UNIVERSITEIT TWENTE.

FACULTY BMS

Annual plan 2018

Faculty BMS

UNIVERSITEIT TWENTE.

DATE
31 August 2017

REFERENCE
DRAFT BMS2017.

PAGE
1 of 9

1. Developing global citizens

Long term strategic goals
An important policy aim of BMS is to develop and maintain top grade educational bachelor and master programs. To achieve this, the following activities are carried out:

- For all bachelor programmes, activities are performed to a achieve a unique positioning and an optimal mix in the curricula of social sciences in relation to technology.
- To increase the attractiveness of the bachelor and the master programmes for national and international students, activities focus not only on translating existing curricula, but also aim to achieve more international curricula.
- Related to this aim is the promotion of an international classroom with a balanced international composition of students by focusing recruitment activities on the achievement of a broad mix of students.
- For master programs, the optimal positioning and international attractiveness is linked to the development of joint degree programmes with renowned international partner universities, which will be further expanded in 2018.

Work in progress and plans for 2018 high quality education, optimal educational processes and healthy population of students
In 2018, we will continue the following activities:

I. Repositioning activities towards a more technological orientation for the bachelor programmes COM and PSY. Based on an external and internal analysis, the bachelor programmes will be repositioned and based on the repositioning a redesign of the curricula will be made.

II. Marketing communication and recruitment based on the new positioning for the bachelor programme EPA. For the bachelor EPA, the curriculum has been redesigned and this new curriculum will form the basis for marketing communication.

III. Marketing communication and recruitment activities for English bachelor programme Industrial Engineering and management. This program starts September 2018 and marketing activities will also focus on international target groups.

IV. Promote the attractiveness of master programs by developing clear tracks for BA and CS, and by broadening the programmes of PSTS and IEM in more specific tracks related to fields of application.

V. Attracting a balanced mix of national and international students. As of September 2018, all educational programmes of the faculty BMS will be provided in English. To counterbalance the German international influx, marketing activities will focus on specified target countries from Southern, Eastern and Northern Europe, next to a selection of non-European countries.

VI. For the faculty BMS, it is important to achieve sufficient study success. For the bachelor, the aim for 2018 is to achieve slightly better rates or comparable rates than in 2017 e.g. by the use of matching for the bachelor Psychology. For the master and the pre-master, the effects will be investigated of more clear and more strict application rules.

VII. With regard to internationalization, an important aim is to promote the international experience of current BMS students. For 2018, the aim is to increase the number of outgoing and incoming exchange students with 10%. To achieve this, partner universities will be evaluated on the level of past collaboration and the exchange balance. Erasmus contracts with non-performing partner universities will be terminated. Additionally, 10 new international partner universities will be contracted.

VIII. For masters, double degrees play an important role in the internationalization strategy of BMS. The goal for 2018 is to develop two additional double degree master programs.

IX. The average NSE scores of the bachelor programs showed a significant improvement in 2017 (in comparison to 2016). The aim for 2018 is to achieve a 10% increase in the faculty average of NSE evaluations, with average scores above 4 for programme in general, content, study facilities and academic counselling and testing.

What do we need
To realize the development of attractive programmes in relation to technology sufficient support is required both from a marketing and promotion perspective and sufficient support and cooperation form the existing academic staff. Strategic planning of personal (capacity planning) and a stronger focus on the development and use of innovative teaching methods are also important is the realization of the teaching ambitions.

KPI
For KPI see attachment 1.

2. Making a real impact

Long term strategic goals
On the long term BMS has the following strategic goals to make a real impact:
- A coherent and distinctive research profile.
- Increased cross-university and cross-disciplinary collaboration.
- Increased external collaboration.

Work in progress and plans for 2018 high quality research and high quality infrastructure
Developing our four central programs
BMS has adopted four research programs: Health, Resilience, Learning, and Industry. The first contours of these programs have been outlined and program leads established. We have also appointed working groups for every program who further develop the research programme, into a roadmap for the period 2018-2025, including planning and activities (such as work visits) and preparations for a mid-term review in 2018. As of January 2018 the research programs will be formally transferred to BMS under responsibility of the Faculty Board.

For the next years the programs need to be further developed, consolidated and made Standard Evaluation Protocol (SEP) proof as well as future proof (with an eye on 2020 and beyond). We foresee the following main steps to take, in conjunction with broader development inside and outside the UT:
  I. Expand the storyline and specific foci of the research programs;
 II. Examine the crossroads and interconnections of the programs and the PI's connected;
III. Explore the core role the BMS lab can play in interconnecting the programs;
IV. Decide whether the programs will be reviewed separately or jointly.

