

MINUTES 177TH FC MEETING – 7 APRIL 2016

Attendees

FC Members	Guests	MT	Official Secretary
Dominik Scherrer DS	Anne van de Graaf AvdG	Abe de Jong AdJ	Joy Kearney
David Unterdorfer DU	Gabi Helfert GH	Frank van der Kruk FvdK	
Marina Arnaudova MA	Jannet van der Woude JvdW		
Andrea Petrini AP	Ben Schotpoort BS		
Mike Jennekens MJ			
Paolo Perego PP			
Marja Flory MF			
Samer Abdelnour SA			
Joey Johanssen JJ			

1. Opening

MF opened the meeting at 10.32 and welcomes JJ as new member and thanked GH for her contribution and wished her good luck in her new position. FvdK also thanked GH.

2. Agenda

There were no further points for the agenda.

3. Minutes

Will be approved in the next meeting along with the minutes of this meeting.

4. Announcements

MF expressed concern about a lack of information in the FC on many levels and a lack of overview of the information needed for the agreement on certain issues. FvdK suggested setting up an independent information stream but MF stated this would be at best unsatisfactory and the problem lies in the fact that the FC does not know on which issues it is not being informed.

5. Studievoorschot criteria update

MF mentioned that the issue regarding the Studievoorschot was not approved by other Faculties, it was originally intended among other things to support Blended learning (EWaarts) and the FC thought it was a good plan. It was not approved because there was no possibility to employ more teaching staff which is necessary. More staff is an important criterion. JvdW sent the memos regarding the updates on these issues however some points are not complete and some are in Dutch and need translation.

Meeting 23 March: outcome was that RSM will make this a project and the FC will need to make sure which project belongs to which theme. An overview of FTE who are going to work on this project will need to be drawn up. Important questions concern when the projects will be finished and within what timeline, and how it can be measured. The FC is working on getting more information. DS claimed the FC does not need to make changes, only wait for approval, it seems. AvdG stated that “we are still left in the lurch” about this issue. JvdW advised structuring the courses first, then adding more ‘hands’ to it in the form of new employees. EWaarts has mentioned

at the last meeting with PvdMeer Mohr about the difficulties and warned RSM about this structural use of funding. The committee are working to get it complete before the end of the month.

MF mentioned that the plan of the school does not involve extra staff. A member of the UC had pointed out that money is structural. If approval is required, the UC will say no to it. The FC should discuss it again with a smaller group. The FC wants to be involved in the discussion. AvdG stated that it's important to know that the UC will block it potentially. DS mentioned that if we set up funding at school level for more employees, it will not affect departmental finance. They can get more employees without using their funds. FvdK mentioned that support staff will support on e-learning etc. More teaching 'hands' will be available then. MF disagreed completely with this view – blended learning means more time-consuming work. This will constitute about 10 hours extra work, and as a teacher you do not get workload reduction. It's a different way of teaching. AvdG continued by saying we are not doing badly but we are not a frontrunner as a school. Extra support staff will be marginal, being used to revamp targeted courses. MF mentioned that extra hours funded under the project per department has yet to be decided, so in the short term there are no extra 'handjes'. AvdG mentioned that there will be a whole new gain in the end and RSM will get new tenure trackers. RSM cannot realise it in a year or two, it will have to balance out permanent and flexible staff. MF stated that post masters could be employed as non-tenured lecturers would really help, it's a win-win situation. MF asked if we can reserve some money for this. SA agreed some departments can do so. There is pressure to not use teaching assistants. How departments allocate extra assistants may not always address student concerns. AdJ commented that you have to take a bigger initiative – RSM has to save on allocation of money to each of the academic departments and we have to be smart in making reductions. There are people overseeing the quality of lectures, autonomy is within individual departments but there is little uniformity. Within the larger picture the 'studievoorschot' is only one measure. We have to say count on it but don't count on it! DS added that if we provide money for departments it should be used for that specified purpose. MF mentioned that since the FC have to give advice, it will meet in a small committee with Jannet before 4 May.

6. MSc trajectory

MA has been looking to other departments regarding co-readership. It seems students are sometimes begging professors to help them or going to the Exam Board to secure rights to be seen as an exception. Some professors are more willing to help than others, and for example EvdLaan has quite a large number of students for co-readership task. This should be balanced out, a couple of professors should be free-floating, this can be organised by Master thesis trajectory staff. SA mentioned that the issue was raised to Exam Board – she was approached by students from another department – 3 PhD non ERIM candidates had to coach 12 students each, they had just finished the Master themselves. SA does not think such a 1st year PhD is capable of coaching like this yet. Pressure on students is too much, 12 students is too much to coach, maybe 2 or 3 is sufficient. AvdG stated that the Exam Board has a policy regarding who can be a coach and co-reader. They need to be appointed as examiner by the Education committee. It was agreed that 12 is too many. Students are very satisfied having a PhD as a coach, but it will not become the norm, will revisit the figures in the past year to check this. Coaches/co-readers from another department were always needed in the past. Some specialisation has taken place within those programmes. It is hard to follow and provide constructive feedback from another department, it's a model under construction, The Exam Board is currently thinking about this issue. Finance and Accounting assign co-readers, other departments leave it to the students. If you have co-readers from the same department there are hierarchical relationships. MA

stated that we are receiving transfunctional knowledge. It's not really facilitated. It can be interesting if its research by the professors themselves. OCC, SCM etc. are looking for co-readers outside their departments

