

225th FC external meeting

Thursday March 11th 2021, 10:30 AM – 12:00 AM, Online via Zoom

FC members	Guests	EB
Jacomijn Klitsie (JK) (C)	Mira Danadharta (MD)	Anne van der Graaf (AvdG)
Mohammad Ansarin (MA) (VC)		Peter Roosenboom (PR)
Silvija Prancane-Verhoef (SPV)		Ansgar Richter (AR)
Helen Gubby (HG)		Claudia Rutten (CR)
Marja Flory (MF)		Lucas Meijs (LM)
Tristan Davanzo (TD)		
Mathilde de Jonge (MdJ)		
Keisha Mathews (KM)		
Malin Holm (MH)		
Younes Assou (YA) (VC)		

Secretary to the Faculty Council: Rixt Baerveldt

1. Opening

2. Agenda

3. Announcements

MH: We would like to get an update on how the sustainability initiatives are going. We talked about it, and on that point, we were told that RSM is working on an initiative. AvdG: We can provide that. We will liaise who would be the best to do this update. There are a number of things on the way.

MH: The surveys that were send out to students, the mental health surveys. Some of the questions were related to suicidal thoughts. The ranking went from not at all, to I am basically going to kill myself. There were no disclaimers on where the students could go and how they could be helped. I would like to make you aware of this and ask who we can talk to about this? AvdG: I think this is from the programme 'gezond en veilig werken'. We will figure out who is in charge and verified these this. Normally there would be a hotline or disclaimer in these kinds of questions. MH: Also, the survey as anonymous so no other help can be given afterwards.

MdJ: We were wondering if the prerequisites for the master programmes have changed again or did they go back to the old GPA? What happens to students that have gone to the student advisors? What is the procedure? LM: The procedure is as it would be in regular time, but we are applying to do it the same way of last year.

AR: This is the last faculty council meeting for AvdG. She will be leaving us at the end of the last year. She has been there for the rest of the faculty council all year, and I would like to thank her for her efforts. The appointment of her successor has almost been done. We will make an announcement pretty soon. The person still needs to communicate with her current employer.

JK: AvdG, thank you so much indeed. We are sad to see you go. AvdG: I have done it with pleasure.
JK: Are there updates to the diversity lead position? AR: PR and I are in conversation. We have had a setback, as some colleagues were not able to take on the role for reasons beyond their control. It has not been forgotten.

4. Follow-up to-do list 224nd meeting

5. Approval Minutes 224nd meeting

Minutes have been approved

6. Teaching 2021-2022

LM: Thank you for having me in this meeting. There are four main points in the proposal. We hope to limit the online assessment, for those who really need it. The Dutch time-zone will be leading. For scheduling reasons, we scheduled that there will be no 1.5m. Otherwise it would be impossible. Everybody should be prepared for going back online if things go bad. JK: Our general concern is work pressure that this moment. We understand the desire for optimism, but we are worried that teachers are designing offline education, and again have to revert back to the online version of teaching. How can we make sure that work pressure is managed with this proposed system? LM: The signs are not bad if you look at the amount of people that might be vaccinated. We will be better prepared. We can see at that time what we can do to reduce work pressure. We can plan now and say that teaching assistants will be there, but that is premature. MF: If I am in a master and I prepare my lectures physically, but at the same time you say that I should have the lecture available for students that cannot attend. If I want to do it in an interactive way, I have to do it double. Do you understand that? LM: Yes. MF: Then I choose to say that I will have all my lectures online. JK: Is it an option to select to only do online education. LM: The policy is to keep the pressure on what needs to happen on campus low. Yes, there is an option to do almost everything online. JK: If I would be able to do a walk-in hour on campus, would that be sufficient. LM: If it fits the policy, it is alright. We make it as lenient as possible. JK: To the extent that as individual teachers are dependent on the program director. LM: The message for students will also be complicated otherwise.

