

220th FC external meeting

Thursday October 29th 2020, 10:30 PM – 13:00 PM, Online via Zoom

FC members	Guests	EB
Jacomijn Klitsie (JK) (C)	Justin Jansen (JJ)	Anne van de Graaf (AvdG)
Younes Assou (YA) (VC)	Gabi Helfert (GH)	Dirk van Dierendonck (DvD)
Mohammad Ansarin (MA) (VC)	Anna de Waard-Leung (AdwL)	Claudia Rutten (CR)
Silvija Prancane-Verhoef (SPV)	Michel van der Wel (MvdW)	Ansgar Richter (AR)
Helen Gubby (HG)	Christopher Keller (CK)	Eric Waarts (EW)
Marja Flory (MF)	Hiske Meerman (HM)	
Tristan Davanzo (TD)	Roos Schelvis (RS)	
Mathilde de Jonge (MdJ)		
Keisha Mathews (KM)		
Absent: Ruben Schwagermann		

Secretary to the Faculty Council: Rixt Baerveldt

1. Opening

2. Agenda

3. Announcements

AR: In terms of education ranking, we have received positive ranking results. We reached the top 25 universities in the world in terms of business and economics. I am very pleased on how things are going on that from. Congratulations for everyone.

AR: A process that we have are focus group on our strategy. We are looking forward to discussing the strategy development in the next meeting.

AvdG: The activity analysis is progressing nicely. We are on a one-week delay, which is acceptable. The various units and departments are working with the team to allocate their costs and products so that we have a clear picture on what these things cost us. We scheduled a feedback session with the departments to do a hypothesis testing session. From there on, we will take it further. The process itself leads to increased awareness of cost and income with all stakeholders. JK: Let us know when you need our input. AvdG: sure.

JK: We would like to see a 2020 budget update. AvdG: We can send you the last forecast from September. We have made an adjusted forecast, which is not formal. This is done by looking smartly at the figures, and this still has to be discussed internally. That will come maybe next week. We have submitted the 2021 budget. We are trying to get a 'nacalculatie' (*recalculation*) earlier from EUR central, so that we will already know if the budget 2021 will look good. We are pushing them now.

AvdG: We see an increase of all sorts of student-related cases, and we do not have a good structure for dealing with that. Each case would come in different varieties, there was not a lack of action but

more a multitude of complex actions. Adir Meijdam has been in touch with the student that has made the post. This student has been in touch with the student that has made the complain. For us, that matter has now closed. I have not personally been in contact with STAR, but they will be involved with creating this structure. We also have to take a couple of legal analysis to see if we can act on it.

4. Follow-up to-do list 218th meeting

5. Approval Minutes 218th meeting

6. Work Pressure – With Roos Schelvis and Hiske Meerman

HM and RS have introduced themselves and did a presentation about work-pressure.

JK: I am glad that quite a few questions that we had were addressed. The EUR document is very interesting. Can you give us some insight on the next steps to be taken at RSM. HM: We really Zoom into the individual teams to have this conversation. It differs a lot per group. It would be a question per department as well. We try to form more informal connections to make sure it is lifted to a higher level. It is very dependent on what we see over the next weeks or months. JK: To clarify, what we see in the coming months is in the focus groups? HM: In general conversations. AvdG: It is obvious that the issue of work pressure has got worse. At EB level we are trying to make resources available and we are looking to opportunities to do that more. There are different strategies between the departments, and we are trying to get departments to share best practices with each other. The outcome of the activity analysis is to give us financial footing and financial choices that also take into account work-pressure. JK: It sounds like there is no strategic plan to reduce pressure at department level. At the FC were hoping that there would be done more at RSM level. AR: I am not sure if that is fair. We are providing external resources, which is a concrete step. It is something that we can do now, it does not solve the problem. Part of the work-pressure is the rising student numbers, caps are part of these solutions. We are taking steps into the direction as well.

