

Minutes 235th FC meeting

Thursday 19th of May 2022, 10:00 AM – 11:00 AM

FC members	Guests	EB
Jacomijn Klitsie(JK)(Chair)	Daniel Feenstra(DF)	Ansgar Richter (AR)
Marja Flory (MF)	Luuk Veelenturf(LV)	Myra van Esch (MvE)
Shihao Lin (SL)(Vice-Chair)		Claudia Rutten (CR)
Stephan van Roon(SvR)		
Jasper Oosting (JO)		
Bas Crombag (BC)		
Cesar Wapenaar(CW)		
Edward Oldenburger(Eo)		
Boudewijn Pieterseon(BP)		

1. Opening

2. Agenda

3. Announcements

AR I would like to remind everyone that we have a homecoming event on Saturday. It is a graduation celebration, in particular for students who were not able to have a proper celebration during Covid.

CR We will have 5 students again, as of next year so that is great.

JK There is also a plan for Marja's replacement, as Luuk will be taking over her place.

4. Follow-up to-do list 234th meeting

5. Follow-up minutes 234th meeting

6. Dependence on individuals

MvE This has been a discussion point for a very long time. We have tried to control this issue with limited success in the past. The approach that we are taking right now has two sides, a bottom up and a top down approach. We have asked a company that specializes in creating higher energy levels to analyze what they think we can improve on. They told us that it is all about leadership and we will work on the impact of leadership in multiple sessions. Also, the first thing that Ansgar asked me when I joined was to look at the allocation model, how we divide our time, if we have clear agreements and if there is uniformity. We are looking into creating concrete measures. These are things that we can get involved in from the top-down. Also, the little things that are very impactful from leadership towards employees. For instance, the consistent working in the weekends and evenings. That is fine if that is an individual choice, but if a manager sends out e-mails on a Sunday afternoon, it has an impact. There are very practical things that we can do, such as sending out e-mails with a delay. We should also create a culture where we can talk to each other about this.

JK Back to the workload allocation models, are you saying that they are becoming uniform?

MvE That is the goal. We have gathered information on the current models, so we understand what the different models are and we looked at models from other business schools. Now we are going to take the next step to define requirements. Then the idea is to create one uniform model for the entire school. This is not something that is easy and we need to have a good discussion about this. On a personal level, we can help people with becoming more aware with their own coping mechanism and enable them to understand themselves better. I do not want people to feel that they are the problem, but it might help to understand how their body works under stress. There is actually a first workshop on the individual level on T5 to be introduced to that kind of thinking.

JK Is there a process being designed to better divide the workload when people fall out?

MvE We are going to come up with very temporary solutions without looking at the next person with the same type of background. For instance, we hire extra people to fill up the void. In case of the examination board, Claudia and her team are taking up some tasks.

JK Is Claudia doing something else less then or does she get extra work?

MvE In a way, this is indeed the case but it is something that we are in dialogue about. That is why I am stressing that this is a temporary fix. We are looking for a more permanent solution, but with the acute situation that is existing, it takes a toll on her team right now. The problem is that some people are really difficult to find. We should be more proactive to create a backfill for these kinds of situations.

MF Last year, I had a discussion with Peter about the culture needing to change. People find it really hard to stay at home because they know other colleagues need to take over their work.

MvE I agree, but I do think that we are making changes. It is slow, but culture change is very hard. I also think this is where the allocation model could help. I come from a world where the manager would tell people that I was full, because he knew exactly how many hours I was working.

If we have a good allocation model and we stick to it, we can have a more objective discussion about how much work people are taking up. I am hoping that these little measures can help change the culture and create a dialogue.

JK I like that the allocation model will be uniform, but there is also variability in the processes for replacement.

MvE This should also be uniform.

JK Can people see it in the budget?

MvE There is room for this in the overall RSM budget.

JK This means that heads of departments do not have it in their personal budget?

MvE That is true, but they can ask to get help on finding replacements and some of them already did that.

JK It is also an issue of communication and about access.

MvE We try to communicate that if something happens they can come to me for instance, and we try to find a solution right away.

JK That is very generous, but also crazy because there are also people who are a junior and do not know you. It should be clear for people to whom they have to go when there is a problem.

JK Do you have an analysis on of people out on long term leave?

MvE We see an increase in long term leave, but we do not have an analysis on a personal level due to privacy reasons. We can make a general distinction between people having an illness and the other people who are out for a long time can be considered burnout related. This is also a problem nationally, so we follow this trend but we do see this as a big warning that we should something about. We have a very good relationship with an organization that is able to provide psychological assistance relatively quickly.

JK Can we see the documentation about long term leave?

MvE Yes, but we will have to anonymize it.