Expanding the BMS$_{powered\ by\ Tech4People}$*LAB*
Our lab plays a crucial role in connecting the social sciences to technology. We foresee an expansion in four directions:
  I. **Locations**- we are going to position our activities at different locations for both efficiency (available space; user vicinity) as well as strategic reasons (interconnecting with different collaborators with different purpose, e.g. high-end research versus design interventions).
 II. **Toolkit** - we are expanding our methodology core from mainly individual level and small group tools to measuring human reactions to big data and visualization tools. We continue to explore the latest technologies to measure human behaviour and new techniques to capture and combine a wide variety of synchronic sensor modalities.
III. **Collaborations**- to create added value, we need to intensify collaborations with other faculties and the other labs (VRlab, Health Tech lab), and preferably also with other labs outside UT. Inside UT, we need to identify where our interests are aligned and were we can work together, as well as where we potentially diverge.
IV. **People -** with the foreseen expansion of our activities and the lab becoming a key player in many of BMS's research projects we also need expanding our lab in terms of people- both in number as well as type of expertise. We will partly be expanding with one more structural fulltime position (in total 4). A pool of PI's whose work is at the forefronts of new technology developments will add this core team. These PI's come from the different BMS themes and clusters and will dedicate part of their time working alongside the lab. We will also invite researchers from other faculties. Next to that, we aim to establish a pool of interns, for example from Saxion University of Applied Sciences, who can do part of the (highly time-consuming) developing work.

What do we need
To realize the goals witch are set by developing our research programmes we need an organization of professional research support, including structural project support for high-profile projects (e.g. ERC, VIDI, VENI).
To intensify the collaborations with other research facilities and labs within the UT we need to be part

UNIVERSITEIT TWENTE.

DATE
31 August 2017

REFERENCE
DRAFT BMS2017.

PAGE
3 of 9

of the UT broad discussion concerning big infrastructure (UT2020), but also we need to be seen by the UT community and abroad. Support from M&C is more than welcome.

KPI
For KPI see attachment 1.

3. Stimulating an entrepreneurial mindset and behaviour

Long term strategic goals
- A more societal focus on evaluating track records; less focus on counting publications, more focus on coherence and a storyline in the process of doing research.
- Increased external collaboration.
- Next to current entrepreneurial focused education in minors, modules and internships, a long term strategic goal is to achieve a more entrepreneurial approach in all IBA modules, stressing the importance of the development of an entrepreneurial attitude among students.

Work in progress and plans for 2018 stimulating entrepreneurship
Vision on Valorisation
Departing from the idea that research and society are closely connected and that innovation prospers through networks and interaction, we aim to develop a vision and strategy to make valorisation an integral aspect of our research activities and appraisals. This implies a much broader approach to valorisation than just simply translating our research outcomes to practice (research->practice) or do contract research (question from practice->research), but it implies **co-designing** research *and* practice, as well as a more central position for the **process** of doing research (instead of a sole focus on the outcomes). Steps to be taken:
  I.   Create a vision and strategy on valorisation;
  II. Design indicators for impact;
  III. Include an innovation and impact portfolio in one's personal profile;
  IV. Include stakeholders in different steps of (evaluation of) academic careers;
  V.   Identify methods to structurally promote valorisation cycles.

Education and an entrepreneurial mindset
  I.   For the faculty BMS is important to develop education programmes that promote an external view and contribute to the future employability of students. To achieve this, programmes will promote internships and external theses at companies and non-scientific institutions. For 2018, the aim is to achieve an increase in the proportion of external theses.
  II. Entrepreneurship and innovation are important elements of the educational programmes of BMS with minors, modules for bachelor students and exchange students, and entrepreneurial focused internships. Related to this are the master honours programmes Research Honours and Change Leaders. In 2018, more attention will be given to promoting an entrepreneurial mindset of management students by paying more attention to the development of an entrepreneurial attitude in management bachelor modules.

What do we need
The above mentioned efforts for valorisation need to be synchronised with other faculties, and discussed in UT wide platforms (meeting of research portfolio holders) and with support staff (e.g. HR). Co-operation with strategic business development is also needed. We also foresee an increased demand for juridical support.

KPI
For KPI see attachment 1.

4. Experimenting, pioneering & innovating

Long term strategic goals
The experimenting and innovating in our educational programmes and research programmes will take place in the above mentioned activities. Especially the Tech4People lab creates the opportunity to experiment and innovate. For the support staff we started a process of professionalization (the BMS SupportsUT employee). This process gives the support staff the opportunities to experiment and innovate within their teams and by innovating their work processes.

