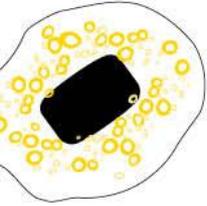


UNIVERSITY OF TWENTE.



University of Twente
Attn. Prof.dr. T.A.J. Toonen
Dean Faculty BMS

FACULTY OF BEHAVIOURAL, MANAGEMENT AND SOCIAL SCIENCES

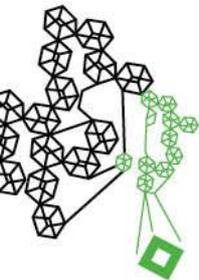
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Henk van der Kolk	27.10.2016	1 of 2
T +31 53 489 3281	OUR REFERENCE	
h.vanderkolk@utwente.nl	BMS-FC/2016.034	

SUBJECT
Advice annual budget and jaarplan

Dear Dean,

You have asked the Faculty Council of BMS (FC-BMS) for advice on the annual budget and related documents (Jaarplan BMS 2017 dd 16 sept 2016, the KPIs Jaarverslag 2016, the Annual plan BMS 2017-2020 and the follow up discussion about BMS under Steam). These documents were sent to the Board of the University pending the confirmation by the Faculty Council. After the discussion in the FC-BMS on 24 October 2016, which clarified several issues, the FC-BMS **advises positively on these documents**, under the precondition the following points will be taken into account.

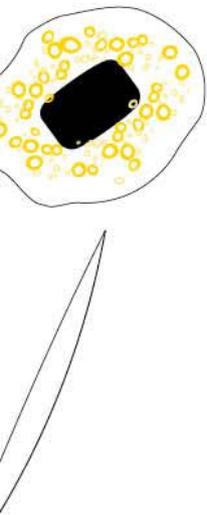
During the discussion of the various plans for next year, you clarified that we should not read the documents as 'decisions set in stone': the budget is currently debated at the university level and does not include the potential changes that may be a consequence of the BMS under Steam project, the annual plan contains a summary of the BMS under Steam strategy, although the plan is to be debated and extended and may change because of new insights. The council very much welcomes the open style of decision making in which both bottom up processes and guiding decisions from the top contribute to organizational development. However this style of decision making does not preclude the possibility that far reaching decisions 'emerge', undermining the decision making powers of those responsible for decision making, including the faculty council. In that context, the dean must be very clear during this process of organizational development, about which decisions are truly *intended* and which are merely suggestions as starting points for further discussion in the faculty. **In this context the council stresses the importance of clear decision-making moments based on well-developed documents and plans, timely presented to the council.**



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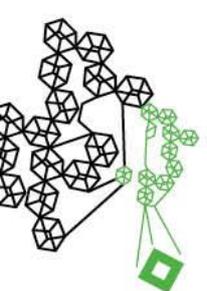
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More specifically, **the council expects to see clear plans in the context of the quality of teaching and teaching organization**, which includes not just the content and the organization of (sometimes shared) modules, and the student/staff ratio of various programs, but also the English language skills of teachers. The council does not think that putting additional efforts in the quality control cycle helps, if the inputs into that system (for example students evaluations) are not adequately reflecting the quality of teaching and teaching organization in a representative manner. When prioritizing improvements in teaching and teaching organization, the Council suggests to focus on those aspects that are evaluated relatively poorly. Another point in this context relates to the workload of employees, which is only partly caused by the actual amount of 'teaching'. New ways of organizing teaching (TOM) in our experience produce additional 'coordination load', which will not necessarily produce more or better teaching (and in a few cases we have seen significant drops in what students can learn in a pedagogically sound manner). We are looking forward to see plans simplifying the organization of modules, thus reducing the amount of work that does not contribute to actual teaching. The council welcomes the initiative to have a broader discussion with programme directors, programme coordinators and programme committees to improve overall quality of the education and likes to be involved in this discussion.

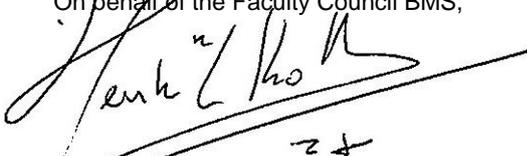
During the meeting we were further informed about the status of the broad bachelor program. You are currently not planning to introduce such a program, but may later suggest it as a means to either attract new students or as a means to organize the European Public Administration and Communication Sciences programs more efficiently (and to tackle a potential overall drop in student numbers). Once the intentions in this direction change, **the Council expects to be involved in decision making about any future broad bachelor program.**



With regard to the organization, the council understands the dean's intention to simplify the organization by having fewer capacity groups. Since these changes can have far-reaching consequences for employees, **we expect a clear and detailed proposal about the organization of the faculty, which can be debated in the FC-BMS, preferably before the summer break.** Regarding the proposed, university wide introduction of faculty boards, we share the dean's concerns about transparency and efficiency of the proposed structure.

Finally, the council was unable to evaluate the documents related to the budget, because these documents were not in line with BMS under Steam process, because the way the documents are presented does hinder getting a well-founded overview and because the members of the council are currently not well equipped to read these documents. **We are looking forward to a meeting before the start of the new budget year, in which this aspect of the annual plan will be extensively discussed on the basis of the revised budgetary documents.**

Kind regards,
On behalf of the Faculty Council BMS,



Henk van der Kolk
Chair Faculty Council BMS