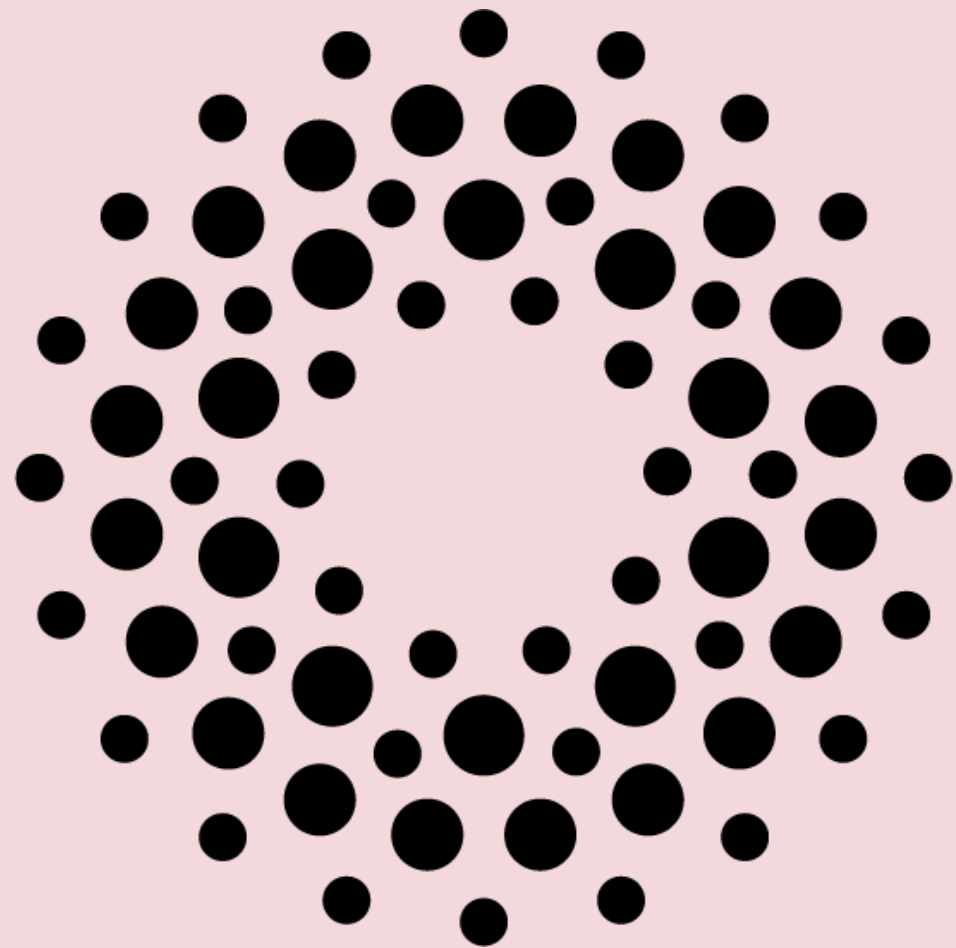




Npuls

Nynke Kruiderink

National Expert - Centers for Teaching and Learning

The Netherlands

STAND UP! 😊

Sit down if you did not work in “Media & Learning”:

- 5 years ago?
- 10 years ago?
- Longer?

Sit down if the last ‘course/training’ you took was:

- In the past year
- In the past two years
- In the past three years



Nynke Kruiderink



- 3rd Culture kid
- Hometowns = New York & Amsterdam
- Working in educational innovation since the previous century, brief interlude into the ICT4Development sector
- Npuls Expert on Centers for Teaching & Learning (CTLs)

Introductions

- Your name
- Where do you work?
- What do you do?
- How many students?

About Npuls.

In Npuls, all 102 Dutch research universities, applied science universities and vocational educational training schools (VET) are working together to transform education.

We are building an education sector that supports a resilient society, prosperity, and a strong economy.

- Npuls runs for 8 years (from 2023 to 2031) and is funded by the National Growth Fund (NGF).
- The Ministry of Education, Culture and Science (OCW) is the implementing ministry.
- A total of €640 million is available for Npuls, of which €560 million comes from the NGF.

Becoming a Learning Organisation



Systemic problems...

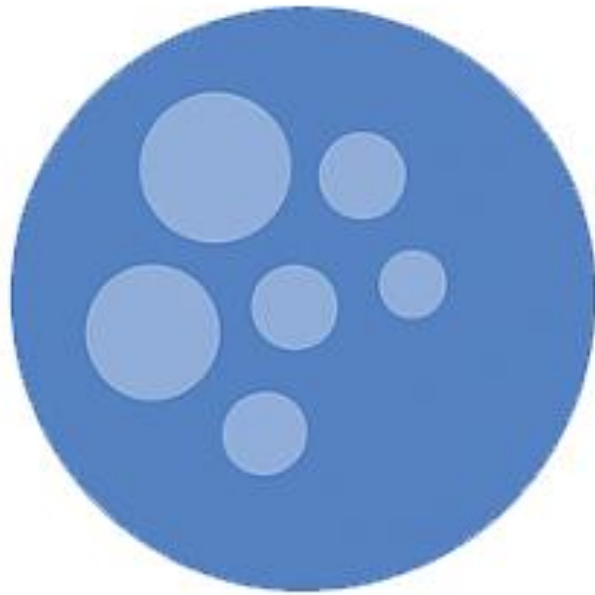
The
Renaissance
Teacher



Systemic problems...

Being Competent versus being Certified....