PP mentioned that thesis coordinators could be a filter in facilitating exchange of information. Small departments have more leverage regarding co-readership. AvdG stated that departments have different levels of input. Programme Management has experienced a lot of shifting but it settles eventually. It will be on the agenda for next Tues. meeting. Thesis coordinators should give input on this. PP observed that it is not lack of willingness but lack of capacity. If there is an increase over time the 'studievoorschotmiddelen' will be applied. AdJ stated that it will depend on individual capacity per departmental head. AvdG pointed out that Finance does it very well but it's not the preferred model. MF mentioned about the deadline of 15 June for the final thesis, its 15 August again (you have to deny the defence). MF asked if they are allowed to get feedback before final submission, AvdG replied that no coaching is allowed. MF observed that they go into companies and are busy and cannot make the deadline. Department head said to teaching staff to take holiday leave and MF could not give feedback because they had not done the internship and she is not allowed to give feedback after submission, so this is somewhat a dilemma. AvdG advised to sit down with coordinator and see if it can be done earlier. MA does not understand why you fail after first topic as coaches will be interested to coach during that extra month – why was that month cancelled? AvdG replied that there must be incentives in place for finishing by 15 June, designed for students who could not make that deadline, and this was deemed to be too harsh, grade is now given on 2nd attempt. It's now unclear. Some programmes reinforce this policy, one-time feedback and then resit. SA remarked that producing a serious qualitative thesis by June 15 is impossible.

Programme Committees: MF mentioned why not have two separate committees – there are too many people to have a good dialogue. The FC think (MF) the code of order is not realistic. This will be a point on the agenda for the May meeting of the FC since AdJ pointed out it is a serious topic and needs to be prepared from all parties in the FC.

8. A Good Conversation

Students remuneration in the FC: DS mentioned about stating this as being dependent on attendance and FvdK said it will be a fixed amount or there will be a lot of administration involved. Some members may have to miss a meeting for a valid reason, this should be understood. AdJ mentioned that being a member of the FC is a fulltime job and you have a broader responsibility. Annual compensation can be made for services provided, there are different constructions possible but it should not be complicated or difficult to enforce. MA argued that if you are paid automatically there is no major incentive. FvdK requested for a letter to be prepared for signing in agreement of the reimbursements

9. Incentive Model

The Incentive model has implications for the budget. MF mentioned that the FC would like to talk it over regarding what an excellent performance is, and what about governance, since departments are very autonomous, there should be more fairness. AdJ stated that the Incentive model does not have a lot of consequences for the budget. It is not aimed at budgetary consequences, we should disconnect it from the budget. There will be a meeting with a smaller committee needed. JJ, MF and PP are in the HR committee and will plan a meeting. DU argued that it is

indeed intricately linked to the budget, autonomy of departments and management control. How strict is that control cycle going to be? This momentum should be used to look at the budgeting process. AdJ proposed to disconnect the budget – processes for governance are an ongoing process every year, not about budget allocation as such. This document is about both, there are issues of transparency. AdJ explained that it is a starting point is to provide more transparency as to what is going on in departments. Harmonisation between departments and more reporting on activities within departments should be the aim, as well as how it fits into the overall strategy

10. Budget preparation

MF remarked that the FC normally receives the budget in June during the holiday season, so she asked could it be in May so the FC can discuss it before the holidays? There is a special finance committee within the FC – MF asked what kind of appointments the Finance committee have set up with the FC finance committee? BS replied that he will send the spreadsheet with the framework memo ('kadernota'), it is already compressed. The concept budget will be ready by 4 July, and on 28 August a report will be sent to the Executive Board but it's impossible to have it ready in May. FvdK recalled that it entails a right of consent from the FC, therefore the main lines of the 'verdeelmodel' will be ready in May. Full budget will not be ready then, but it will be possible to inform the FC much earlier. By 4 July the FC will already have information, on this date the FC can give advice on the budget via the FC Finance committee. FvdK assured the FC that BS will send the planning, the committee will meet, FvdK will provide an indication when meetings take place and keep the FC informed.

11. Closure

Marja closed the meeting at 12.15 hrs.

Next FC meeting 4 May at 10.00 in T03-42.

Action points

Tasks	Person Responsible	Progress
Write a letter to FvdK approving reimbursements FC	Joy/Marja	Done
Further discussion Code of Order PCs	Marja/Samer/Joey/Paolo	Meeting 28/04
Small committee meeting with JvdW before 4 May.	?	Pending
BS will send spreadsheet with 'kadernota' for finance committee	BS	done
Education committee will meet with Master PC representatives	Education committee	pending