

223th FC external meeting

Thursday January 21st 2021, 10:00 PM – 11:00 PM, Online via Zoom

FC members	Guests	EB
Jacomijn Klitsie (JK) (C)	Cazijn Langelaar (CL)	Anne van de Graaf (AvdG)
Mohammad Ansarin (MA) (VC)	Joost de Lange (JdL)	Dirk van Dierendonck (DvD)
Malin Holm (MH)	Bex Hewett (BH)	Claudia Rutten (CR)
Silvija Prancane-Verhoef (SPV)	Gabi Helfert (GH)	Peter Roosenboom (PR)
Helen Gubby (HG)		Ansgar Richter (AR)
Marja Flory (MF)		
Tristan Davanzo (TD)		
Mathilde de Jonge (MdJ)		
Keisha Mathews (KM)		
Absent: Younes Assou (YA)		

Secretary to the Faculty Council: Rixt Baerveldt

1. Opening

2. Agenda

3. Announcements

We have a changed in student members. MH has re-joined the Faculty Council.

AvdG: we would like to have more social interaction with the FC. Hopefully we can go for a pizza in the near future. Even if it is obsolete, I would like to extend the invitation. As soon if there is an option, we will draw that card again.

AvdG: The recruitment for my successor is starting. An advertisement was posted over Christmas. More news to follow on that. JK: Are the applicants going through the applicant tracking system?

AvdG: I do not know. I will check that.

AvdG: I realised that at some point we will be discussing the strategy with the FC. If I have a timeline verified, I will let you know.

4. Follow-up to-do list 222nd meeting

5. Approval Minutes 222nd meeting

6. HRM name change

BH: We have been talking about merging the master HRM and OCC. OCC students and HRM students found the name Human Resource Management is not appealing. When I did my master, HRM was the latest thing. Also, with the new merger, it does not reflect the full curriculum of the programme. We have been through an expensive process of how we should call the programme. We spoke to former

students, current students and also current second year BA and IBA students. The research was genuinely helpful. We considered a few different options, and we would like it to be called People, Organisations and Change. I would like to know whether we should have 'management' in the title. A few different reasons why we did not go with that; a few alumni pointed out to me that the word management is a big redundant as we are a school of management. They first think of RSM, and then they look at the program titles. Even for those students that are coming more for the title, there was a lot of debate if we should go for leadership or management. Management and leadership are kind of different, and they are fundamentally about people and organisation. When we tested it out, they found it really exciting. It aligns with some of our more recent master courses as well.

JK: First, we all commented that the report was very impressive in terms of the research that was conducted. We were enthusiastic about the name. Have you also tested the eventual name? BH: It is primarily a solution. It was quite last-minute in the alumni session, and after that we tested it with students, but that was not a formal process. JK: We can make it brief; we are convinced, and I will happily write you a positive advice.

7. Advice on Caps 2022-2023

GH has joined the meeting to discuss the caps. JK: All of us are convinced that work-pressure wise we need these caps. We do have some questions. Just like the earlier discussion we have had, is that we do not know what the numbers are based on. We are worried that work-pressure wise it will become too high. We are hoping it could be arranged that a plan or an explanation can be given on how the departments will deal with this growth in terms of personal or teaching capacity. GH: It is a bit difficult for me to give this answer. We talk to the department and we present them with the target for the next year. We are not talking about the next year, but the year after. It is a little bit of a gamble. We do not know what is going to happen in terms of applications. We looked at the growth of the application of this year. There is quite a bit of growth again, and we present that to the department. We ask them, based on the figures, what would be your absolute maximum. Considering that there is still more than a year time for the departments to adjust their personal to deal with the growth. I would not be worried that it cannot be handles. The chairs are aware of the situation, and they would rather keep the numbers manageable. I cannot give you an answer on how explicitly they determined these numbers, but I would not be worried for the outlook. PR: I can only confirm this, as a department chair you do not want your employees to be over-working. You want a manageable number for your personal. You have time to adjust your staff. AvdG: This is of course a long way into the future. You have to walk a fine balance between finding places for students and working pressure. That is the struggle and the balance that GH has been trying to find together with the department chair. PR: there is also the fact of teaching quality.

