

MINUTES 157ST FC MEETING – 14 MAY 2014

Attendees

FC Members	Guests	MT	Official Secretary
Jules Maitrepierre	Bas Louwman (STAR)	Abe de Jong	Karin Bongers
Gabi Helfert	Anne van de Graaf	Frank van der Kruk	
Joost Vlot	Adri Meijdam		
Miruna Carlugea	Carla Dirks – van den Broek		
Chandro Kandiah	Tom Mom		

1. Opening

Jules opens the 157th meeting at 10.30am.

2. Agenda

There are no questions or further points to be added to the agenda.

3. Minutes

The minutes are approved without further remarks or amendments.

4. Announcements

The FC makes three announcements:

1. Juup has fallen ill and Jules, the vice chair, is taking over his position.
2. The FC would like to discuss the new thesis manual in the next FC meeting, because there was too little time to prepare a proper statement on this.
3. The FC was happy to receive the TER relatively early this year. As it was sent less than a week in advance of this meeting, the FC could not prepare properly. Therefore, the FC would like to hear the main changes in the document and come back to this in the next meeting.

The MT makes four announcements:

1. An employee satisfaction survey was sent out to all employees again as was also done four or five years ago. There has been a trajectory to implement measures to improve employee satisfaction, and the repeated survey will show whether these improvements have actually been achieved.
2. A biannual meeting took place with the board of the university to discuss matters that the school has to report towards the board and then gets feedback. Three items were particularly of interest:
 - a. The board showed interest in increasing the teaching skills of faculty members. All teachers have to get the so-called BKO qualification. The board was very interested to get detailed information about the percentage of faculty that actually meets the requirements in that area. RSM is now trying to follow up on this, because some people get exemptions and other new people follow a course in order to get the qualification.
 - b. The board was also interested in the follow-up on the culture scans we already discussed here. We have reported about the current state of affairs there.
 - c. The financial situation of the university and the school.
3. Frank is working on a plan to decrease the general support staff with 4.4 FTE as RSM was ordered to do so as a consequence of the strategy of the EUR. All employees have been informed about this (Gabi will make sure the FC students get the same information). This has to be done before the end of 2015. Frank does not foresee a big reorganisation at this moment. The FC will be informed as soon the MT has

concrete ideas on this topic. The plan should be ready before the summer holidays, so Frank hopes to discuss the plan with the FC early July.

4. The required overhead reductions at RSM apply to the general support departments (Corporate Marketing and Communications; Careers, Corporate and Alumni Relations, Finance, HR, ICT, Dean's Office). The EUR Strategy also states that RSM has to reduce the so-called O&O support by 11.5 FTE before the end of 2017. RSM is not willing to do so, because the earning capacity will be increased so that the financial targets can be met without decreasing the number of O&O support staff. The plan to raise RSM's earning capacity should be ready by the end of this year.

5. Update TOP and thesis trajectory

The FC is curious to the experiences of all people involved in the new thesis trajectory. Therefore a survey has been sent to faculty members (coaches and co-readers) similar to the survey that was sent to students earlier this year. So far it seems that the faculty members are more positive about the thesis trajectory than students. The survey will be open until all final theses will be handed in by mid-June. The FC expects to have the final results about the experiences of the students, coaches and co-readers by then.

6. TER

Carla made up a document with the main changes in the TER. Trimester 7 for bachelor students has been changed in the TER, just to make clear what the possibilities are in this trimester (especially with regard to the electives). The programme committees were satisfied on this point.

Jules has a couple of questions regarding the changes in the TER of IBA regarding the requirements for cum laude, the number of resits a student can take and which grade (last or highest) counts in case of a resit. The questions are when the changes will be applied, to which group of students (new or also current students) these new rules apply, and whether it is possible to spread the information about the changes in the TER among the students through for example SIN-Online.

Carla explains that the last-grade-counts rule has not changed. For the new cum laude rule a proposal within the rules and guidelines has been made that starting with the upcoming academic year an additional requirement has to be met to get the cum laude qualification: a maximum of two resits. Currently there is no cap on the number of resits a student can take to still achieve a cum laude result, which results in students taking resits until they have the minimum grade to receive a cum laude result.

Adri adds that this new cum laude rule makes it possible to measure the true performance of students. Additionally, he states that the majority of the members of the programme committee, student representation (SR) and the faculty council in a meeting were in favour of the changes. Jules counters that a majority was only in favour of the last-grade-counts rule. For the other points, cum laude as well as the number of resits, the majority was against these points.

The FC has serious concerns about the inflation of the cum laude qualification. Cum laude should be exceptional and the FC has the feeling that for certain programmes students are expecting to get a cum laude. A grade given by a faculty member should be respected and there should be no pressure by the student on this. Obviously, RSM would not want to deal with issues InHolland dealt with. Therefore, the FC requests an overview of all bachelor and master programmes on the number of students who got a cum laude qualification the past years. Grading based on the normal distributions is not open for discussion, because RSM wants to grade students based on their knowledge and not based on their cohort which can differ from year to year. Still, the FC sees big advantages of adjusting grades to fit a normal distribution curve, compared to the current grading system.