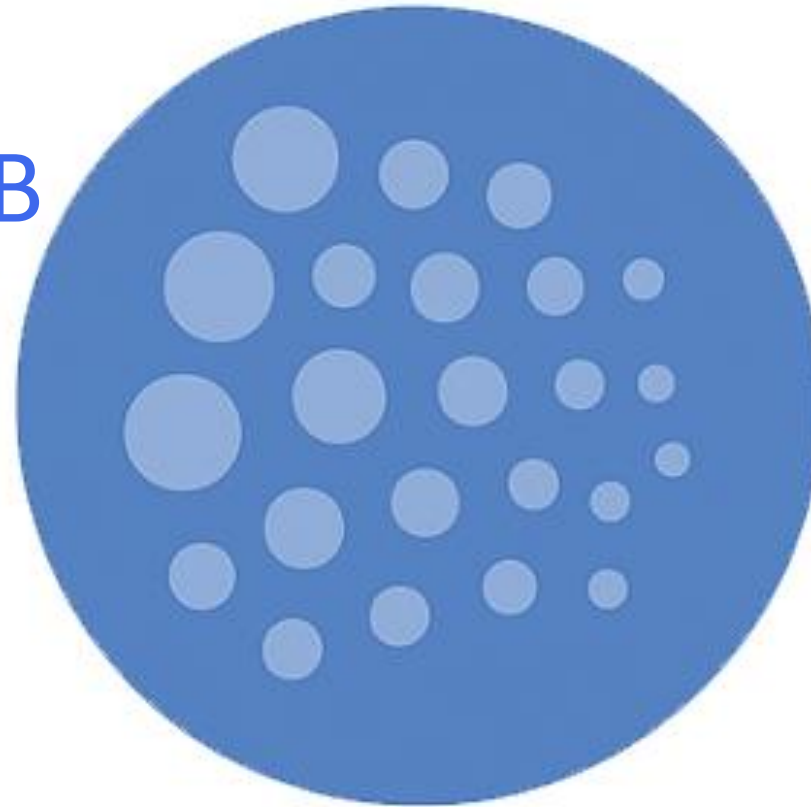
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Research
Universities

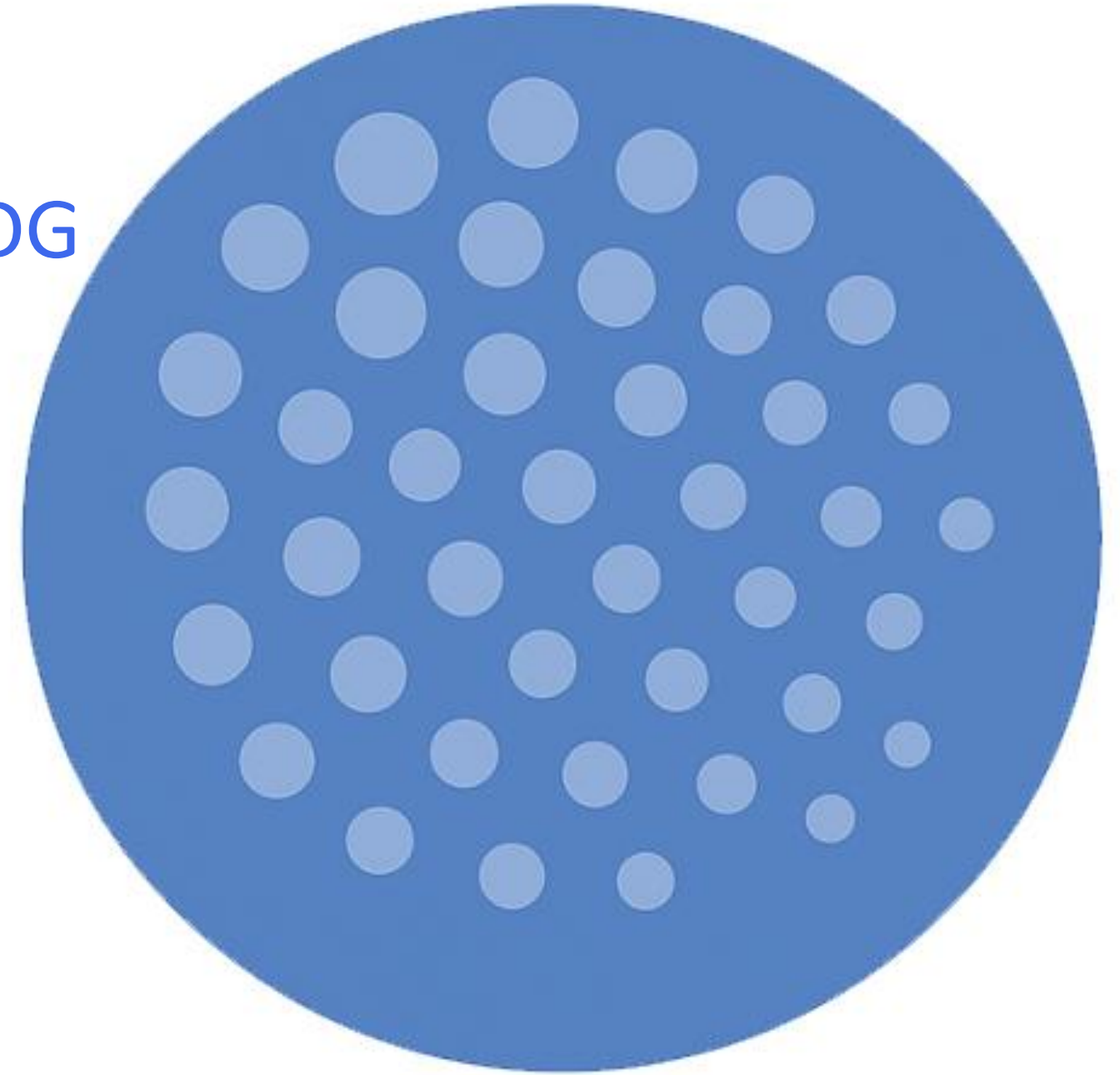
BDB



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Applied Science
Universities

PDG



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Vocational Educational
Training Schools

Systemic problems...