JK: We were wondering if there is some kind of working group to deal with the growth of master students and the quality of teaching, elective choice, and group size in general? GH: What we do is monitoring the figures like student evaluation and admission figures and graduation rates, grades and employment rates. These KPIs are being discussed with the academic directors. We will have bilateral meetings with the academic directors and department chair, to discuss these KPIs and create action plans for each programme. This is basically our annual control cycle. I meet every six weeks with the academic directors of the programs. We have information coming in and discuss current issues. Also, the academic directors have the opportunity to talk among each other and give information or tips to each other. These are the control mechanisms that we have in place on a regular basis. If there is any immediate issue in the programme committee, we react on an ad hoc basis to discuss these things.

JK: We noticed the discussion of moving towards cohorts, is this something you are considering? HG: We do not explicitly do that but for the larger programs the core courses are being taught in groups. You have smaller group sizes in one group, that can follow though the core courses. For the electives it is not a problem. For core courses these efforts have been made. AvdG: Are you referring to intake

moments? JK: Yes. GH: We used to have that, but that was not a large group of students that wanted that. It was a lot of extra admin work. We discontinued that. They are discussing that for the new e-masters, but that is a very different student population. Those are going to be launched in the private domain, so that is a different playing field.

JK: Do you know if the increase of students has had a big effect on the electives chosen for the students. GH: This year it was the best result that we have ever had. The algorithm was further improved. More than 90% actually got their first elective. At least in the first two choices, one of them was given in almost all cases.

JK: If department increase the cap, is that taken into account for the budgeting of the department. Income is calculated based on previous years income. This would cause a delay. AvdG: The university and the faculty receive money with a long delay. Internally, in a normal year we pass all the money immediately to the department. GH has been working on a recalculation, so department would get money after that year. However, you do not know until September what your intake is. That is a small effect that we are looking into. In a not-normal year, we have not got a lot of first-stream money income. We cannot give the money right away to make sure that we do not run too big of a loss. I hope that for 2022 we can use the normal way of working again. JK: It will concern me, as we will have more students as of 2021. If you have an early estimate, we can assure you there will be an increase in funding. The extends correlates with the effect that I just described. If we do not have enough money stream, we cannot pass it along unqualified, hopefully no longer in future years. With the income department, we should look at smarter and cheaper choices.

SPV: This cap issue is coming back with concerns. Is there more attention for a long-term solution to see what the capacity is and what the ratio between teachers and students would be? We get these requests and then we move on. AvdG: There is a lot of attention for it. The student numbers are hard to predict. At this point last year, we would have never predicted the list of students. In this year, we have had the corona diploma students. We had to reduce our BSA, what would be the effect of that? They are hard to solve. We have partially solved this with the prefunding that we received. The upside is that the rise of students will materialize in further income. SPV: What can we handle? What is the number of students, and what are the approaches for this? There would be more research that can be done on defining on what the maximum number is that we as a school can manage. AvdG: We want to grow in quality and not in quantity, but now there are financial pressures. It is student numbers that drive our income. If we manage to grow in a controlled way, it is not a bad thing at all. There is potential to grow as a faculty as well. Work pressure is a huge concern.

HG: If we are dependent upon students for 70%. Should we not focus more on teaching? AvdG: It is not all intended for students. Per diploma we get money for research. I support you in the realization that we largely depend on student's income, we realize that we need to try to improve quality of education. The fact that we do research also improves the reputation of the faculty.

MF: If we do get most of our money from students. We should aim at education. On the other hand, we should be a research school. In Amsterdam, they do not work with research vouchers. Every researcher has to do the same amount of teaching. We should consider doing something about the lecturers and senior lecturers. Do not give all the attention to the researchers. AvdG: The climate is really changing. The translation of that policy paper into the faculty model, is very much on the radar. These are things that take time but moves to diversification in careers. MF: It has been mentioned multiple times, and it takes so long. Please promise me it will be settled. MR: There is a working group at EUR central. It is something that is embraced and high on the agenda. I will be working on this project and I will be a member of this committee. I will be revisiting the track of the faculty. One of my starting point would be to talk to the senior lecturers and lecturers in the school. I will be reaching out to them to hear what they have to say.

