

Minutes 233rd FC meeting

Thursday March 24th 2022, 10:00 AM – 11:00 AM

FC members	Guests	EB
Jacomijn Klitsie(JK)(Chair)	Michel Lander(LM)	Ansgar Richter (AR)
Marja Flory (MF)		Myra van Esch (MvE)
Xena Welch Guerra (XWG)		Claudia Rutten (CR)
Shihao Lin (SL)(Vice-Chair)		
Jasper Oosting (JO)		
Bas Crombag (BC)		
Stephan van Roon (SvR)		
Edward Oldenburger(EO)		
Boudewijn Pieterseon(BP)		

1. Opening
2. Agenda
3. Announcements

JK First, we have talked about the evaluation for staff and using them for HR purposes. We know that there is an initiative for enriching staff evaluations. We want to know if this is something that will be widely applied? Is there a plan to make evaluations broader?

AR I do not have an answer to this question. I was not quite aware of this and I would have to check to understand it a little bit better.

ML Peter is very much involved in this. It is currently a pilot program, where various forms are being tested. Experts from Risbo are looking into it and we are also testing peer evaluations. We want to move away from only student evaluations. This is being piloted now, so there are no results yet.

JK We also want an update on the workload allocation models. We have asked Peter every time about this. We want to know what is happening with the analysis that is being done, because we hear from colleagues that there is a big discrepancy in how teaching is assigned. There was a plan to solve this and we were wondering about the progress.

MvE The intention is to look at the models now and try to find some harmonization. We have to see if we are going to end up with one model. However, this will of course be their aim. What we have done so far is gather all the different models. We need one more meeting with all of the departments to better understand the models. After this, we are going to propose a common model based on the different ins and outs. We are also going to relate it to other schools who are using other types of models to see what will be the best way to do this. The plan is to have this ready before the summer.

JK Does this mean that the departments will have to use this model or only apply it if they want to?

MvE The whole idea is to have a dialogue, because there might be very specific department related reasons why a model is a certain way. We do not want to enforce something that will not fit at all. We want the models to be as harmonized as possible, but we want to do it in dialogue. Now we are still

gathering information and trying to understand them. Then we want to reflect on them and find common ground and then do another round with the departments.

JK I get the approach but our main concern are for example, the people in the tenure track, where there is a very big discrepancy on how much they have to teach. Is there going to be set a limit for such requirements? If you give too much flexibility, we might still end up in the same place.

MvE We want to limit the flexibility as much as possible. We will be trying to find common ground between enforcing one set of guidelines and realizing that there might be a specific need.

XWG Where the pressure really comes from is that we have so many tenure trackers for whom time is running out. If they are being evaluated after five years and some people have done a year more non-research work than another tenure tracker, that is a problem. Therefore, there is a lot of time pressure to get this solved quickly. It sounds nice to have a harmonized strategy but if it takes so much time, there might be some elements that one could already try to enforce.

MvE I hear you saying that we would all like to have a harmonized model for the future, but we also need to look back at people in a tenure track right now and try to make adjustments there.

ML In my opinion, it is not just the teaching load. We are already assigning administrative roles to tenure trackers. This should not be done.

AR I would like to invite everyone to the town hall meeting. I think it is really important for people to come back and see one another.

4. Follow-up to-do list 232nd meeting

BP We wrote a letter for numerus fixus to Adri Meijdam, Peter had to share the adjusted P&T document and we had to invite Michel Lander. This has all been done. There was also supposed to be a meeting with Jacomijn, Peter and Marja.

JK I had a meeting with Peter and Marja about the faculty grid.

5. Follow-up minutes 232nd meeting

6. Work Pressure(With Michel Lander)

- OAST/Staffing up for examination board

JK A lot of people are having a burnout in both of these teams. They are not being replaced due to recruitments issues. We were wondering if this is being solved and how soon this is solved.

ML For the OAST team, we were in the process of hiring two ladies in the summer. Then in September, EUR decided to transition to ANS. Due to the transition to ANS, there was additional work. After two months, it was clear that the two woman team was not sufficient. At that point, we hired people on temporary basis in order to act quickly. I also just got a message that we hired someone new again who is already familiar with the system. There is now a team of four people working on the online assessment service team. One of these ladies has worked at ANS, so she knows the processes around it. She is also working on a document to better structure this going forward.