Ruth Graham research: Improving University reward for teaching

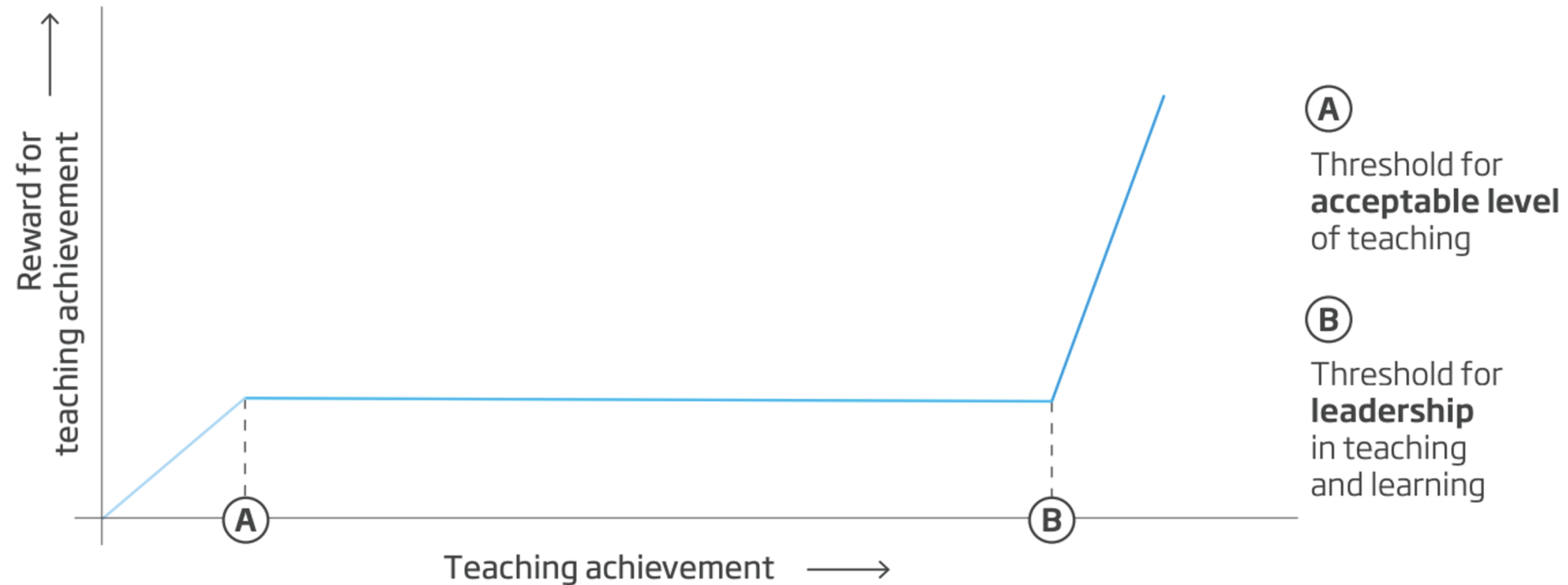


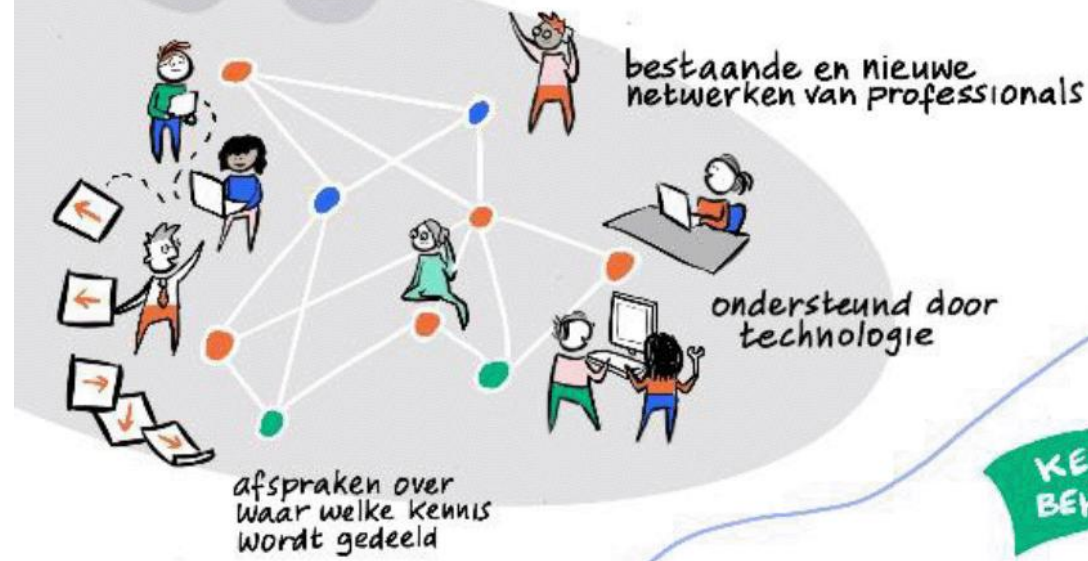
Figure 2: A model for how teaching achievement, and progressive improvement in this achievement, is typically rewarded in current university promotion systems





Knowledge Infrastructure

WAT IS HET?



teacher support

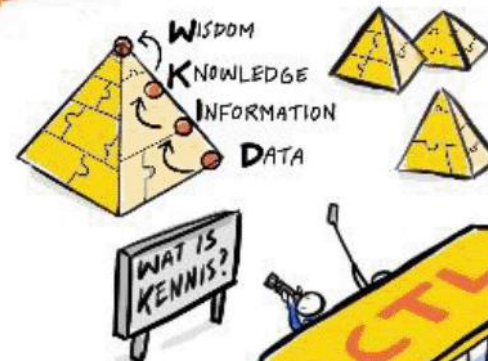


KENNIS-BEHOEFT

KENNIS-ONTWIKKELING

WAT DOEN WE?

