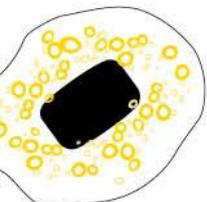


UNIVERSITY OF TWENTE.



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

FACULTY OF BEHAVIOURAL, MANAGEMENT AND SOCIAL SCIENCES

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|-------------------------|-----------------|--------|
| FROM | DATE | PAGE |
| Dr. Henk van der Kolk | 11 May 2017 | 1 of 2 |
| T +31 53 489 3281 | OUR REFERENCE | |
| h.vanderkolk@utwente.nl | BMS-FC/2017.006 | |
| DEPARTMENT | | |
| BMS-Faculty Council | | |
| SUBJECT | | |
| Advise Domeinplan | | |

Dear Dean,

In the Faculty Council meeting on April 18, 2017 you asked us for advice on the first draft of a 'domeinplan' as a replacement of the 'hooglerarenplan'. Since the Faculty Council is to give consent on a 'hooglerarenplan' and on the organization of the faculty in clusters, it is indeed important that this 'domeinplan' is implemented in close collaboration with the council. In this context, we also very much welcome discussing an English draft of version 2 of this document.

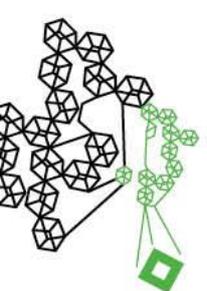
The domeinplan *commisi nascentia* is basically about two groups of decisions. The first group is procedural. The plan suggests to hire new chairs, not on the basis of a rigid 'hooglerarenplan', but on the basis of strategy and opportunities. Because of this change, the core of decision making in the context of new chairs shifts from the 'hooglerarenplan' to the (yearly updated and discussed) 'strategy reports of the faculty' and to the more specific 'wenselijkheidsrapporten' and the 'structure reports'. The second group of decisions included in the current 'domeinplan' relates to the actual chairs to be installed in the upcoming year(s), including chairs in the context of finance, learning (already appointed), health and resilience (the structure report for this chair was distributed during the council meeting and we advised on this report separately). You may consider separating the procedural and the substantive decisions in a second draft of this document.

I.

Although the Faculty Council welcomes a more strategic view on appointing chairs, the council would like to stress the importance of two issues that may get insufficient attention in this new policy. The first relates to the content of our educational programs. The university is still predominantly a place of teaching and learning. This requires an organization with a sufficient number of people teaching, stability in the organization of clusters and disciplinary diversity, also at the level of chairs. Replacing chairs (after leaving or after retirement) currently playing a central role in the educational programs, with a chair which is seen as strategically relevant for research, may have important repercussions for educational programs, while these chairs may not play a central role in the strategic plans to be developed.

The second issue relates to the financing of (future) clusters. Clusters are to be financially stable in the long run. This requires planning and some 'ownership'. When strategic considerations at the level of the faculty dominate, clusters will be unable to plan their own development.

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The council welcomes the attempts to carefully outline the procedures used to create meaningful structure reports on the basis of the strategy documents. It is very important that these structure reports are constructed and explicitly supported, predominantly by those who have to collaborate with the future chair (those in a cluster and/or those in a research program). This implies that both 'wenselijkheidsrapporten' and 'structure reports' are not just formulated by the dean, but formulated and supported by relevant chairs in the faculty as well. In this context, we advise the dean to ask for consent of the Faculty Council on the question whether the implementation of a chair is indeed desirable, since the Faculty Council currently has a right to (not) give consent to the 'hooglerarenplan'.

The Faculty Council understands the desire to also have a procedure for 'closed recruitment', although it strongly advises the dean to limit the use of closed recruitment procedures. What is missing, however is a clear procedure outlining when the dean may or may not decide to use 'closed' recruitment. We thus strongly advise to regulate the terms under which close recruitment may be applied in the next draft of the 'domeinplan'.

II.

The domeinplan *commissie nascentia* suggests to hire four chairs in the context of learning (already installed last year), finance, health and resilience. Three of these chairs were already mentioned in the BMS under Steam document (page 29). The Faculty Council assumes that there is a one-to-one relationship between the chairs mentioned in Steam document (and that are thus allowed to be hired in the context of the arrangements made in the Autumn with the board of the university) and the chairs mentioned in the context of the 'domeinplan'.

The Faculty Council notes that the 'resilience' chair was not yet mentioned in that Steam document and is thus not firmly based on existing strategic policy, although it clearly fits the strategically discussed idea to have 'resilience' as one of the four general research cores. With respect to the four chairs mentioned we thus advise positively and we are looking forward advising on the structure reports for these chairs.

Kind regards,
On behalf of the Faculty Council BMS,


Henk van der Kolk
Chair Faculty Council BMS