JK That was my second question. We are relieved that staffing is improved, but the process has also been an issue. It is good to hear it is also in the plan to fix this.

ML I do not know when the two ladies who are on sick leave are coming back, but we do have the support to get us through the next set of examinations.

The problem with the staffing for the examination board is that these people need a law degree, because the cases that we get are so much more complex. Therefore, we need people with legal knowledge. The last thing I heard is that they are coming close to hiring a new secretary. In the meantime, Carla is outsourcing some of the tasks of the examination board to our legal office.

MF Is there sufficient staff on the examination board? Because I heard that there is someone who will be out due to burning out, for a long time.

ML She is back and slowly building up again. At the moment, it is really difficult to find new people. The problem is not with looking at the proctoring videos. The problem is with the exponentially increasing appeal cases due to online examination.

JK I think it is good to emphasize that when there are issues with the T5 department, this transfers to many people in the organization. Maybe even more than a single teacher dropping out.

ML People have also been going around to all the unit heads to check on the current staffing and they check whether their capacity is sufficient and when they expect it to be insufficient. This way, we can plan scenarios for the departments and include this in our budgeting to deliver the service that they need.

JK It is also not a good thing that the T5 people are dropping one after the other, this is a big issue. Therefore, we want to revisit the question on the long term sick leave percentages.

MvE It is very hard to determine this because they were not filled out correctly. We see an increase now but people did not call in sick properly during COVID when they were working from home. We need good data to see what is going on. We need to make sure that people provide us with this information when they come back.

JK I get that, but all of us know people who are out on official sick leave.

MvE Yes, there is data and I see it going up. The way to go is that we are providing mental back up in the form of open up and we also have an agreement with organization skills where people can get assistance to deal with these kinds of things. We are on top of it, but workload is still increasing in some places. This also comes with strategic personnel planning where you have a plan and a back-up.

XWG It feels like the insurance of the most fundamental processes that we are responsible for, are really at risk. I have been sending out mails to the examination board weeks ago because I felt that students had suspicious answers. To this day, I have not received a response and I assume many people are in the same situation. The same with OAST, colleagues are having sleepless night because they do not know the night before the exam if they have support. These are the most important processes that we have to deliver as an organization. If we need more than one or two people extra, that might be a worthwhile investment.

ML We are making these investments. Today, I am signing off to get a new person to help out with OAST. For the examination board, it is more complex because you need a certain level of seniority in that sense. For me, the bigger question is if we can go back to on campus testing next year. If we do not have proctoring anymore, the amount of fraud and appeals go down. This will make sure of a significant decrease in the workload.

XWG But ANS is going to stay, so every faculty member still needs support with ANS.

ML That is another discussion because ANS is a testing systems that has been used in other faculties. It needs to be ingrained, just like canvas. We need to make sure everybody is equipped to do that through workshops. The biggest problem now is the transition into another examination system.

MF I have been asking HR for data on the number of people who have a burnout. Peter told me five people have a burnout and this is not true. The other thing is that there is a tendency that if people are ill, other colleagues have to take over. People do not want to call in sick because then your colleagues have to take over. I also asked Peter about the financial structure. Now you can only hire people based on the data of the year before. He said that the departments are big enough to solve this by themselves but they are not big enough. Now the chairs really have to make a case why they are hiring people. I strongly advice the EB to look at this financial structure.

MvE We are trying to deal with this, but it is a complicated matter. Not to defend any of this but sometimes it takes a while to get an official diagnosis for a burnout and sometimes people call in sick but they do not have to tell us what is going on. Therefore, the numbers are very difficult. Quite frankly, I do not care about the numbers. I only care if they are going up or down. If they are going up, we need to make changes. I want to change this but it is a step by step process. It is not as easy as having people ready to help out because these are complex position that we need to find solutions for. This is all part of the workload program we are rolling out.