8. Activity Analysis

JK: Thank you for making the presentation available, it was very clear. AvdG: We met with you in November, part of the material you would have recognized already. The model has been validated, the figures of 2021 are added into it, they did a number of deep dives and they run a number of analysis, That is what happened. The presentation that has also been given to the strategic platform. We would like to hear your input so that everybody is on the same page. One slide contains a proposal, it is up to RSM to see how it would align with the strategy. We as EB believe that it gives a lot of insight. I am hoping that you will also see that. JdH: there is a lot more than we showed in the presentation. We have given the model to the finance department to see what the sensitivities are. You should be kept updated with this. It is still an ongoing process, there is no set strategy yet. It will give transparency on the strategic decisions. Both education and research are important, engagement is your third mandate. It is a balancing act. Strategy is about making tough decisions.

JK: You have the 2021 numbers included, to what extent is the growing numbers taking into account and what effect would that have. CL: The growth has been included for a small part. We could add the growth, but not yet the students that will get a diploma. What you also see in the first pages is that the budget shows more students from outside of the EU that would join RSM. That is a bit less than reviewed. We showed that in the gap, but not in the different programs. There will be a difference if the BSA changes, part of the growth and revenues will be lost. The fact that students' numbers have grown, but if the governance decided to change the parameters you will lose your whole funding gap. If the BSA methodology changes, you have more students continuing without leveraging revenues, that will also have a big impact. Those analysis cannot be done in 10 minutes. AvdG: The whole prefunding thing remains debatable. It comes with a number of risks that you then take, by assuming that the public funding will remain the same. This is simply not a given. In the context of EUR, it could be that public services becomes more expensive. We are not assuming we will get money. JdH: The question that we were asked was to give clarity on what RSM costs and revenues came from and what the opportunities were. MF: You started with the activity analysis. If you make a strategic plan with only four boxes, there is not a budget and there are so many options. JdH: We were not asked to come up with a strategic plan. MF: First come with a strategic plan, then with the option. JdH: You cannot make a strategy when you do not know where your money comes from. I think that they go hand in hand. You need to identify to know where you make your money.

JK: How does it factor into the strategy making. AvdG: we are already quite near the finalization of the strategy, so the material is already there. We are working on a conceptual framework making the bridge between all various option that we have coming out of this activity analysis and the strategy that we want to pursue. I think that we cannot do anything until we have the strategy. We will still be doing research and engagement. The strategy will move into a certain direction, but there are things that we can do at the moments. We are making the conceptual framework and we will also be discussing it with the departments and the faculty council.

HG: I understand what you have been trying to do, a rational analysis of where the money is made and what the costs are. When you start to make your suggestions, you have to bear in mind that we are an educational institute and not a commercial organization. JdH: There is not a single option that did not come out of RSM itself. We did not invent these options. The only thing that was not checked is that we can start a BSc twice a year. Other ideas were collected and tested on their impact. AvdG: They are fully aware on the nature of our institution. We have never had a discussion that they were looking at a commercial way at all. It is a very expensive thing; we need to know how many resources are being used for the thesis for example. This needs to be reviewed. All of that has to be weighed into that mix, to see if we can do it in a more efficient way. CL: All the options are just options, and we still need to see what is happening. It is the same with the research vouchers. You could take a million, and we show that some part of the quality would not be harmed in the publications. But maybe there is a good reason for people to do other things than publications. All of the options should be checked on what it would do on the quality.

SPV: Can you elaborate on the external consultant on T5? What is the goal? AvdG: All professional services department are asked what they would do if they would need to make a 5% saving, a 10% saving and a 20% saving. At T5, it was not easily done. They experience high workload and pressure. They did not have time to think about this, and we decided that is needed more dedicated focus. We have asked someone to do this, and we are taking a bit more time to do that. We have not yet given a financial target to T5, whether or not we will remain to be seen. At the same time, want to safeguard the quality of the processes, and we are hoping that improves processes come out of this. SPV: On T5 we depend on EUR, so there is a much bigger link to EUR services. Some services could be done by EUR services. Maybe there is something to gain.

AvdG: I would like to elaborate on the next steps. We are looking at strategic alignment. We will be discussing that with heads of departments and line managers of professional services staff members. With the EB, we will be making some sort of a preselection of scenarios that we find acceptable, and we will come back with these to the FC.

9. Any other business

10. Closing

To do before next meeting	Person responsible	Progress
Check if application goes through the applicant tracking system	AvdG	