JK: We understood that there would be facilities in most of the lecture halls to record. Has there been capacity calculations on what is possible there? LM: There are way more systems available now, and they should work. Streaming of your lectures is possible. AvdG: The policy has been harmonized with what other faculties are doing. In that sense, they can make calculations on how many lecture theatres are needed. There is also time to look into the material issues. JK: They did not include an option to indicate if you need recording in the room. LM: The schedules will only be done at places that have these options available.

AR: To go back to the question of MF, it is important to bare workload in mind. If you feel like it is a better option to lecture online in the first place it should be possible. We have heard in the interest of workload that they prefer on-campus teaching. We are here to facilitate that as well. That means that those that cannot come to campus, they have an online experience. At the same time, this will be the inferior experience. You will just be able to follow the lecture that is designed to be taken place on campus. That would provide an additional incentive to come to campus in the first place. If you use the terminology hybrid, you will do two things at the same time. MF: It is not about lectures, it is about workshop etc. They have to analyze a problem, come back and give a presentation. That makes it hard. Lectures can be recorded, but how do I handle the people that are online. LM: Do it on campus and see how many people cannot come. Deal with it then. MF: I tailor made my electives for online, now I have to go back again. It is a lot of work. LM: The policy is meant to give you the freedom to do what you think fits. SPV: I can imagine that is can be confusing for teachers. Would there be support for teachers to discuss which style or which tools should be used. LM: We discussed this in a HOKA team. Some colleagues were very successful in finding the tools and we can interview them to see what

they did. There is high workload and a different experience, there is also an opportunity to improve quality in the coming years.

7. Faculty Regulations

JK: We agree with most of the changes. However, there is no support for the change of the right of advice to the appointment of vice deans. There is little support for that. AvdG: We were hoping to stay in line with that is happening in other faculty councils. JK: We did consider this fact. We currently have this right in place. We feel that with the EB, we currently have a very positive working relationship and we expect no conflicts and we do not want to lose our grounds here. AvdG: We are clear on the issue. We will liaise within the EB and come back to you if it is possible to change it back. JK: We are open for conversation.

8. Budget end-of-year results

AvdG: There is an enormous improvement compared to the original budget. In our analysis it is subject to corona, as there is underspending to material costs like travel expenses. There were also a lot of representation costs. That means. That we have had more positive results. If we would have known this in advance, we could have used it sooner. Now, it is good for our reserve. It has no impact on the activity analysis, as it is mostly COVID-19 related. We already see now that for a part of the year we will probably see a similar effect, although we have yet to see that. Project and business control is working on making a new forecast. MD: The variance is largely influenced by COVID-19. If we isolate this, we will have an improvement of approximately 300k compared to the initial budget.

JK: Could you say something about where the largest cuts in the second and third money stream? MD: The budget is set up bottom up. We get the information on what the expectations are from the departments. We noticed that it is quite difficult. What happens is that once a project is granted, our revenue becomes larger. We budget extra budget to cover these differences. Here, there is a component that we have been too ambitious. Next to that, in general there are much smaller number of calls. JK: Does it affect the future budgeting? MD: Yes. We expect to have more projects in the pipeline in the coming year. There will be impact for the coming years and will be adjusted downwards. AvdG: You can look at the income, but there is also a cost-component. The income and costs are imbalanced. We get funding for things that we were planning to do anyways, so we have positive margin. If the income goes down, the costs will also go down to an extent.

JK: An initial request about a budget surplus being used as a bonus, we were wondering what happened to the bonus. AvdG: Within the EB, we looked at it. We had to weigh our financial situation against who we would award the bonus to. There was no way to differentiate amongst colleagues. We could not give everyone salary. We decided not to hand out bonuses, other than bonuses that were contractually agreed on. We have honoured those obligations. JK: Clear.

AR: I wanted to highlight one thing, namely that we have not increased our deficit. We are often asked why we have not shifted more money into reducing working pressure. We have been doing this, personal costs have increased 600k beyond the budget. We have shifted resources to building up core staff in the situation. It has been difficult to go further in this direction, we would like to hire additional staff, but we need to be able to rely on that future income. That is the limiting factor in pushing further in this direction. We are shifting resources to reducing work pressure.