7. BILO update

MvE It will take place this afternoon. The way that it is structured is that we have the spring BILO where we discuss whatever we want to discuss. There are three topics, talent management, impact and sustainability. Along these three axis we have prepared some discussion points. We want to show

what the RSM does on these topics, but we also want to have a dialogue on how they can help us have a greater impact, be more sustainable and work on talent management.

JK Does one of the topics have a relation with the faculty grid?

MvE Yes, there is a relation between talent management and the faculty grid and teaching based faculty.

JK Regarding talent management, I have a question about the temporary contract where people have to leave for 6 months and then they come back.

MvE I think that we used to believe that when the money is temporary that the contract should be temporary as well, but that is a very limited view. One of Daniels topics is looking at strategic personnel planning. We should have an idea of how many people we need for each role, then it will not be so scary to offer a permanent contract.

MF Can we also let go of the idea that only researchers can teach because in the last CAO, it stated there was place for lecturers with education ambition. I still see that we are not hiring lecturers at this school. We really need them, especially Dutch speaking lecturers. There is still this tendency to give more priority to research. This is a possibility for RSM to stand out and say that we find teaching important.

JK This is again a uniformity question. In some departments, this is standing practice and in some it is out of the question.

AR I do feel that we have to make stronger statement in that regard. You are right that we have quite a number of people who are mainly teaching oriented. What we need to do is develop a meaningful career track because you do not want a group of second class citizens who are doing teaching only. Having teaching only staff without a meaningful career track is creating a lot of problems. I have been in discussions with the heads of departments who are very open to differentiated career tracks. In the Bilo meeting, talent management consists of four topics. The right career tracks, the difficulty in finding and retaining good staff at all levels, diversity and inclusion and workload management. The university has quite rightly asked us to come up with a talent management plan.

JK I think we are happy to supply members to a work group.

JK We were wondering whether you will be updated on this vegan campus plan.

MvE I am not sure, but I know that the CVB has a very strong opinion on the campus being vegan. I can try to find out.

JK Are you making strategic plans based on the governmental change that took place.

MvE Yes, I think we are the only faculty that is already anticipating it in our new budget plan. On top of that, there are talks that there is even coming more budget towards EUR. The central finance organization has asked us to create an addendum to our budget plan with a list going down in priority that we want to spend money on when it would be given to us. This is to make sure that we will be able to do everything with the money that we want to do.

AR Universities and individual faculties have a tendency to be extremely conservative. For example, what we were just discussing about the permanent contracts. I feel that we have given in too much in this risk kind of thinking. Even though, there is never 100% certainty around this, we need to make those commitments.

8. Annual Budget Update

JK We were wondering about a statement on page five. It says the academic departments are expected to improve result of budget 22 to 25, year 23 by 50%. What does it mean?

DF I like to take the view of all of the departments as a group and then they have a multi annual budget for the year, including year 2023. There is a bottom line result of approximately negative 1.5 million and we want to improve this by 50% .

JK Can we clarify that you are not asking people to cut on costs?

DF No, we are leaving it up to the heads of department on how they are going to improve their bottom line. Given the new income, they do not have to cut on any costs.

MF Aren't the departments required to be on zero and not have a deficit?

DF That is indeed normal, but with the workload and other things coming towards the departments, it would be fair to say that the balanced budget principle can be loosened.

MF There are departments where it is all about no deficit and for some departments it is not a problem. For me, that is an issue and we get back to the uniformity issue again.

DF I think it also relates to the way we allocate our money. We allocate it based on financial means, but as Myra already mentioned, we have to rethink our financial model. We should look more towards how many FTE we need to get the work done and that is about strategic personnel planning.

JK It also goes back to the work pressure topic, because if there is a head of department who does not want to have a negative budget, it means that the work pressure is higher for people in this department. This is not fair compared to other departments that are negative.

DF That is a discussion that we have with each head of department individually.

JK I am part of these discussions and they are about how to cut costs to get to zero, but are there situations where you say that a department simply needs an extra FTE to get the work done without cutting other costs.

DF For example, in T5 I always give a positive advice when they ask approval to hire extra people. I give a positive advice because I know that the work pressure is really high there.

JK My argument is the other way around. If the heads of the departments do not see the necessity of hiring extra people but they actually should, can we see this from the budget side and say that they need more FTEs.

DF I find that difficult, because I do not exactly know what is happening within the departments. I am currently building up relations with the heads of department.

9. Any other business

JK I would propose that we no longer open the external meetings for online attendance.

JK The course evaluation discussion is still taking place with the dean of education. We send a proposal but it was not directly accepted. We are still in talks and hopefully we can make changes before next summer.

10. Closing

To do before next meeting	Person responsible
Provide FC with burnout figures	MvE