MF: Every time there is a new plan about work-pressure. There is a general report on EUR and Europe has made a qualitative report. I do not feel anything, I even have to sense that the pressure is much worse. Where are the actions? JK: We are happy that plans are be made, but we are really hoping to be in conversation about more concrete actions. Maybe we can have an offline conversation to get things moving. MH: I would be keen to hear from you. AvdG: It is a sectoral problem. There is only so much we can do within the financial limits. APV: It is not only about the faculty. Let's focus on all employees and I would like to have close conversation on what can be done. What are the costs and what are the concrete actions to deal with the costs? It is an issue and people are not enjoying their work anymore. JK: we realised that you are doing things, we just think it is a work in process.

7. HOKA – With Anna de Waard-Leung

AdwL: I would like to request approval for the 2020 financial forecasts and re-allocation of project budget due to issues cause by the Covid-19 crisis. It wanted to inform you of the partnership with the EUR Impact at the Core programme in the "I DO" project, a pilot to connect the bachelor students with a small NGO to work on their "live" business problem. I have received a list of questions, and I hope that the document has answered these questions.

JK: We did not have any specific questions. Great job, as the budget looks almost full to be spend. MF: We are all very pleased with your work.

AdWL: We have a jump in student numbers. We are in contact with CDC regarding the increase of the 2021 HOKA budget to reflect the drastic increase of our student enrolments, so hopefully we can expand the project plans. Also for 2019, we are contacting CBC. We want to ask them to take a look at the 2020 HOKA budget in order to reflect our population and expend the budget plan. Also for 2020 and 2019, applied for the research top-up, but we have difficulties getting a concrete response from them. I have received a vague respond, but they are not committing to any timeline for the reflection. We are worried that they only increase the budget later in the year, which do not allow us sufficient time to make adjustments to cater the needs of the current student cohort. I know that the FC has a direct line with the UC, and I would like to ask if you could put some pressure there. JK: HG and YA could pick this up with AdWL. HG: If you could make an e-mail, we can forward it to the chair of the UC.

8. Caps MSc – With Gabi Helfert & Justin Jansen

JJ: The department has never seen such an increase in student numbers. We are impacted more intensely in absolute numbers. This is a huge increase in working pressure, and therefore this is on top of the agenda. We suggest to install a buffering mechanism for us. We cannot absorb another 80% increase. We have been able to hire two new lecturers, but we need a new buffering mechanism. We suggest to cap both masters. Considering the numbers we suggest, we are still looking at a growth of 40-50% of students. We need this mechanism, and that is why we came up with this proposal. GH: It is also about educational quality. We are not only concerned about the work-pressure but also the educational quality. The new numbers that came in last week, and we are expecting another growth of this program. We have already sent out a request for the EB. We would like to get the advice as soon as possible as the requiring season is already starting.

JK: we were wondering if there is a policy to determine the number that is put on the cap. GH: It is decided in the discussions with the department itself. They have the best overview of the situation of what the department can stomach in terms of workload. JJ: Our people can switch easy in terms of teaching between the masters. I do believe that there is still opportunity to grow in the strategic entrepreneurship master. We are not against any growth, and I see it as a growing cap. If we can increase the cap, we will do that. But not at this point of time. GH: You apply for caps for the next year, so this is for the coming intake. We will apply in February for the 2022 intake. We will need the advice of the FC again. That comes in somewhere in December. We will decide if they will be the same caps or different caps.

The FC will send the advice as soon as possible.

9. Plans for education next semester – With Eric Waarts

EW: We need to continue with the online version, there is no escape from it. We will repeat what we have done earlier this year. We can do it in a better way, but it is what it is. JK: Everywhere. The student members were wondering to what extent the student voice has been implemented. EW: Teachers and students would prefer one of both choices. They would not prefer a hybrid model. We are trying to do include the offline teaching where possible. We will try to have more spaces for students to work together to make it more interactive at the campus. For us the signal was clear; focus on the online and do it better than last year.

JK: Thank you for explaining. It is sad but true. We had three information sessions, and last time when we had to move to online there were uncertainties. These issues seem to be solved and this is also

related to the workload. We can do it more efficiently, and that is what we are working on.

