

Minutes 230th FC meeting

FC members	Guests	EB
Jacomijn Klitsie (JK) (C)	Anna de Waard-Leung (AdWL)	Ansgar Richter (AR)
Silvija Prancane-Verhoef (SPV)(VC)	Inga Hoever (IH)	Peter Roosenboom (PR)
Marja Flory (MF)	Pursey Heugens(PH)	Myra van Esch (MvE)
Xena Welch Guerra (XWG)		Claudia Rutten (CR)
Shihao Lin (SL)		
Jasper Oosting (JO)		
Cesar Wapenaar (CW)		
Edward Oldenburger(EO)		
Boudewijn Pieteron(BP)		

Thursday October 21st 2021, 10:00 AM – 11:00 AM, Online on Zoom

1. Opening
2. Agenda
3. Announcements

- *Part-time PHD*

CR The update will be later. We asked for legal advice on the fees and we are working on a policy with EURcentral. We will come back to you when that is ready.

- *Budget approval*

JK I heard that the budget is now officially approved by EURcentral.

MvE Yes, that is right

- *Blended working*

MvE I wanted to share that we are making rounds through all parts of the organization to ask what the requirements are now people are getting back to work. A lot of departments are asking for facilities to have blended meetings. They also want facilities to encourage social gatherings. We are now looking facilities to increase social interaction and we are also installing trial versions for blended meetings and other ways to increase focus at work. To conclude, we are figuring what we need and how much of it we need. Another possibility is mobile blended working where you have a camera and a screen that are easy to install in certain rooms. This is both on the office side and on the teaching side. There is also proposal at the CVB that would provide equipment for working at home to ensure that we can provide people with the right home working environment. Another thing is that we are currently getting requests on what the minimum requirements are for blended working. We plan to have some sort of agreement or best practices that we can share to say how flexible we are and what the requirements are for individual employees working at EUR.

- Work pressure

JK The FC is worried about work pressure and we will be writing a letter about this in the coming weeks.

PR We have been preparing communication for work pressure which will be going out very quickly.

JK We have a request for an update. We had a discussion about people who go out of contract for six months and then return. There was supposed to be communication to us about the scale of this issue and we are receiving signals that this is happening again. We hope that we can get some numbers on this and we want to know if there is a policy regarding this issue. This is really hurtful for people's position in their department.

4. Follow-up to-do list 229th meeting

BP We have discussed the topics additional requirements, numerus fixus and the NPO plans and you have received the letters regarding these topics.

5. Approval minutes 229th meeting

6. NPO and HOKA finance (With Anna de Waard-Leung)

AdWL I am reporting the 2021 HOKA finances. I highlighted specifics that require your consent in the letter. The 2021 HOKA finances were also discussed at the steering committee meetings, where two FC members Marya and Shihao also took part in the discussions. Would you like me to elaborate on the topic?

JK No, we have already been very well informed by the subcommittee and we are confident that we can approve of the document. We will write a letter to that extent. There will be two comments. The first one is about the structural spending on individualized education, such as Professional Development. HOKA funding is not guaranteed after 2024 and we are worried about this

AdWL I can comment on that. For next years' HOKA, we are already finding ways to make the professional development courses more sustainable. Instead of using 125k for paying for student mentors every year, we are working on a program to pay mentors by credits instead of euros in order to lower the expenses and allow us to scale up. We are aware of these concerns and are already taking actions to address them accordingly. Michel Lander is already working very hard with programme management to move all the structural expenses out of HOKA.

MF You are talking about the structural spending for the mentors but it is not only the mentors. I am hoping that it will also become structural for the coordinators and lecturers. I also wanted to say that as the faculty council, we are happy that we are now completely involved in the steering committee meetings.

AdWL Please be assured that the financing of the professional development coordinator is included in the review too and I will give an update on this when it is ready.

JK Thank you. The other comment is that there is still a significant underspend.

AdWL From next year onward, we are changing our approach from a course based approach to a more program or portfolio level approach. Then we will hopefully be able to fund seven FTE teachers on a longer term to help with the projects. With the previous approach and the pandemic, it was just very unfortunate. We are still reaching out to departments to see if someone forgot to report something and we have a few activities to initiate between now and December to keep the underspend as small as possible. As mentioned in the letter, we have to make sure that faculty is not overstrained with additional projects for the sake of using up the underspend. Ansgar agreed that we have to avoid the extra workload.

JK It is understandable for the current year.

AR To reinforce this. HOKA money is project money and each of these projects is creating a lot of work. Unfortunately, we cannot use this money to employ someone to pick up extra workload. It is for the reason to prevent increasing workload that we left money on the table. The underspend is also a relatively small amount compared to the overall HOKA budget. We are still making use of the vast majority of it.

7. Diversity (With Inga Hoever)

IH I will present some slides with the most important aspects and then we have some time left for Q&A. In very broad strokes, I have the following three primary aims. The first thing is that we want to make sure that practices are designed, communicated and implemented in the school. In some areas, we have good policies but they are not always implemented and in some areas, we go all the way to implement these things. The second one is that we want to have a structure that has an intellectual and social community that allows for safe and open participation of all members. This is more the aspect of psychological safety and inclusion. There is quite some work to do but there is also plenty to gain from this. The last aspect is that we want to achieve physical and digital structures. A core aspect here is accessibility and utility of the structures being created for people for people who have different conditions, different needs and potential impairments. This is a project that would impact everything that we do. For example, how you prepare teaching materials, how we choose vendors for our furniture and how we design teaching rooms etc. If I have to sum up where I think we stand is that we have a tremendous amount of passion around this topic. On the other hand, we are also in the situation that we have tremendous workload pressure and then it does not always rise to the level that it needs to. I also think we do not have the full picture of information on where we stand in regard to these three objectives. My priority has been to start creating structures that help us overcome the primary obstacles and then we can start to make progress. I have been working on creating a working structure that diversity and inclusion gets carried into the different areas of the school and that we learn from each other in these areas. The first aspect of this that we formed the steering committee with several representatives. This group is complemented by area specific working groups that include these representatives and the EB topic owners of these areas. They should help to drive implementation on the ground. We have regular meetings with RSM leadership too. The idea is that these are standing working structures and continue to make progress one this instead of it being a one time thing. The second aspect is to create better channels of information exchange and learning about this. We need to share information on where we stand with D&I but also what practices and policies we have. We need to develop these area specific action plans where we focus on what diversity and inclusion means in these areas. We need to understand how diversity and inclusion are linked integrally to the area specific strategic aims, develop a list of indicators that we want to have information on for transparency and derive a list of necessary actions, projects and priorities.