CTL'S



LERENDE CULTUUR

research

findability

KENNIS-BENUTTING

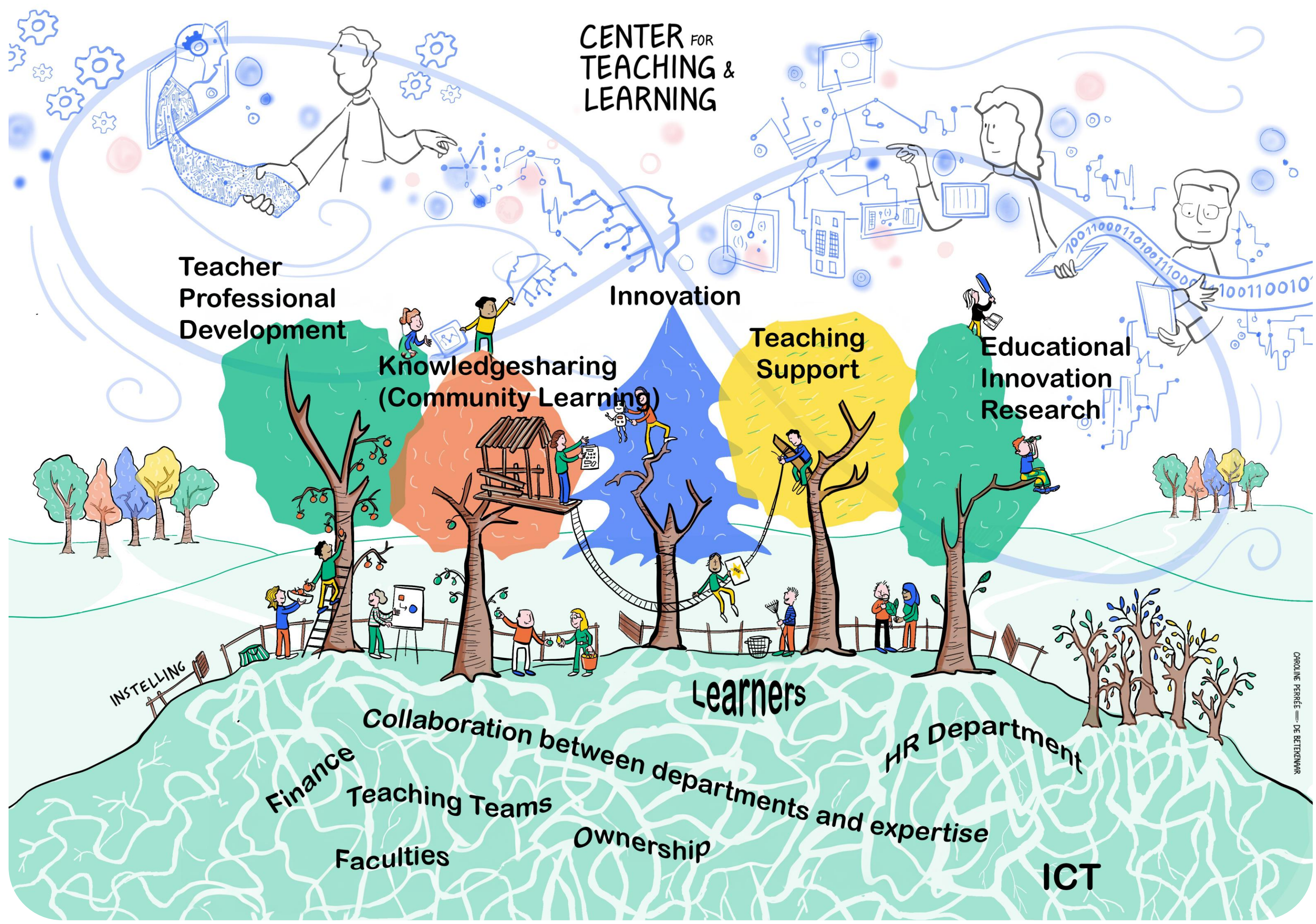


results are?