YA: Do the lecturers have close contact with the students, so that they know how to adapt? Are there focus groups for example? EW: That is normally what we do with the students. We have a lot of suggestions from student representations. There is a lot of interaction, more than half a year ago. YA: Is the direction weekly? How do they get in contact with the assistant professors? EW: Every time you have a session you have a chat box from students with comments. There are responses as well. All teachers have that close contacts. There is a lot of learning going from the students to the teachers. YA: How is the transparency? Students have the feeling that nothing is happening, maybe they should be more informed. Make it more transparent to show what is happening. EW: We always recommend teachers to do that.

MF: My experience is that the students were very supported. Now I see that students are a bit more fed up with the situation and they become more critical. Now, if feel a lot more pressure on me for if something goes wrong. That is worrying me and my colleagues. The attitude of the students is different from what it was in May and June. It gives extra pressure on you. EW: We are fed up as well. People get irritated very quickly. You can build in social activities so that people can connect again. That happens successfully sometimes. That is one way of dealing with it. GH: We do have information session, in which we encourage the teachers to share the best practices. Also, there is an online forum on which teachers can share best practices. We also encourage the teachers to get in touch with the learning and innovation team, in order to share best practices to that the learning and innovation team can also set up additional sessions. Also, the programme committee consist on faculty members so that they also focus on that social aspect as well. There is a lot of information sharing going on. There are discussion on especially that social aspect as well.

JK: Thank you for sharing your plan and please keep us up to date.

10. E-masters – With Christopher Keller & Michel van der Wel

MvdW and CK joined the meeting to talk about e-masters.

MvdW: we have been looking at the possibility to see if we can give some of our masters online. There is a taskforce of 8 people that is working on it. There is a steering committee as well. We are now at the end of the first phase of the taskforce. We were asked to investigate the possibilities for this. WE looked at all aspects, also legal aspects. We are now finalizing our report, we hope to have a draft version available this week.

MvdW has done a presentation on the proposal.

JK: What do you need from us? MvdW: It is more informational. It is a development and we are curious for your input. HG: There are a lot of potential copyright issues that could be involved. The EU has developed a directive on online education. As the RSM has had various legal issues, to what extend are you addressing this? MvdW: There is multiple legal aspects, and that is very much part of what we have been working on. What you are expecting of the online students is the same as what you are expecting form students. CK: We have not had a legal assessment on this, but we should do that in the next weeks. We have been speaking to European partners to help with content and put it online. The copywriting conflicts seems to be a less big conflict in the EU. University in the US has a larger problem, as the copywrite has to do with the professors. If you lose the professor, you lose the course.

It seems to be a less urgent issue as in the US. HG: Are you arranging some sorts of training for teachers who will be on this? We are using a lot of images from the internet. Once these things come online, this will become more of an issue. What will you do about that? MvdW: We do not just leave teachers on their own. We are looking at a third party. We are looking for a partner that can help us at the program level. They can help us with the structure. One of the partners we are looking at will sit with you individually. We should indeed make copywrite part of the discussion. CK: When you take a program online, it is a complete redesign of the program. Not only are the courses redesigned, but you also need to restructure the courses. We should make sure that the modules are correct. You need multiple entry points as well; you should give them the opportunity to enter the degree in January.

YA: Have you already talked to Erasmus X about this. CK: we are talking with Erasmus X about this. They have a lot to add and we are looking forward to the conversation. YA: What makes your idea different from the idea that is already in the market? CK: The element that most differentiates, is the offline component that you add to it. Having an on-campus addition. We are also keen to have partners so that we own everything. It is important to feel insources. Part of that is to come to the university. The old legacy things continue to make you competitive in the online world. The rest is to adhere to best practices. It is about making great, encaching and high-quality online content.

JK: We would also like to see the budget implications for this proposal. If there is an offline component, I would like to see what that factors into the cannibalization discussion and the inclusiveness part. You mentioned for example people with disabilities or people further away. I was wondering how that ties in together. CS: You can think of it as a masterclass. It is a one-week on-campus element that you add. You are completely right. When you look at the design-phase of it, making it accessible is something that has got to be solved by the person that is assigned to design the course.

JK: We would be happy to stay involved in this intriguing process. AG: There is no way in this world to fund this out of the RSM budget. Therefore, we are looking at cooperation. The University itself also plays a major role here.

11. Any other business

12. Closing

To do before next meeting	Person responsible	Progress
Meeting with FC and HS		