JK To what degree are you continuing on the earlier existing diversity and inclusion plans?

IH The previous diversity taskforce made recommendations in many of the areas. But when coming in to this role, we formally agreed to actually wanting to make progress on this. There is only a handful of things where we have actually moved. A part of this situation is caused by the fact that they expected the person in that position to drive it solely and another part of the situation is that we have high workload pressure. Also, priorities changed dramatically during corona. There are a lot of good suggestions in there but at the same time we need a broader framework and structure to put this in. I do not want to disregard the previous plans but we need to embed them in a broader structure.

MF There was a dean of diversity and she came up with a great plan. But one of the issues was that she did not get enough people to help here. She had to do it in her free time and she did not have any authority. There has also been a working committee on this and I am wondering what has happened to all those plans and do you get support now?

IH I appreciate the concern. That is also why I wanted to set it up differently, rather than view it as my task to solely drive the implementation of the recommendations made by the diversity task force. I do also feel that there is clear support to this and that comes in a variety of ways. I have regular conversations with many of the EB member around this issue and I think that this can only work when it becomes clear that D&I is not just the work of the faculty lead of D&I or the diversity steering committee. Now the working groups are structured so that we regular push these issues into the functional areas of these schools. We discuss with the members of the

steering committee and the area specific working what kind of support they need to do this work. This is no direct support to me but that is okay because I could have a full-time employment around this and I would not be able to make any meaningful change if I don't have other core people who are driving this work with me. On the final note, I have been signaled that if I need administrative support there is an open door to have a conversation to what this involves. I discussed with Ansgar that it was not clear what I need because I didn't have a full understanding of what this role entails. We agreed to have a conversation about this around half a year down the line which is coming up soon. The fact that I do not have administrative support or a clear-cut budget is not because there is no support around the issue.

AR Just to confirm that what Inga is saying is exactly right. In our conversation, she can always let us know what is needed. Her appointment is also on a point three basis and this signals the importance that we attach to it to some extent. I sympathize with your question Marja and not to be defensive but there has been a lot of progress. I do not think that all of this work has gone to waste. To the contrary, there has been a lot of implementation already.

JK We want to continue this conversation. Can we schedule this somewhere in spring?

IH I am happy to do this.

8. ERIM 2.0 (With Pursey Heugens)

PH ERIM is an initiative of RSM and ESE for research. It is very important to maintain open communication between these two school even though this is not the main goal. The dean of ESE wanted ERIM to evolve or ESE was going to lose interest so we had to change a few things. In the last three years, we have expanded the scope of ERIM towards all of ESE in terms of being the vehicle or taking care of the VSNU mandated institutional duties of care. These duties are now being taken care of by ERIM for the whole ESE and RSM now. We have expanded our services beyond just ERIM members. The general economists now also gain from this structure. To be very clear, ESE pays for this so it is not on our dime. From January 1st onwards we will start providing ESP support for everyone in ESE. This means that you get support for research initiatives that are too large for individual departments but too small warrant grants. This is budget neutral for RSM too. A final development is that our the RSM part-time PHD program will be brought under ERIM as a graduate school. This makes our part-time students way less vulnerable and more embedded in the appropriate institutional structures. The benefit from ESEs perspective is that they can also start recruiting a cohort of part-time PHD students under this program. Are there any questions?

JK You should let us know if you need us to take any steps.

PH From the start, we did not aim for this project to have any personnel consequences. This is just a gradual evolution where we try to expand the service level of ERIM towards the rest of ESE as well. This will account to approximately 80 people so it is a shift but not a big one.

JK Will something change to the voucher system?

PH I can come back and explain a little bit more about that at a later time. I can say with certainty that in order to help faculty members absorb the consequences of the drop in productivity that they have gone through because of the pandemic. We are expanding the evaluation window from five to six years to comply with the standards as they are. This still has to be formalized but every research group in the school is favorable so far. The other thing is that we work with two important instruments at ERIM. A journal list and a membership charter. The journal list tells you which journals count and the membership charter tells you what you need to do in order to become a member of ERIM? These have a lifespan and it will expire January 1st. We have to do the new membership check next year in May and then the new instruments have to be in place. In the meantime, we are having discussions about what the new membership charter should entail. This also includes a reflection on publication standards but I think other aspects are more important. For example, being more explicit about diversity in the membership charter.

MF Can we invite Pursey to explain this whole system to us?

JK Are you willing to do this Pursey?

PH I am happy to give a progress update anytime.

9. Any other business

EO I have send a formal letter to the executive board but I have not received a formal reaction **yet**. When can I expect a formal reply?

CR Myra and I discussed this and I think Myra took this up.

EO I have received an e-mail from Myra but I am talking about a formal reaction from the executive board.

JK You are only entitled to formal reactions when we sent a letter as the full FC and this was definitely not a letter that was sent on account of the FC.

10. Closing

To do list

Write letter about work pressure to EB