Beter support for teachers

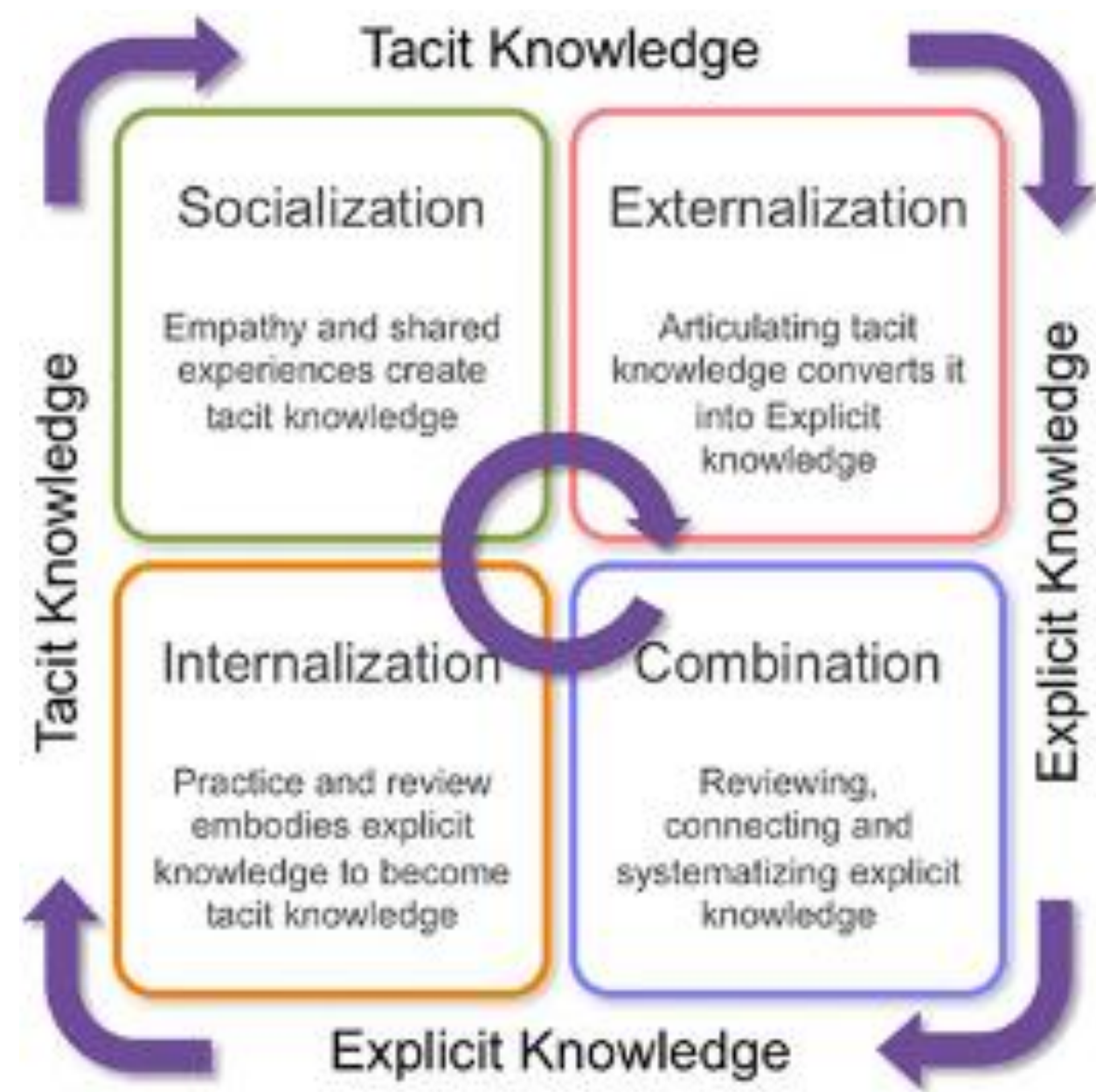


Strengthen and support teachers



SECI model of Knowledge management

Socialization, Externalization, Combination, Internalization

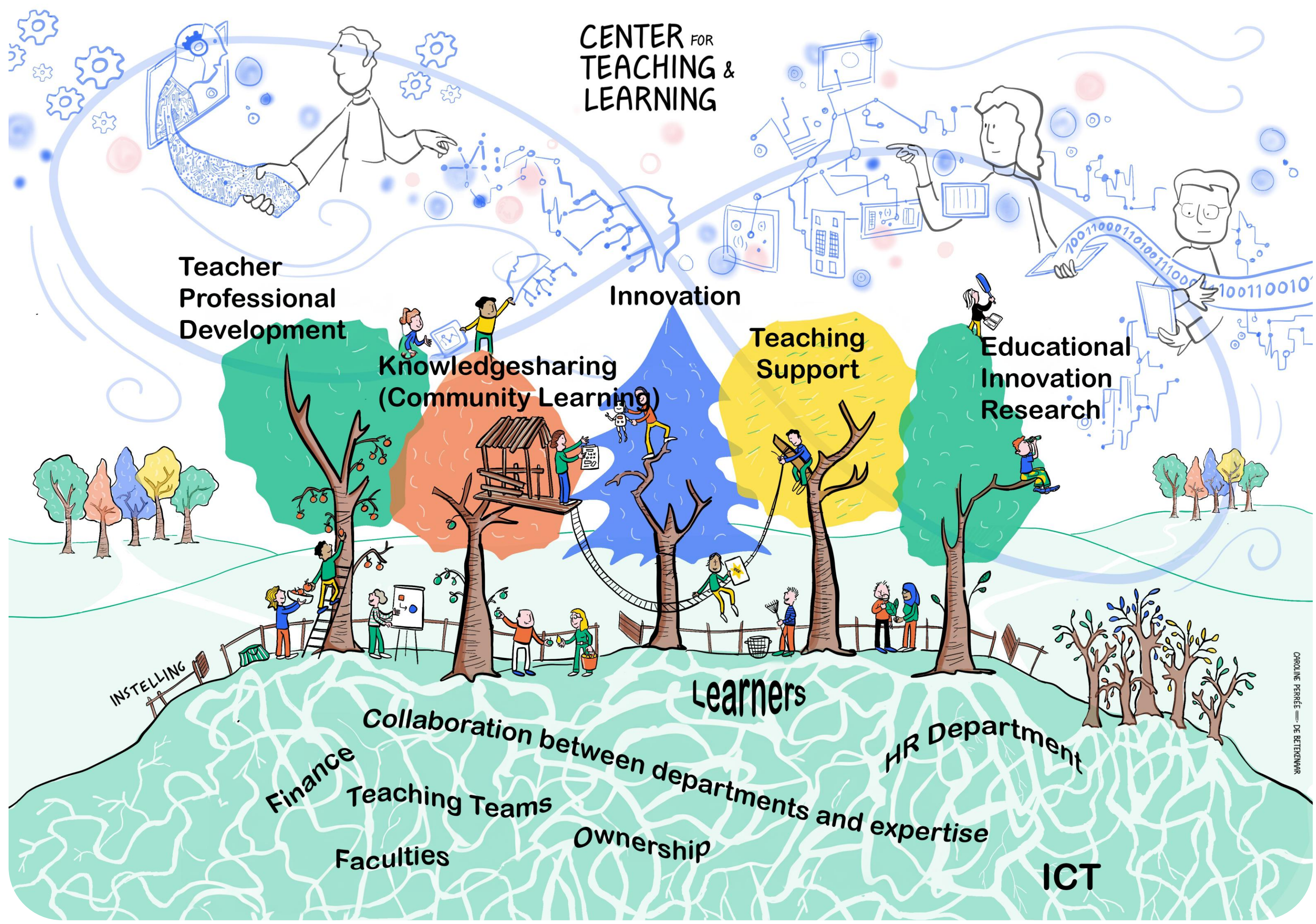


1. **Socialization (implicit → implicit)**
→ learning from each other through interaction and experience
2. **Externalization (implicit → explicit)**
→ making implicit knowledge visible and shareable
3. **Combination (explicit → explicit)**
→ consolidating knowledge and systemizing in eg research reports, databases
4. **Internalization (explicit → implicit)**
→ applying the knowledge, contextualizing and internalizing