AR First of all, we are acutely aware of this and thank you very much for raising this. Second, the issue is not the availability of resources. We need to build extra capacity in both of our academic and professional service departments. Also, it takes a lot of time to make new people productive because they need to learn how to fulfill a particular role. Another thing I want to say that we are just coming out of a situation of two years that has created additional workload for everyone, also for the EB. I do not ask for sorrow, but this is a shared problem. The workload has increased over the past years and we need to be open about that. My biggest concern is corona coming back and the best thing we can do is using this time to build extra capacity.

ML Also, the number of electives we offer, is mind boggling. We have 120 electives with some courses filled with 20 students. Is this an effective use of our resources? I understand why it is done because that is our budget model, but if you would draw a new program and share more electives among the different departments, we could easily drop down the number of courses.

- Thesis revision process

XWG This might be a good transition to the thesis revision process. The simple solution would be to transfer the money that is spent on elective teachers to a reallocation in the thesis process. This has been identified as one of the key issues to make this organization more efficient and reduce the workload. I certainly do not think that the thesis should become less important, but there should be some sort of reallocation of internal resources to make this lighter on the coaching front. Now we have two people who are heavily invested in each individual student. In most universities, this is only one person. I think there is a lot of room for making this more efficient and still ensure good quality supervision.

ML On the thesis front, there is a working group that is working on an alternative version of the thesis process. For instance, if you have a more portfolio approach, it already becomes different in how you supervise it. There is a group that has done a desk research on related fields to look what our options are. This report is almost done and together with the EB, we have to make a decision on what alternative to use.

JK Is there a timeline on this?

ML I think that this is done soon. The other thing, the elective reduction, ties in with the budgeting model.

XWG Regarding to the thesis process, faculty felt that they were promised a streamlined process. I was relatively surprised to hear that this is not yet the case. This is one of the key outcomes of the activity analysis and also one of the things that several colleagues have put a lot of hope in this process becoming lighter. It sounds like a worthwhile thing to be thinking more broadly about the educational philosophy around the thesis, but can't can do a small process improvement.

MF For the students, it is the only time when they are going to meet somebody. We should really look how some of the departments are handling their students. They have a coach and they see them three times for half an hour while your thesis is the most important thing.

BC I have some thoughts on the elective form PHD perspective. Maybe we should schedule this for the next meeting.

JK Yes, I would also like to schedule the course manual checking for next meeting.

- Adding grades in Osiris

7. Course Manual(With Michel Lander)

8. Education strategy(With Michel Lander)

JK First of all, we feel that this is a mission statement, a theoretical plan. We would like to see some KPIs and dates. We want to see the priorities and the real timelines of the plans. Is this in the works and how should we view this document?

ML We have decided to craft this document from a couple of perspectives. One is that there are many disjointed initiatives across the school. We want to see what is going on and how can we make sense of it. For some parts, a plan is in the works. We are not going to do everything because some things are nice to have but should not be prioritized. We are keeping an eye on these points and we will pick them up when we are feeling ready and able to do them. This is also a reason why some of the KPIs are not at that kind of level. For specific projects, there should be KPIs when we get to work on it.

JK Then we still do not know where you are going. We would like to know the plans for the coming years and the priority if you have limited resources. We would like to see a timeline.

ML In my opinion, the main priority is having a vision as to where we are going. We should agree on a way where we should be going. The second major thing is to have the digital infrastructure to facilitate the whole process.

JK Page 41, 7.2 priority initiatives. It says ensuring alignment between education, research and impact to promote parity of esteem. This seems to relate to the faculty grid. We want to know what the status is of this. Marja and I had a conversation with Peter where he was very optimistic about the process from starter to professor from an education track view. I heard from multiple department chairs that it is out of the question for senior lecturers to get to a higher level. That is only the second pillar and in the faculty grid that we have seen years ago, there was a third pillar. The question is, to what degree is this actually happening and what are people's career track going to look like?

AR It is fair to say that this process has not progressed as quickly as I would have seen. This is definitely a priority for the school and I am also quite committed to this.

JK I am glad to hear this but I am also quite disappointed. I know that people, especially in my position, are at the brink on where they have to think where to go next. If it is not here, it is outside the organization. Also, in the activity analysis and the previous strategy document, it is a big part of the school strategy that educational staff gets another standing. Also from a PHD perspective, I heard that people that are doing a PHD keep it quiet when they feel that they prefer teaching over research. Otherwise their chances will change, so it is also a cultural thing. I do not understand that in the document it is here, but in practice it is nowhere yet.

