

Minutes 234th FC meeting

Thursday 14th of April 2022, 10:00 AM – 11:00 AM

FC members	Guests	EB
Jacomijn Klitsie(JK)(Chair)	Michel Lander(ML)	Ansgar Richter (AR)
Marja Flory (MF)	Anna de Waard-Leung(AdWL)	Myra van Esch (MvE)
Xena Welch Guerra (XWG)	Mirko Benischke(MB)	Claudia Rutten (CR)
Shihao Lin (SL)(Vice-Chair)		
Jasper Oosting (JO)		
Bas Crombag (BC)		
Cesar Wapenaar(CW)		
Boudewijn Pietersen(BP)		

1. Opening

JK We have two visitors. Elmer Smaling from EM magazine and Luuk Veelenturf, who is a faculty member of RSM.

2. Agenda

3. Announcements

AR I am really pleased by the grants that have been received by two colleagues. This is really outstanding. Another thing that I am pleased about is the QS ranking and we ranked 15th in the world and 9th in Europe.

a. Replace timeline DoF.

JK Is there a plan for replacement and how is his current portfolio taken care of?

AR The last time we talked, it was in process and Peter wanted to communicate this himself. Peter stepping down was due to his personal situation and nothing else. He is not leaving the faculty, but stepping down from this role. We definitely want a DoF, so there is a plan to reappoint one. The timeline is not tightly written down. However, we want one around autumn. We will try to appoint internal faculty and it certainly needs to be a senior faculty member and normally a full professor. One can discuss whether an advanced associate professor can also take up this role. We discussed in our leadership team that one of the problems from this role is that the DoF does not have a lot of policy support. We already have plans to improve this.

JK We hope that there can be a proactive system in talking to people if you want to hire someone internally. Because I would be disappointed if very few people apply by the deadline.

MF I remember that the first dean of faculty, Dirk van Dierendonck was made a full professor when he got the position as dean. There are currently no full professors who are female or diverse. I urge you to look at the senior associate professors and then make them full professor.

AR I acknowledge that, but I am not talking anyone into taking this job. This way, you might end up with someone who does not take it with their full heart. In terms of responsibilities, Peter is still taking care of some of the procedural parts of the role for the time being. There are other things that we have distributed among the leadership team. For example, one of the roles that the DoF has, is to

be the link to the departments. I am meeting with the department heads on a very regular basis right now.

b. Status Faculty grid and workload allocation model.

AR We are fully committed, as a school, to introducing a new faculty model. This project has been taken up, but it will not come overnight and I do not have the exact timeline. The workload allocation is a slightly different type of project. Myra can maybe say something about that.

MvE As leadership, we decided to take on the projects that are top priority and there are four. One is the faculty development project and the other one is the whole idea of rewards and recognitions. These two are very much linked. There is also the allocation model, which is also linked. Percy, Michel, Ansgar and myself are taking up the fourth project which is workload itself.

JK It is kind of ironic that as EB you are now facing the problem that peers have to carry the workload from people who fall out. I think this signals to all levels that there is a serious problem.

MvE We are very aware of this. What also comes with this plan, is a plan for the allocation of resources. We are not going to do it the same way as we have done it before. We have to be very explicit about what we need to get things going. On the workload, for example, we have hired an external organization to help us. As part of the four elements, we are creating a resource allocation question and are allocating financial funds to actually make that happen so we have backlog. For instance, when I am spending a lot of time on the allocation model, someone else can take up my tasks. I want this method to also be part of other parts of the organization. We have to create flexibility in the system. I know this is hard, because sometimes there is simply not anyone available with that expertise. There should be room in the budget to make this happen and we have to make this a priority.

MF Firstly, I have been complaining about the workload for a long time and I also complained about peers having to take over. Peter always said that this was not an issue, because the departments were big enough to solve it. Secondly, I tried to find out why there is no money available for this. I found out that EUR is not insured for illnesses because it costs too much. EURcentral told me that every faculty should have provision, but I have never seen this in the budgeting committee. Why doesn't the RSM have provision?

AR In terms of the insurance, to the best of my knowledge, none of the Dutch public universities have that kind of insurance. This kind of insurance is extremely expensive and it should be bought by the university, not the school. In terms of the provision, I agree that we should have more capacity resources available. We are getting in a better position, because the government is promising more money, but we are not certain about when this will happen and how much. We are already making plans for the HR policy function that I was mentioning. That is something that we want to build up from those additional resources.