Work in progress and plans for 2018 optimal support, professional learning
I.   Continuing of professionalization BMS support staff (competencies & soft skills).
II. Introduction of improved digital HR workflow system ('Digitaal Muteren 2.0'; for contracts and contract extensions).
III. Further implementation of the project "Optimalisatie Werk voor derden".
IV. Further improvement of the P&C cycle and accessibility of management information.
V.   Repositioning professional learning (PLD).

What do we need
For above mentioned plans it is necessary that for the project "Optimalisatie Werk voor derden" a final decision is made by the CvB. BMS already started to organize the financial department according the outlines of the project but further implementation needs a decision of the board. We also need a clear vision on Professional learning within the UT, so PLD can reposition itself, either as BMS professional learning or as UT broad professional learning and development.

KPI
For KPI see attachment 1.

5. Specific faculty goals for 2018

HR Work in progress and plans for 2018
Recruitment
I.   Improvement of job advertisements (in order to find high quality staff) in cooperation with concern HR.
II. Domain Plan Professors: recruitment of at least 6 new full professors who have a mission and assignment to cross borders and build bridges (recruiting an contracting will take place in the first half of 2018).
III. Design of a BMS and cluster stories: the faculty needs storytelling, not only for recruitment but also for branding and PR activities.

Talent & Development
I.   Tests and further actions to improve English language skills (for support staff).
II. Actions to increase UTQ (BKO) ratio towards 70% (for the entire University; probably including staff with an UTQ exemption).
III. Installation of Talent Commission: the faculty is investing more in the early identification and support of scientific talents

Strategic Workforce Planning
I.   Domain Plan Professors: BMS is striving towards a well-balanced line-up of professors. In order to reach this, BMS has developed a Domain Plan for Professors, which includes current and future professor positions (including Tenure Trackers). The ultimate goal is to cover all identified BMS' fields of interest (research and education) with (high performing) professors and/or senior staff.
II. Preparing future HR scenarios for 1 or 2 clusters (strategic workforce planning): each cluster will prepare future scenarios, based on needed quantitative (fte) and qualitative scientific staff.
III. Implementation of new UT annual interview (FJUT 2.0): the faculty needs an effective/efficient annual interview system, in order to get a clearer view of the potential staff quality.

What do we need
BMS needs (expert) support from central HR department, especially with regard to recruitment, talent development and diversity/gender issues. Next to this, large parts of the basic HR service need to be updated, for example by improving and simplifying the central HR website and HR procedures, plus further development and use of well-designed digital systems.

KPI
For KPI see attachment 1.

6.   Finance

Disclaimer: The budget and multiannual estimate is due to the late holidays not yet ready for all parts and still needs to be discussed by the Faculty Board. This can still lead to changes.

TheBudget@BMS
The financial forecast for BMS looks positive in many aspects, in comparison to the previously projected multiannual budget in the Policy Brief 'BMS under Steam' and the BMS multiannual budget of 2017-2020. This is clearly apparent in the expected stabilized revenue streams (see also the section Overall budget analysis) and that fact that BMS has been able to maintain, for a large part, the existing academic staff. Although, a slight decrease in staff in comparison to 2016 is probably still necessary.
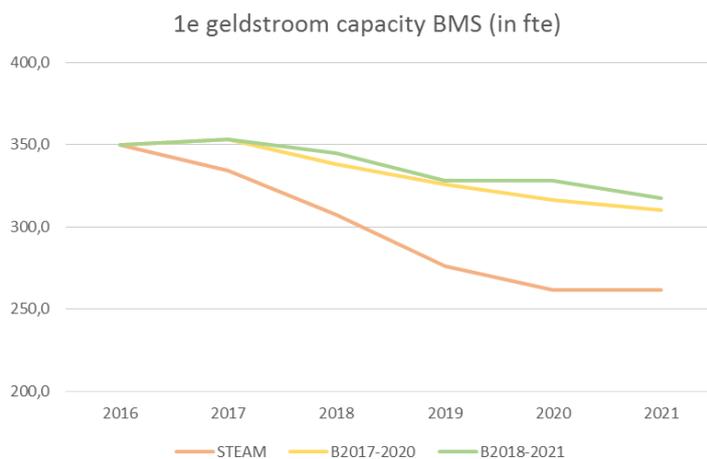

