or training days and secure confirmation from the host institution.
- The content, scope, and dates of the staff teaching or training assignment must be agreed upon in advance with the host institution.
- The host institution must either be within the Erasmus+ Programme (EU) or third countries not associated to the programme (NON-EU).
- Check the Inter-Institutional Erasmus+ Agreement between Wittenborg and the host institution. These partner universities hold the Erasmus Charter for Higher Education ([ECHE](#)).
  - To determine if your destination is eligible for a staff mobility grant, first contact the Research Centre. If the university is not a partner, the Research Centre must sign an Inter-Institutional Erasmus+ Agreement.
  - The current list of Inter-Institutional Agreements is available on the [website](#).

#### **Travel Budget:**

The travel budget must not exceed the set limit. Please refer to the detailed budgetary guidelines.

## **4.2 Grant and Travel Amounts**

The Erasmus+ staff mobility scholarship is a contribution to the costs of mobility and may never be constituted as a full scholarship. It consists of two funding components:

1. a living allowance, daily (for accommodation & meals)
2. a travel cost allowance, one time (to and from the mobility destination)

You can receive funding for up to 2 travel days.

Please note regarding double funding: the Erasmus+ scholarship may not be used to cover costs that are already funded by other grants from the European Commission.

The grant is based on the average cost of living in the country of the host institution, duration of stay, nature of the mobility, and travel distance as determined by the European Committee. The amounts are subject to change due to indexation and budget availability.

**Cost of living allowance amounts 2024 (per day):**

Group	Host country/Programme country	Indicative grant amount per day (days 1-14)
Group 1	Denmark, Finland, Iceland, Ireland, Liechtenstein, Luxembourg, Norway, Sweden Third countries not associated to the Programme <a href="#">Region 1-4</a>	€120
Group 2	Austria, Belgium, Cyprus, France, Germany, Greece, Italy, Malta, Netherlands, Portugal, Spain Third countries not associated to the Programme <a href="#">Region 5</a>	€110
Group 3	Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, North Macedonia, Poland Romania, Serbia, Slovakia Slovenia, Turkey	€100
Non-EU destinations	Third countries not associated to the Programme <a href="#">Regions 1-4 and 6-13</a>	€180

**Travel cost amounts 2024:**

The compensation for travel costs is based on the distance from the sending to the host institution. The travel distance should be calculated using the [distance calculator](#) supported by the European Commission. The applicant must indicate the distance of a one-way journey to calculate the amount of the EU grant that will support the round trip.

Travel distances	Non-Green Travel	Green Travel
Between 10-99 km	€28	€56
Between 100-499 km	€211	€285
Between 500-1999 km	€309	€417
Between 2000-2999 km	€395	€535
Between 3000-3999 km	€580	€785
Between 4000-7999 km	€1188	€1188
8000 km or more	€1735	€1735

### **4.3 Application and Participation Procedure**

#### **1. Before application:**

- Step 1: Check the [table of allowance amounts](#) above to ensure the higher education institution where you wish to go on mobility is in one of the participating programme countries. Contact the institution and receive permission for your mobility there.
- Step 2: Check whether Wittenborg has a valid Erasmus+ exchange agreement (IIA: Inter-Institutional Agreements) that includes teaching with the institution where you wish to complete the mobility. Inform Wittenborg Research Centre to sign the IIA if there is none yet.
- Step 3: Receive the confirmation (including the teaching module and teaching dates, or the training content) from the host institute that they can and will host you.
- Step 4: Receive permission from your supervisor at Wittenborg, and from the Head of School of Business at Wittenborg (faculty only).
- Step 5: Submit the application form ([Teaching](#) or [Training](#)) to the Research Centre to initiate the mobility.

#### **2. Application:**

If you are selected for an Erasmus+ staff mobility, you must:

- Step 6: Complete the form Staff Mobility Agreement ([Teaching](#) or [Training](#)) make sure the form is signed by your manager, a representative of the host institution and yourself.
- Step 7: Send the Staff Mobility Agreement via email to the Research Centre (Staff Mobility Coordinator).
- Step 8: The Research Centre (Staff Mobility Coordinator) will check your form.
- Step 9: The Research Centre will send you a Grant Agreement, which needs to be filled out at least 2 weeks before the start of your mobility. HRM will also be informed of the approved mobility of the staff members, including travel dates. HRM will send the staff member the business travel insurance before their trips.

Please note: If your teaching assignment is postponed, cancelled, shortened or extended, or if there is any other reason why you no longer meet the conditions of the Erasmus+ grant, you are obliged to inform the Research Centre by email of this change.

The Research Centre will evaluate the reasons for the change and its impact on the grant and overall programme. If the responsibility for these changes lies with the applicant, they may not be considered for future mobility opportunities.

#### **3. After application:**

- Step 10: Finally, you will receive a Certificate of Attendance Staff Mobility. This form must be completed by the host institution and must be sent via email to the Research Centre within two weeks after the end of your mobility.

- Step 11: The day after your mobility ends, you will receive an automated email invitation to fill out the online Participant Report detailing your Erasmus+ mobility. Completing this last step is mandatory; please note that the Erasmus+ funds will not be transferred to the budget number until this Participant Report has been submitted.
- Step 12: Declare your costs to the Research Centre to receive reimbursement.
- Step 13: Prepare a short experience report for the Research Centre and plan to share your mobility experience with other staff members based on the options (Research Centre meeting, sharing workshop, training session). The Research Centre will contact you to set up your session.

Please note that we are entering the initial pilot phase of staff mobility at Wittenborg with this step. We will keep evaluating and updating this initiative and the related regulations on a regular basis and withhold the right to update them where necessary.

## **5 Other Erasmus+ Staff Mobility**

We keep developing more staff mobility initiatives, incoming as well as outgoing, for our staff members to collaborate with international peers, and develop themselves further.

For example, the Erasmus+ KA171 project facilitates project-based staff mobility to countries outside the EU, in this particular case Azerbaijan and Georgia, in collaboration with Wittenborg. These nations, known as Erasmus+ Partner Countries or "[Third countries not associated to the programme](#)," enable mobility through partnerships with institutions that adhere to the Erasmus Charter for Higher Education (ECHE) principles. More information about the Erasmus+ KA171 project and opportunities for staff mobility is available at the Research Centre.