JK Marja's point about the budgeting process is still valid. There are many organizations with a percentage provision for every budget. That is a valid budgeting practice which can be considered if there is a change in income anyway.

MvE I do not think that is the only problem. I have worked in organizations where they had this and people still had to pick up the slack when someone is ill. The problem is that we are all stretched to the limit already. I think we should work on that. If that requires additional funding, so we can hire extra people and it works out, no one will disagree with that. The problem is to find someone with the right expertise and availability.

MF I have asked Peter several times to get extra money and he always said that you have to solve this within the department.

XWG I would like to comment on the four different elements. I think your approach makes a lot of sense. However, I feel that one element is standing out in sense of urgency, which is the workload topic. I am afraid that we are now going back to a high-level view on things. In previous meetings, we were already a bit more specific, such as comparing the numbers across different departments. I think that the overarching idea is a good thing, but there are certain things where progress needs to happen specifically and fast. I would like to be assured that this is high on the priority list.

MvE It is, but we want to do both. We have to make structural changes instead of only fixing things in front of us all of the time. Otherwise it can bite us in the tail at a later time.

JK We are happy to hear that replacement is being thought about, but we are still very concerned with the delays in the important issues at hand.

c. Register for additional positions RSM professors.

JK Is this something that the RSM should be concerned about?

AR As far as we know, we have them in order. We introduced and reinforced side registers and tightened up our processes about two and a half years ago. Everyone that I have been able to talk to assures us that we are safe and clean.

MvE We also have a process in place where we want to repeat this once in a while. It is something that we should regularly have a discussion about. It is worthwhile to periodically take out samples and have discussions. To conclude, we had a process because this was flagged earlier and we think we are in good shape. However, there is always a chance of someone not mentioning something.

4. Follow-up to-do list 233nd meeting

5. Follow-up minutes 233nd meeting

6. Annual 2021 PQI/HOKA report (With Anna de Waard-Leung)

JK It is very detailed, measurable and the goal seems to be achieved. We are happy to see this.

MF I have one questions about the tutor academy. As far as I know, the tutor academy has been set up, so we can get rid of Risbo. Also, the tutor academy was set up because we want to do our own hiring and not depend too much on Eurflex. I know that the tutor academy has made a case, but I am wondering why they are not working to solve this problem. Do you know about this?

AdWL I know from the project lead that they had the corona situation and that they are bending over backwards to help the TA training process. In the meantime, they are also having some difficulties engaging with HR to get all the information to put together a concrete business case. They are still trying to put together a business case, but it is a little bit more delayed on all sides.

MF What about the commitment of HR to help the tutor academy?

AdWL I heard from HR that they think that taking contracting away from Eurflex is not the most efficient way because that may increase workload for HR. This conversation is still going on and I think it would be helpful if we got a little more time to work with the project leads to get the business case together. Then we can get a clear yes or no on the project.

AdWL I want to inform you that we will get an extra 984.000 in 2022 through 2024. This also comes with extra work because we have to provide a concept plan on how to spend this extra money. We have been asked to provide the final plan in June or July. On top of asking for approval on the NPO plan, I would like to ask your approval to have the consultation done with our HOKA working group. With the HOKA working group we can have a faster and deeper discussion about this. Then I would like to come back in July to the regular council with the concept plan to get a final approval. At this moment, I am also talking to Myra on how we can streamline certain conversations that she is having with the midterm and so on. At this moment, we are very busy with asking all stakeholders on what kind of things they need fixing. Then we can set the priority and innovation charter together on why we choose which projects to spend money on.

MF As the HOKA subcommittee, we are definitely willing to work with you.

JK We do not have a meeting in July, but we will transfer power to the subcommittee and make an official letter come your way.

7. NPO Wellbeing 2021(With Anna de Waard-Leung)

a. Adjust Scope and KPI of projects

b. Re-allocate the underspend of “NPO 8 Extra eyes and ears” project to other projects

JK We approve your request for adjusting and refining the scope of the KPIs and approve the re-allocating the underspend of NPO 8. That will be in the letter.