9. Activity analysis

JK: We were asked to give advice, and we do not feel that we can give advice. We have a lot of questions that the documentation does not answer and will require a bit of research. We are happy to have received this information and we feel like it is a heavy topic that we would want to understand. For the overall plan, we need more content information as to the 'how' of the plans. I did not want to leave you in suspense about that. I am not saying we do not agree with everything, we just do not have enough information.

AvdG has done a presentation on the activity analysis.

JK: Are there scenarios behind the roadmap revenues? When you have the 2025 number, do we have chances on each of these sub targets being achieved? AvdG: for the various underlying action lines, we have not made an analysis on what the chances are. This is a target which is realistic, and we think we can achieve.

AR: I think it is really important to emphasize that this is not meant as a cost-cutting exercise. The recommendations address the cost-side, the income side and workload consideration. The latter was very important to us. The second thing I would like to highlight is that one problem exists, which is that the recommendations are assumed with a baseline. Our school is growing overall and will continue to grow and that is what we anticipate in the future. These costs are relative to how large we are. If we talk about the research vouchers, it will be relative to the total size of the school. That is an act of interpretation I would also ask you to make on the individual items.

IBA number increase

JK: Our question is that we see the outcome stats, but it does not show the number changes. AvdG: This is to increase the IBA students with 100. That would bring us to 650 in class. JK: Straight from 2022? AvdG: You have just approved the numerous fixus, oddly enough the UC approves the numerous fixus as an instrument. It would be the intake of September 2022. MD: Yes. AvdG: What AM will be working on is a plan on how we foresee to increase the program while maintaining good quality in the coming years. JK: We did not even know the number, and we also do not know the mitigating steps taken to avoid these issues. AvdG: We are looking into that now, as it is a concern for us as well. That will come by the FC later. AR: Obviously, when you increase the size of the program, you will increase greater workload and that requires an investment. We think it is worthwhile as the returns on the investments are worth-while. We are unable to control the student numbers on the master level. I would much rather reduce or keep the master programmes steady, to make sure that the return on investment is best. This would be in IBA. This is related to IBA, but we should look at the complete program portfolio. We already discussed caps and other things we might be able to do to for this situation. Relatively speaking, seeing the IBA program grow is a less painful and more profitable solution.

MF: Did you say that investment in IBA gives you the highest return? AR: Yes. MF: Can you explain that? How do you get a higher return then when you invest in another bachelor or a master? AR: If you look at the financial returns, IBA has the highest returns. We have two bachelor programs, which have economies of scale. We have a stable income source, and this is different with the other programs. Fixed costs of recruiting students into the master programs are also higher. I do believe that it is important that we have invested in the boost the bachelor program to keep the quality of the program. We want to deliver high-quality education. It is already the case that education generated funding that we can use again. The returns on the bachelor programs is the highest. AvdG: We cannot influence the BA program, and we cannot do that with IBA. AR: We are sending away qualified students from the program now.

Dividends from RSM BV

JK: We were wondering about the realism of the BV giving more money to RSM. AR: I am also the chair of the board of the BV and have insight on what is happening there. They have gone through a heavy restructuring and that is producing a much-improved situation. They are now ending up with less of a deficit than projected. The changes in RSM BV need to continue, so further investment is required. We cannot really bank on a dividend, but it must be possible. Their work generates positive returns that benefits RSM. RSM BV needs to contribute to the RSM faculty as well. RSM faculty has approximately 20 programs. In total, we generate a surplus and we are using that for research and education purposes. Why would we allow them not to generate a surplus that could be used in the faculty, and we could have this expectation. The leadership of

RSM BV shares this expectation. JK: Why does it go up and down? AvdG: That has to do with the benchmark. The benchmark is budget 2021, these figures are on top of what is in the benchmark of 2021 budget. This has to do with complementing what is in the budget already. JK: I would argue with using scenarios here as well.