The Renaissance Teacher



Strengthen and support teachers



Buddy up in two's (or three's) non-colleagues ;-)

- 5 minutes to explain your department to your buddy – take turns

Group work

- discuss how your 'department' is working on these activities
- Are there similar departments in your institution?
- How you could work together on the SECI knowledgemanagement model activities?

Plenaire – each group shares:

- How they differ or are similar to the framework and to each other?
- Share concrete steps you can take, to collaborate more on the SECI activities in your organisation

Thank you!

Questions?

Nynke.Kruidrink@npuls.nl

Change Management Process

Learning Organisation (Theory of Change)	Governance of a CTL	Organizing educational Innovation	Teacher Support	Organizing Research educational innovation
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Knowledge Broker



De maand van Artificial Intelligence in het onderwijs

Open up new horizons - HAN University of Applied Sciences > Onderwijsondersteuning > Leren en werken met ICT > Artificial Intelligence > Maand van AI

MAAND VAN AI

AI voor ons laten werken? Dat vraagt om teamwork! In 2025 bundelen 9 onderwijsinstellingen uit Zuidoost-Nederland hun krachten voor de Maand van AI. Met een gevarieerd programma vol webinars, workshops en online modules is er voor ieder wat wils. Bekijk het programma, kies wat bij jou past en doe mee!

ENGLISH

AI MONTH

Making AI work for us? That takes teamwork! In 2025, 9 educational institutions from Southeast Netherlands will join forces for the AI Month. With a varied program of webinars, workshops, and online modules, there is

2024-2025: Monthly CTL Webinars CTL as a Knowledgebroker

- 🕒 10-sep CTL's & de Lerende Organisatie
- 🕒 8-okt CTL's & EdTech
- 🕒 5-nov CTL's & Digitale leermaterialen
- 🕒 10-dec CTL's & Publieke waarden
- 🕒 14-jan CTL's & XR
- 🕒 11-feb CTLs & Toetsontwikkeling
- 🕒 11-mrt CTLs & Kennisdeling
- 🕒 8-apr CTL's & Wendbaar
- 🕒 13-mei CTL's subsidie
- 🕒 10-jun CTL's & AI

● LAUNCELOT

LAUNCELOT (Dutch acronym for the National University Network of Centers for Learning and Teaching) has grown steadily since its first Zoom brainstorming session on 11 October 2021. In addition to online meetings, the network also visits the different institutions, one day in spring and one in autumn. It is now a self-managing organisation with rotating leadership. Participants agree that Launcelot works so well because they keep running into each other. This creates a bond and a "community of practice" develops. The formula for success? Inspiration comes before fulfilment. Don't try to convince everyone of the need to do it but focus on people who are motivated to do it. This way, others will naturally join in.

● R6

How do you set up an effective CTL? R6, the CTL network of the six universities of applied sciences in the Dutch conurbation (Randstad), was set up as a learning network to address this question. The idea originated with Leiden University and Amsterdam University of Applied Sciences. The initiative was then joined by Rotterdam University of Applied Sciences, Utrecht University of Applied Sciences, Inholland University of Applied Sciences and The Hague University of Applied Sciences. R6 meets three to four times a year, each time at a different institution. The hosting institution collects the main themes for the meeting and puts together a programme. These meetings and contacts lead to collaborations in which the participants express the desire to collaborate on future activities and products. Tip by R6: it is a good idea to explicitly determine the kind of network you want to be with each other early on in the process.

● CTL of the North

Intensive forms of cooperation between vocational education and training schools, universities of applied sciences and research universities already exist in the "University of the North" in the Northern Netherlands. What is new is that support for the educational organisation is now also central to a network, namely in the CTL of the North. Bringing together CTLs in the making is at the heart of this network. The network shares experiences on designing the mission within its own organisation and establishing connections around shared challenges.

There is a digital platform on which the participants can share documents, e-learning materials and other materials. Once every two months, participants meet at one of the member institutions.

● GPA

The Gelderland Professional Development Agenda (Gelderse ProfessionaliseringsAgenda, GPA) is a network of vocational education and training schools, the second-degree lecturer training programme and two research groups of HAN University of Applied Sciences. They work together in an organised way on objectives formulated along two learning lines: (1) learning and teaching with IT and (2) responsive vocational education. This happens online and on-campus through working groups and knowledge tables, with GPA-Connect as the crowning glory of all meetings! Four times a year, the entire network comes together during this festive event. What makes this network so successful? All participants experience that in practice, you may seem to go faster when you work alone, but when you work together you truly do get further. The take-away is to invest in smart, cross-boundary collaboration.

● The Amsterdam network of Educational Innovators

'Although we would not call ourselves a CTL network, collaborating through CTLs is one of the themes we focus on in addition to AI and Npuls themes.' The Amsterdam network of Educational Innovators consists of employees at Amsterdam University of Applied Sciences, University of Amsterdam, VU University Amsterdam, ROC van Amsterdam and Inholland University of Applied Sciences. Often, they also work in the institution's CTL. The network meets several times a year, in many cases in the form of a field trip. There's a lot of mutual recognition in the network: large institutions have specific dynamics, metropolitan environments have specific challenges and the institutions' activities tend to focus on the same themes along the same kinds of process. One tip we can give you is that even if it's not yet clear what you're looking for or how or where ideas might reinforce each other, just get started. Priorities and focus will come naturally.