8. RSM Competency Framework(With Anna de Waard-Leung and Michel Lander)

ML I think that the document is created through a very inclusive process and the LIT team has done a wonderful job to create the competency framework that you have in front of you. We have been reaching out to academic directors about whether this is something that they aspire in the programs. Similarly, we have also reached out to people involved on the process from the recruiter side, the corporate side and the BV side. The initial responses were very positive. To clarify, the framework itself is RSM broad. The description and the definition of the roles are fixed. However, each program has the flexibility to tailor the concepts they want to address, the theories they want to incorporate and the competencies that they want to incorporate. It is not a one size fits all strategy. On top of that, we are currently working with feedback groups to create the backbone system. That will allow for the measuring and operationalization of these competencies, including for instance, easy feedback forms to facilitate this process without any hindrance.

JK Content wise, we really liked the framework but we have some questions and a general comment. We are slightly unclear as to the status of the competency framework within the educational strategy. We would like to know the role of the competency framework within the educational strategy. Next to this, we propose to have a subcommittee like we have with HOKA that gets a little bit more involved in the process. Xena and Bas volunteered for this and we would like to do this to improve our understanding and make the process more fluid. Also, we were wondering where the 9 FTE's come from on page six.

AdWL The nine extra FTE are all coming from HOKA. We have five subprojects in the bachelor to experiment and set the blue print on how we are going to contextualize the competency framework and how we need to make changes in order to move that way.

JK We can assume that the nine FTE are coming from HOKA, right?

AdWL Yes.

9. Change of structure academic year Bachelor 1(With Michel Lander and Mirko Benischke)

MB I will focus on the faculty implications of the proposal, because the educational implications have been discussed at length with the program committee. It has not been fully mentioned, but we have made some analyses internally about the sources of workload issues. We found that we need to nudge people to reduce the workload and the main structural issue is our academic calendar and academic year. At the moment, we have 35 teaching weeks, the Dutch average is 30 weeks and the international average is 24 weeks when they work in a two-semester system. Our solution is to change the structure of the bachelor program. We have created two teaching free periods around Christmas and summer. Faculty is not expected to do anything teaching related during this period. This also has benefits for T5 and T6. We have created two extra weeks for T5 to process the BSA. To get benefits in the future, we have to invest now. I want to highlight two things that we have promised faculty. Some projects have started to hire people and we have also resorted to external resources which are more flexible. The external resources will consult and implement. Think of things like the workflow of an assessment structure in canvas that they will design and put into Canvas. I see clear benefits for the school to reduce pressure.

XWG We like that it was so concrete and specific.

JK How does the counting of the teaching weeks work?

MB We only count classroom weeks. We never counted study weeks, for example. We also plan to reduce exam weeks because that would reduce even more pressure in the summer. The only change right now would be the examinations. The structure itself is locked in.

JK Some of the blocks are seven weeks and some of the blocks are six weeks. Is that historical or is there another reason?

MB Yes, some blocks are longer. For example, block four has eight weeks because of the holidays in May and June. We did one more week there, but this is not an additional teaching week.

JK We also have concerns whether three weeks is enough for an economics course.

MB The economics teachers will develop a pre-study module, because there is a lot of heterogeneity and pre-knowledge due to the Dutch Higher school system. The students can start with self-study modules in the take home period before December and then they are fully prepared for this three-week period.

JK Have you also considered student wellbeing?

MB Of course, we see clear benefits for them as well. IBA students can no go home in December, because of the take home assignments. We have also changed a resit week to another holiday week. Also, August should be clear for anything so now we have July and August that are fully empty. The other benefit is that we are able to send out some of the BSAs out earlier. Also, the interviews are less constrained in terms of the timing. We have created more space to handle these in a more considerate way for the students.

JO Did you consider the availability of the study places?

MB It is way beyond my paygrade to solve this problem and I think this is an EUR problem. We do not think this will enlarge the problem because students should be expected to study anyway. We are also aware of the problems due to the online and on-campus lectures on the same day. This makes it difficult for people who have to commute. We are talking with EUR scheduling to make online and offline days. This might also alleviate some problems with study spaces.

ML There are a couple of things happening at the EUR level. Annelien Bredenoord has assembled a taskforce to get a smarter and shorter academic year. They are going to look at where they want to align the schedules and how to make sure scheduling adapts to this. This indicates collaboration between the faculties, because some of them have a very big claim on classrooms. Of course, this has only recently been kicked off and this will hopefully answer your questions in the coming months.

JK We are on board with the proposal, so you can expect a letter Mirko.

10. Any other business

11. Closing

To do before next meeting	Person responsible
Write a letter of advice for changing structure bachelor 1 and send to Mirko.	JK/BP
Write a letter of consent for HOKA and NPO and send to Anna.	JK/BP