Research vouchers

JK: staff is concerned about this. There are mixed messages about what will happen. Are people to lose high-performance vouchers and is this a financial target? AvdG: We operate on a two-legged faculty. We know we have to reroute some money from research to education. We are becoming a bit more selective on the research vouchers and focus on people that are performing very high. We want to revisit this, but this is a relatively small area. We will explore two routes to reach this. The first is to look more critical, and also to look at the switch of moving to a more education trajectory. AvdG: This amount of money is relatively modest compared to other expenses. JK: People in the current tenure track may see results of this? AvdG: This is not my area of expertise, but I am guessing it is more about people outside of their tenure track. PR: This has to do with people who are not meeting the membership criteria. They have time to regain their membership criteria again. We are not talking about tenure trackers. MD: 7 million is allocated to research vouchers.

MF: It said no financial target. There are schools in the Netherlands where they do not give a high-performance voucher. There is no division is you are high performer or not. We have professors that have a high-performance voucher, which means that they can spend more time on research. If you reduce it, it will be a financial target. I do not understand. AvdG: If we would hand out fewer, yet it would have this effect. We have not formulated a financial target that we are pursuing. A lot of people are getting them, which negates the idea of it. We revisit it, but we do not have an upfront target. AR: If you reduce the amount of people who quality, it will decrease time. If you look at the total amount of time that is rerouted to education, it is not very substantial. AvdG: If you were to compare between other faculties how much time there is available for research, it is still high. We can provide you with more information.

Engagement

JK: This is tied in with the question about the third- and second-income stream. I was hoping on more income quantification and ambitions. I was wondering what you were thinking here. Under this label there is a wide range of categories. Subsidy problems might vary enormously. They also already vary in terms of the margin, so it is difficult to give more depth to this particular slide. Each item has to have their own action points. We have not made a very actionable slide. The second reason is that it would fit certain departments much better than other. We have to engage with departments to see what mixture would fit. We are working towards a plan to give more substance, but we felt unable to give monetary targets at this point. JK: We have approved a dean that has these streams as a target. Why would you not make some estimations here? AvdG: They would be very speculative. We are doing everything in these budgets for Excel. There is large differences, but I do not mind if you go through all of these income point. I was hoping that this would be a key aspect to the activity analysis. AvdG: It is a key element, but we also have to allow the new dean get settled and comfort with a realistic picture and plan on how to approach this. We have touched upon it, it is an area in which you can dream big but it yet has to materialize. We rather come with a detailed plan on this area later with realistic goals. AR: My fingers are also burning, and I would see more income generation here. we are not presenting plans for individual units, as that would not be fair as requires in-depth discussion. We would like to see some of the prospects as returns. There are targets, but they are not contained here. If you look at the money stream income, but the department heads would say that working pressure if crowding out in terms of these activities. They would ask how we expect them to get this income while at the same time work pressure should be decreased. We do have a very big money stream income, which is the income of RSM BV. We have talked about this; no other school has this income. We have a unique opportunity to grow that. We also need to make sure we do not overstretch it. AvdG: The importance of the engagement work is very important to substantiate our mission, but the dean of engagement is not foremost to generate income streams. JK: nobody wants to have financial targets, but we all have to deal with more pressure. We are now

all affected by thinking about the numbers. We would like to see more of the how, and some scenarios of all of the numbers. AvdG: Would you be able to summarize your input? We will respond to it. We can clarify about the vouchers, for IBA we first need to make a plan which should be discussed with various stakeholders. We would like to see how the faculty council sees the entire roadmap. Do you have concerns about certain elements? MF: It is hard to state what we are thinking about it, as we have too many questions still.

10. Any other business

1. Closing

To do before next meeting	Person responsible	Progress
Send e-mail about questions activity analysis	JK	
Respond to e-mail about concerns activity analysis	AvdG	