● CTL Limburg

'By joining forces, you can enhance the deployment of experts.' This is one of the principles of the CTL Limburg (CTLL). CTLL is a network comprised of Gilde Opleidingen, Vista College and Zuyd University of Applied Sciences, which in 2024 was still in its infancy. The network collaborated on a grant application for CTL development and is exploring collaborations with other institutions in the region. The member institutions also share facilities, including labs and practice rooms. CTLL has ambitious plans, with an annual kick-off meeting in which the network looks back, discusses annual plans and jointly aligns goals and activities. CTLL also organises smaller on-campus meetings. Another unique characteristic of the CTLL is the scheme under which the institutions can make use of each other's experts through secondment agreements and deploy students across institutions through internships and graduation theses.

● CTL networks in the East

Educational institutions in Eastern Netherlands had already been collaborating in the area of CTLs. With the advent of Npuls, this collaboration has taken on a new dimension, as they were explicitly tasked to take a cross-sectoral approach. University of Twente, Saxion University of Applied Sciences, Aventus, Graafschap College, ROC of Twente, Windesheim University of Applied Sciences, Artez University of Applied Sciences and the Police Academy actively approached each other and are now coordinating their activities. Every two months, the network meets on-campus or online. How to structure their collaboration is a recurring agenda item: who organises something and how; in what way can others benefit and where can we share knowledge and educational resources? Participants discover shared challenges and opportunities for collaboration rapidly emerge.

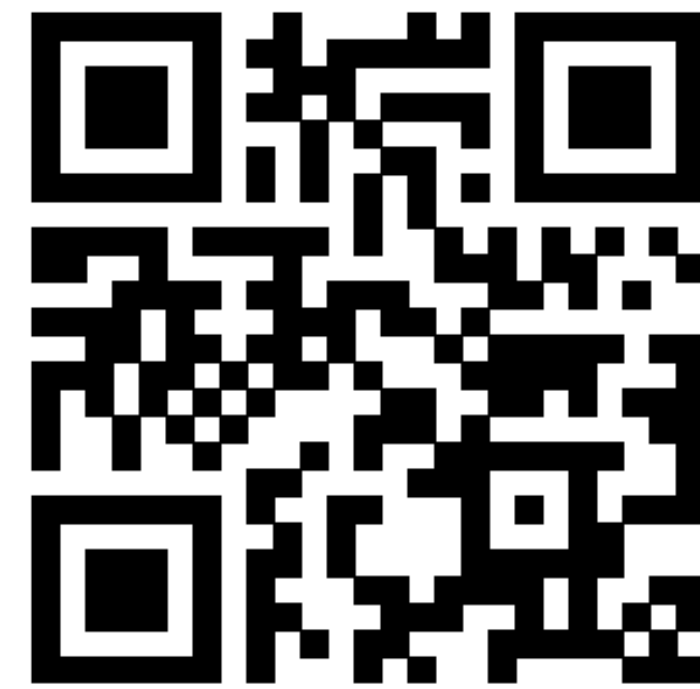
● Arnhem-Nijmegen CTL Network

Many institutions in the Nijmegen and Arnhem region are already located close to each other, sometimes even on the same campus. The advent of Npuls has strengthened mutual contacts and collaborations between the institutions have been expanded. Knowledge exchange around Npuls and the CTL grant application were the immediate impetus for the network, which is now seen as an opportunity to collaborate more on educational innovation with technology. Members of the CTL network include colleagues from Radboud University, HAN University of Applied Sciences, Van Hall Larenstein University of Applied Sciences, ROC Nijmegen, Yuverta and ROC Rijn IJssel. The network meets on-campus but also collaborates and shares experiences through a Teams channel.