7. Reorganisation Finance Department

Frank refers to the e-mail Jan sent regarding the reorganisation of the finance department: '*there shouldn't be any negative effects for the faculty due to the reorganisation*'. Frank clarifies that each change in an organisation and in processes will lead to a temporary dip in performance. So Frank expects that, at least for a few months, RSM will run into some problems and obscurities that need to be solved. After that, Frank expects everything will run smoothly again. The official letter of advice of the FC regarding the reorganisation was sent out in the morning.

8. RSM's Diversity Policy

The FC requested a status update regarding a future diversity policy (both for faculty and staff members) by email in advance of this meeting so Frank and Abe could prepare properly. The FC had also voiced concerns regarding a lacking diversity policy for higher administrative functions at RSM in the last FC meeting when talking about the EUR-RSM Covenant. The FC would like to officially ask the MT which of the suggested measures from the list below they are going to implement, or what else they are planning to do to increase the gender and national/ethnic diversity in senior administrative and senior faculty members.

The FC states that according to a count that Peter Elsing's department has delivered, women and internationals are massively underrepresented on senior levels at RSM, both in the academic as well as in the staff departments of RSM:

- Only 2 of the 34 full professors at RSM are women and only 3 of them internationals, while almost half of the PhD students and 65% of the researchers and post-docs are women, and 62% of PhD students as well as 41% of researchers and post-docs are internationals.
- In the administrative departments, over 70% of the senior managers in salary scale 12 or above are male, while support staff in total consists of 77% women.
- A diversity policy currently only exists for faculty members, and only regarding gender, not other aspects of diversity, such as nationality or ethnicity. No such policy is in place for support departments at all.
- Of all the women working at RSM, however, 40% are employed as administrative staff, so administrative staff constitutes a large portion of the female employee population at RSM.

According to the FC successful diversity policies in education, the public sector, and the corporate world have a number of key elements which we would like to be part of a diversity policy:

- Create institutional commitment: Make sure that top management sees the benefits of diversity for the organisation and makes a firm commitment to increasing diversity.
- Incorporate diversity into the strategic planning for the whole organisation and for each department.
- Assign the role of a diversity officer (initial suggestion: 0.2 FTE) to a staff member who receives sufficient authority from top management to monitor that diversity receives due attention during the hiring process for all senior levels.
- Identify female/ international 'high potentials' among staff members (i.e., staff members who are both interested as well as qualified to assume a leading role in future).
- Install a mentoring programme for 'high-potential' females/ internationals in administrative functions (mentors should be part of senior management and not direct supervisor of the mentee).
- Explicitly advertise open senior functions internally and encourage female/ international employees to apply if they possess the required qualification and experience.
- Incentivize efforts of department heads who actively identify, support and promote their female/ international subordinates to take on leading functions as they open at the school (or elsewhere at EUR).

- Create an annual diversity report, which also shows key indicators of diversity in senior functions throughout the organisation (academic and support staff – similar to the figures we discussed in the meeting with Frank and Peter in February).
- Set specific and concrete goals (e.g., increase the number of female directors to x% by 2017; increase the number of international directors to x% by 2017) and monitor their attainment; if necessary, adapt measures over time.

In reply to these ideas and suggestions Abe states that he is happy to have this point on the agenda for a few meetings in a row. Although not all the listed points have been implemented yet, he would like to focus on the points that RSM has been working on so far:

1. The covenant with the board of the university will be signed, and RSM will include its intention to improve the percentage of female associate and full professors, which is currently 11%, to 22% by 2018. It also explicitly includes, and thereby RSM differs from most of the other schools, is that we see diversity not only in terms of gender, but also internationality, and that we aim to increase diversity not only in senior functions in the academic departments, but also in senior staff functions. Abe thinks RSM therefore has stronger ambitions than the other schools. These intentions are explicitly mentioned in the covenant. Another point is the new Women in Business Centre that will be founded soon, where the initiatives are currently being taken on get that started. Abe hopes this to happen still this year, but he cannot make any promises as it is not in his hands. There is also a mentoring programme that will involve all faculties and thereby also incorporate all kind of backgrounds to help all kinds of minority groups in the school.
2. Abe met with Daisy Boogaard (SSC HRF at central body of the university, responsible for diversity) to discuss a year plan that includes all kind of elements that they want RSM to pay attention to. Most of these points RSM has already implemented, and others RSM is currently considering. The communication with the central bodies of the university is important to ensure alignment of the school with EUR.
3. There have been some policy changes already. One example is the ERIM membership criteria for part-timers, which is advantageous for women having children. Another change is that there needs to be female member on the advisory committees for full professor appointments, and in the future we can expect more transparency regarding these appointments, according to a new policy.
4. Several minor things also show that RSM considers diversity to be an important topic. For example, there used to be an arrangement for female faculty members after giving birth to a child to have relief of teaching obligations in order to have more time for research which is more important for making career. This used to be financed by the university, but since central funding was cut, RSM is now going to finance this rule that allows this compensation for tenure track female professors. Another one is that Abe will have meeting with people from the school of social sciences doing research in diversity. They have chosen this school and the school of law to do some research on how career perspectives relate to diversity and how career perspectives are perceived differently by different groups in the school. He will also ask for staff departments to be included in this study.