AR I understand the frustration and I take this fully on board. It will come.

JK We have seen the document two years ago.

MF Now there is a track from lecturer to senior lecturer. To some people, Peter says that it stops and you first have to become associate professor to become a professor. We had a meeting with him and he said that you can go from senior lecturer to professor of education. He said that explicitly. My chair says you stop at senior lecturer and go to associate professor. People are coming here and do not know what their career path is.

JK Yes, and this is separate from the terrible contracting people are on. It is on every level in the lecturer track that the current situation is disappointing.

AR I hope that you understand that we are a big school of people who have not seen one another. Also, the compensation for the heads of department have not progressed in the way that I would have liked. I also want to appeal it over to the faculty council to some extent, because you are asking us now to mediate between the different interest that exist in the school. I think it is also important that the heads of department hear those concerns directly from the faculty council.

JK I am happy to come to your heads of department meeting and explain this any time.

ML We are now listening to heads of department who have their own view on what the world should look like, whereas they do not have the whole picture of what is good for the school. In this case, we should maybe have a discussion between the heads of department and the faculty council and see if eyes will be opened. I also think that it is ridiculous that it is not there yet. You see it in my strategy because I think that it is the only right way that we can have a proper education for our students. We need these people and the fact that we have not prioritized them is a mistake on the part of the executive board, in my opinion.

JK We are glad that it is in the education strategy, but everything is in there somewhere. We want to know what the priorities are.

ML Now that we have a vision, the education track faculty is integral. This needs to be up and running before the summer, in my opinion.

MF What about letting Jacomijn speak with the heads of departments?

AR I think that is a great idea and that we should have these conversations. We should also be honest that there have not been a lot of meetings with the heads of departments in person and it is difficult to not see each other for three years.

JK The other issue is that we find the diversity component small.

ML I have asked Gabi and Inga to shine their light on this. It is one of the central topics but I am not an expert on this. I need from them to craft this a bit further. The reason I still put it in there is because I think that this component needs to have a central place.

JK It is about recruiting underrepresented people and not about catering underrepresented people. Things like internationalization are cross with equality, diversity and inclusion, which is not the same. Also, there is mentioning of diversity in teaching staff.

ML The reason why I did not put it in there is not because it is not important. It is because it is not my job.

JK To be honest, having an international teacher for your course on culture makes a lot of sense. Then it is still a content argument.

ML It is a content argument but then we come into the cultural issue where academic directors do not have the authority to tell a department chair how to allocate a faculty member.

JK A different approach, we have the RSM strategy that contains a diversity component. If you look at the hierarchy in documents, it should be a priority as it is a priority in de RSM document.

JK The final point is on page 29, where it is mentioned that the SDGs should be implemented in part of the curriculum. We have heard from multiple students that they feel this is a political view which is being imposed on students as a given. We were wondering if that is a conscious choice.

ML This is because it is part of the RSM strategy. My view about the SDGs is also talking about the limitations. The SDGs should not be preached as right or wrong. It is about the discussion and to discuss the global challenges from different sides.

XWG We get the impression from students that it is being pushed down their throat.

ML That is not the intention. We are asking if and how they are addressing the SDGs.

JK We all have experience with getting a reply that we have to do something with the SDGs in our course manual.

ML You can choose the degree to which you engage with it. If it is too forward, I am happy to pull this back and find a different way of doing that. I do not want this to be a window dressing kind of exercise. The reason we do it is because it is part of our mission and we want people to consciously think on how they incorporate it or not.

MF You have made a document with someone together from the bv. The faculty is working with a completely legal situation than the bv. If we have to give consent or advice, we cannot do this for bv matters and they cannot do this for us. I was wondering how you are going to separate this.

JK This is something that we should follow up on. We should look at the legal side of our influence here.

ML I will follow up on the thesis supervision and see what has been done for the examination board and I will report back next time.

9. Any other business

10. Closing

To do before next meeting	Person responsible	Progress
Udates from Michel for next meeting <ul style="list-style-type: none">- Legal influence from us due to cooperation with bv- Thesis supervision- Examination board- Less initiative	ML	