

# Minutes 261<sup>st</sup> FC meeting (ext) Public

Tuesday October 15<sup>th</sup> 2024, 10:30 AM – 12:00 AM

FC members
Jason Roos
Sara Tieman
Cecilie Ostenheden
Patrick de Koning
Birgul Arslan
Amalia Capmara
EB members
Dean RSM – Werner Brouwer
Dean of Faculty and Vice Dean – Daan Stam
Director of Operations - Myra van Esch

Other guests
Xena Welch Guerra
Anna de Waard-Leung
Claudia Rutten

## Agenda

1. Update over future-proof
2. Update over new Faculty Model
3. Update over the title of Dean of Engagement and Executive Education
4. Update over PMB
5. HOKA

## **Summary of external Faculty Council Meeting:**

### **1. Update on Future Proof**

The Director of Operations provided an update on the Future Proof initiative, highlighting ongoing collaboration with the University Council, Erasmus Labor Council, and Faculty Council for feedback on the reorganization plan. The social plan for redundancies is under review, and progress is being made in three main areas: gathering feedback on the reorganization, assessing departmental impacts, and maintaining communication with department heads. There are concerns about how the planned cuts might affect core services, and discussions continue about balancing budget requirements with maintaining essential operations. The Director of Operations emphasized that flexibility is key and targets may need to be adjusted during implementation to avoid compromising educational services.

### **2. Update on New Faculty Model**

The Faculty Model workgroup is drafting a proposal for a new faculty model focused on HR elements such as promotion pathways and engagement tracks. The Faculty Council is asked to form a committee to provide focused feedback, who will provide input before formal review by the full Council. The Dean of Faculty mentioned that promotion pathways are now set, allowing faculty to reach full professorship in different domains, removing previous limitations. The working group will provide initial input before formal review by the full Faculty Council.

### **3. Update on Title of Dean of Engagement and Executive Education**

Mirko has been appointed as Dean of Engagement, with half of his responsibilities related to executive education. This consolidates the previously separate roles into one. There is ongoing work to clarify responsibilities between Mirko and Michel, with Mirko focusing on executive education and Michel on quality control of degree programs. The change will be reflected in updated faculty regulations, which will require Faculty Council approval.

### **4. Update on PMB**

The decision from the Supreme Court regarding the PMB case was expected on October 4 but has been delayed until November 15. This will determine whether the case is resolved or if further actions will be required.

### **5. HOKA**

Anna de Waard-Leung (Executive Director Quality & Innovation) provided an overview of HOKA, a six-year program initiated in 2018 aimed at enhancing educational quality and fostering innovation at RSM. Initially, the school received approximately €1.9 million annually, which later increased to around €2.7 million. The funding has supported projects such as a student engagement chatbot, education dashboards, and quality assurance initiatives.

The funding allocation follows two main splits: 70/30 between bachelor and master programs, and 60/40 between direct educational costs (e.g., faculty, classroom needs) and management or material

expenses. Due to delays in projects like the chatbot and education dashboards—mainly caused by dependencies on centralized IT infrastructure—there is an underspend of approximately €250,000. Instead of letting this underspend revert to EUR's central budget, Anna proposed reallocating €90,000 to €180,000 to support the standardized education initiative aligned with Future Proof. This reallocation aims to compensate the workload of workgroups between now and December, focusing on programmatic redesign to deal effectively with reduced resources while maintaining educational quality.

Anna also explained how standardization and personalized learning can coexist. By standardizing parts of the curriculum and processes, the school can achieve efficiency that creates space for personalized learning opportunities, such as adaptive learning platforms that provide tailored feedback to students. The goal of standardization is not to reduce the uniqueness of the education but rather to enable better allocation of resources to ensure good learning experiences.

Additionally, there was discussion about the workload of academic directors, who currently have a 0.4 FTE allocation. Given the extra work involved in program redesign, there are ongoing discussions about increasing this allocation where necessary. Anna requested approval to reallocate €90,000 to €180,000 of the remaining funds to compensate faculty for their additional efforts during the redesign process in Oct to Dec 2024. If more funding is needed, adjustments will be considered. The remaining amount will be kept as a contingency to support other educational initiatives if needed.

Jason raised a question about why the entire €250,000 wasn't allocated to address faculty workload issues, considering increased demands. Anna explained that starting with €90,000 to €180,000 would cover the needs of most departments and allow room to provide more support where necessary. Depending on departmental responses, they could adjust the allocation as necessary. The Dean of RSM also emphasized that even with the reallocation approved, they would remain vigilant and be ready to revisit the approach if it turns out to be counterproductive.

Jason also suggested that reallocating funds strategically now could help negotiate better support from the CvB in the future. The Dean agreed, noting that while the university is under pressure, maintaining a strategic approach makes sense, and using the remaining funds as a lever in future discussions could be beneficial. The broad plan of Bestuursakkoord 2025-2028 was shared during the meeting, with a request to collaborate with FC members on the formulation of the annual implementation plans.