Abe and Frank are aware that the above listed actions are just a start on RSM's diversity policy. Therefore, two meetings will be scheduled with a delegation of the FC in the summer to discuss specific measures. Abe emphasizes the crucial role which the FC played for increasing the scope of diversity considerations at RSM to internationality as well as non-scientific functions.

9. OC issue

Wilfred Mijnhardt has been asked by the MT to mediate in the OC issue, because the MT would like to step back and see if a mediator can solve this issue before the summer break, based on a document that describes the issue

including the discussion, the arguments and a view into possible scenarios. Anne indicates that the Dean has proposed this mediation as the way forward and that Juup accepted this.

Jan states that Juup did not inform the FC about this and that Wilfred being the mediator is new for the FC. In addition to that, Jan states that a mediator should be appointed in case both parties request this and they should agree on the person mediating. Even if Juup agreed to this, he did not have the mandate of the FC, which means that the FC hasn't officially agreed to Wilfred being a mediator.

The FC asked for mediation with the CvB, and Jan and Juup have had a meeting with Pauline van der Meer-Mohr (CvB) about this issue. She recommended to ask for a proposal of the Dean of Education. Based on that, Jan and Juup had a meeting with Eric Waarts in January in which Eric promised to send a proposal to the FC. Unfortunately, the FC never received this proposal and therefore a reminder has been sent out to Eric Waarts and Steef van de Velde. Anne will enquire with Eric and ensure that the FC receives a response.

Jan says that the issue has been pending for 18 months now and that the FC is done discussing the topic. The FC would like to receive the proposal which Eric promised in January to deliver. Based on the proposal the FC would be more than happy to give advice. Anne states that the mentioned document lists about four options and she thinks it is worthwhile to go through these options.

Chandro shortly summarizes why the FC would like to receive the proposal any time soon and to discuss a concrete plan. This plan should include a system in which all students and all academic staff members are directly represented, e.g. one per master programme. A signal by the FC has been sent to Eric Waarts and Steef van de Velde.

10. Any other business

Jan heard that the scientific members of the faculty of social sciences had to sign a scientific integrity agreement and he asks if RSM has that as well, because apparently that is required by CvB. Abe responds that one of the outcomes of the PwC report is that there will be meetings to discuss scientific integrity. What research groups typically do is that they will also sign a similar agreement, which took place in at least two groups that Abe is aware of and worked out well there. Abe states that he is not aware of that the CvB actually requires all faculty members to sign a scientific integrity agreement. If you are under contract of a Dutch university, the collective labour agreement stipulates that the integrity code (VSNU) applies to all tasks and that includes a very general description about how you deal with your work as a scientist (whether you're lecturing or teaching). It does not make a clear distinction explicitly, although it seems to be more written for researchers. This declaration emphasizes that you consider the importance of scientific integrity and legally adds something to the position you are in as an employee of the university.

Abe will check if the CvB requires all academic faculty members to sign a scientific integrity agreement and what the legal consequences are. To be continued in the next meeting.

Gabi requests for the FC to receive the final version of the covenant as soon as it is available, as the FC has been asked to write a letter of advice on this topic.

11. Closure

Jules closes the meeting at 12 pm.

Next FC meeting 5 June 10.30 am in T03-42.

To do before the next meeting

Task	Person Responsible	Progress
Share the white paper from MT with FC about faculty regulations	Eric Waarts	Pending
Respond with any amendments to the faculty regulations	Eric Waarts	Pending
Ask the examination board to clarify standards for a failed thesis proposal	Anne	Pending
Figures about pass/fail for thesis proposal per department	Anne	Done
Compile a list of questions the FC would like to be asked in the evaluation of the thesis trajectory	Joost, Chandro	Done
Send a letter of advice to the board about the EUR-RSM covenant	Joost, Chandro	Done
Write draft letter about career services	Gabi	Done
Send letter about internal communication	Gabi, Jules, Karin	Done
Internal distribution of information on HR	Gabi	Done
Schedule RSM budget meeting	Karin	Done: 12 June
Schedule two RSM diversity policy meetings: end of July and end of August	Karin	Done: 8 July, 19 August
Provide FC with numbers on Cum Laude of last 3-4 years	Carla Dirks	Done
Send the final version of the EUR-RSM covenant to the FC	Abe	Done
Check the requirements of the CvB on scientific integrity and the (legal) implications for academic staff	Abe	Done