edu.nl/kvy8r

International exchange



edu.nl/7fp8y

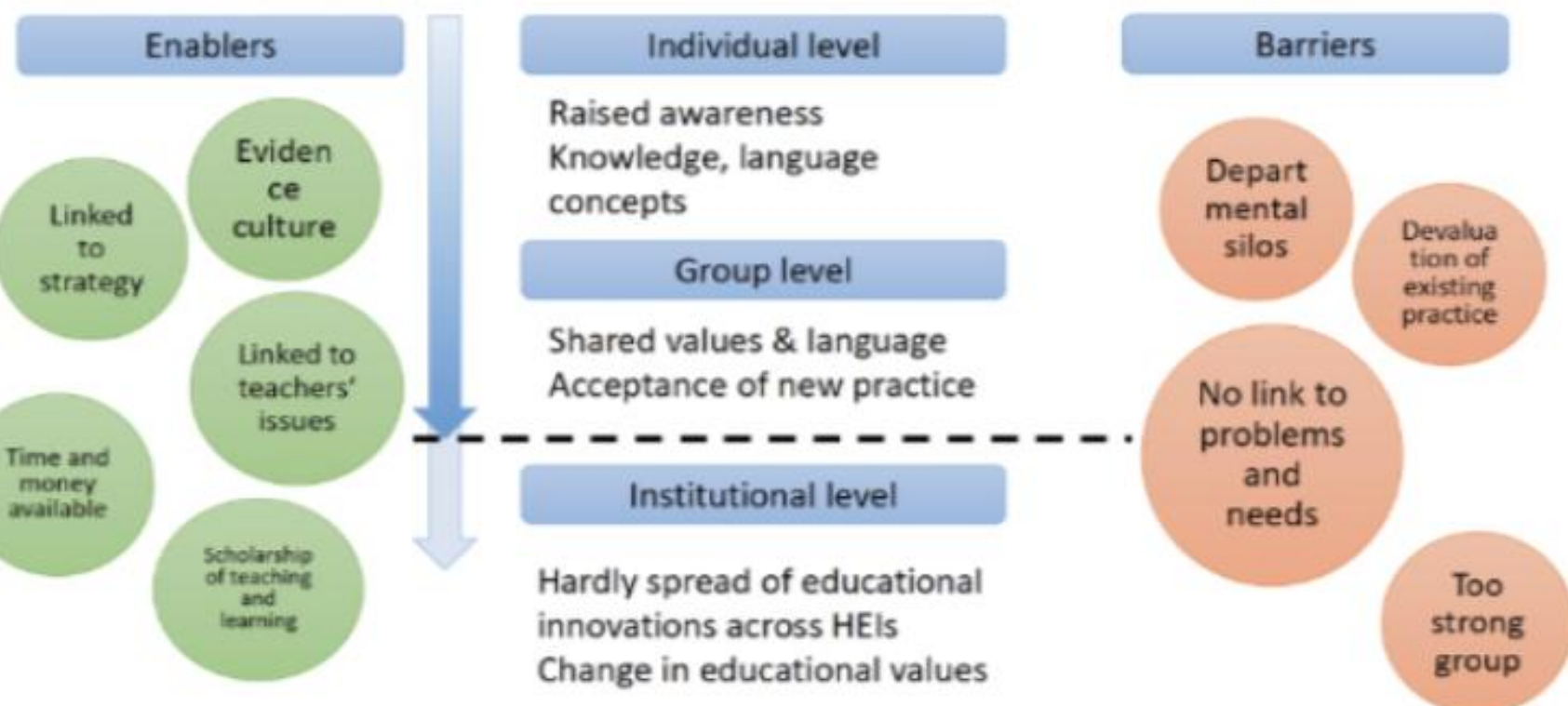


Herding
cats....

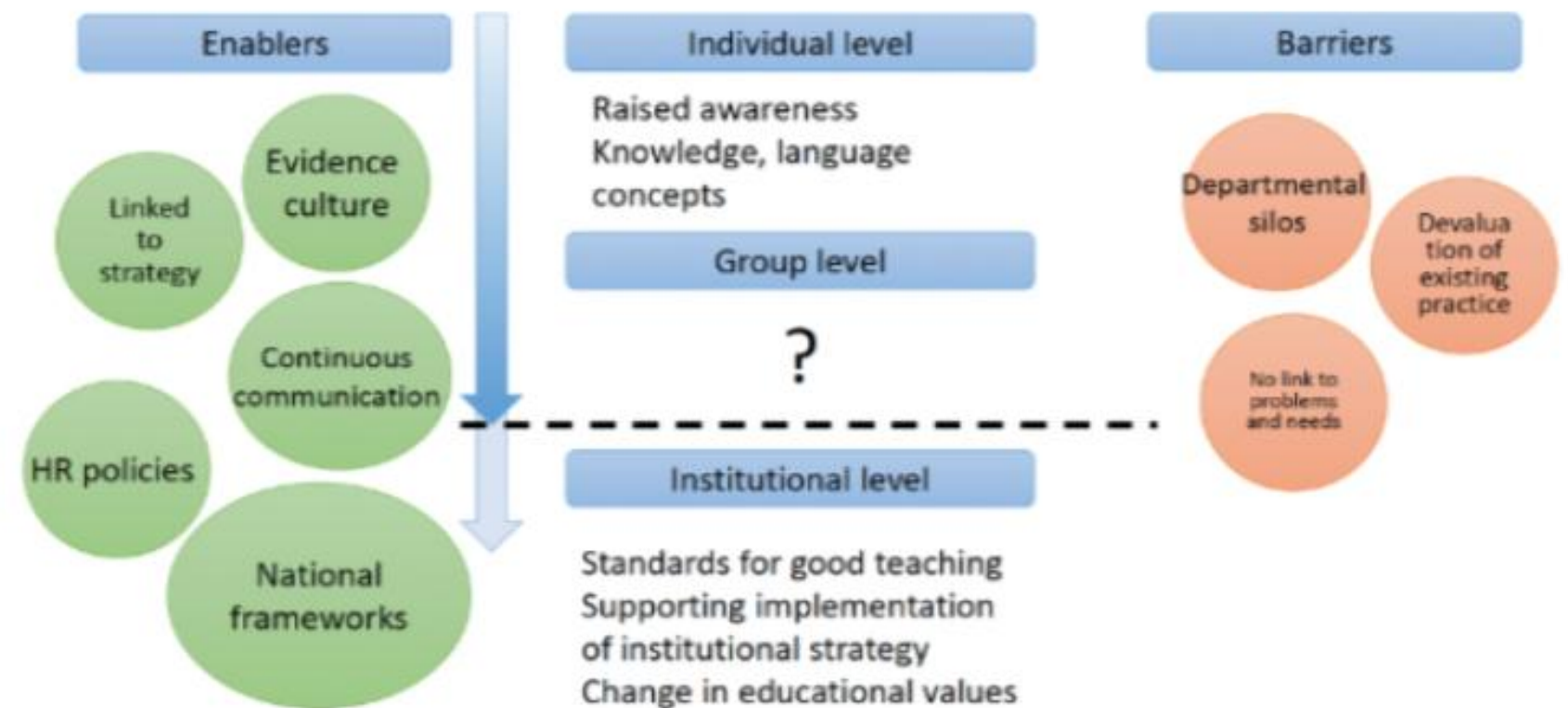


Practice what you preach: evidence-informed working

What Network CETL can achieve and why...



What Central Unit CETL can achieve and why...



Innovation of Education at Higher Education Institutions: The Contribution of Centres of Excellence for Teaching and Learning