At first glance, the projected multiannual results in the concept budget BMS 2018-2021 seem to give a different story.
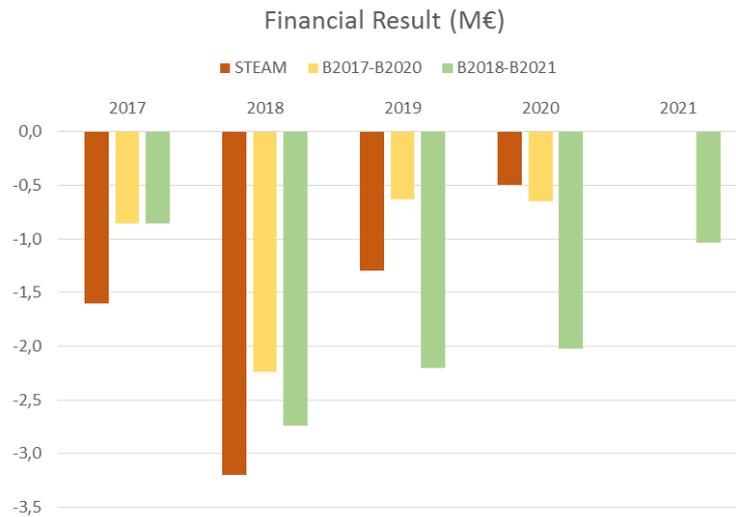
Financial Result (M€)

This deterioration of the financial results in het concept budget 2018-2021 has two main causes.

A.   No more pre-subsidizing

In contrast to previous years, the Faculty of BMS has decided to not to continue with pre-subsidizing and covering loss-making departments. The purpose is to make transparent, to better understand and communicate internally and externally which departments have financial challenges, and why. In the concept BMS budget 2018-2021, the budget that previously was used for pre-subsidizing is reserved for deliberate investments in and strengthening of research lines and departments. If we had budgeted in accordance with previous years, the financial result would have been as follows:

Financial Result with pre-subsidizing (M€)
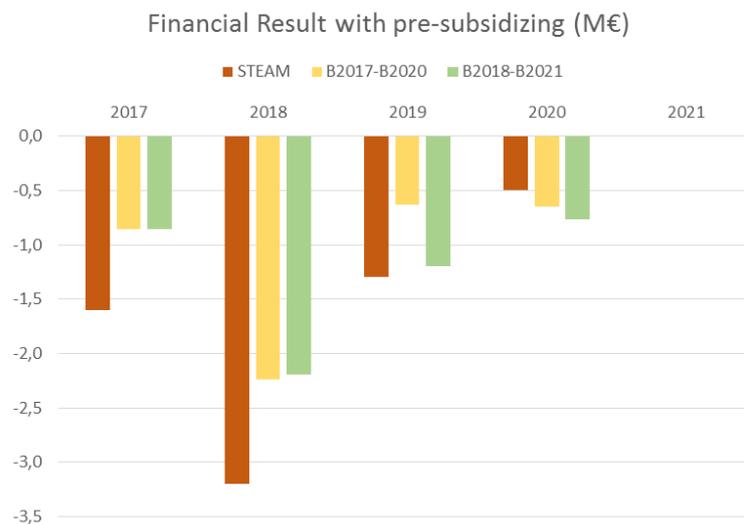
These investments are separate from the Tech Your Future Program and the investment agreements with the Board of the University of Twente on mobility/outplacement and innovative connections which will lead to a withdrawal of the reserves.

B.   Future countermeasures are not presented

In this concept budget 2018-2021 there are no budget cuts or revenue targets included for the loss-making departments other than the revenue streams that are related to the expected student influx. Actually, this concept budget 2018-2021 is that regard a worst-case scenario. In the coming period, we will work together with the departments and the support services to find solutions to reverse these negative results by the loss-making departments. If this does not appear to be possible and the work from these departments has added value and is of strategic importance, The Faculty of BMS will only

UNIVERSITEIT TWENTE.

DATE
31 August 2017

REFERENCE
DRAFT BMS2017.

PAGE
7 of 9

then decide to subsidize these units. In this matter, the advice and opinions of the FR are more than welcome.

The following departments have our priority:

Department	2018	2019	2020	2021
CSTM	-305	-536	-425	-294
ELAN	-188	-253	-260	-268
OMD	-307	-370	-377	-332
PA	-450	-492	-515	-419
STEPS	-103	-158	-203	-233
Total	**-1.353**	**-1.809**	**-1.780**	**-1.546**

We see that the transition BMS under STEAM requires more time than previously assumed. Changing the behavior of employees is difficult. Another reason is that to make the growth possible we needed to invest in the groups PA and CS. New élan was necessary for the reform of education.

Overall budget analysis
The underlying figures are included in the budget grid (see attachment 2).

BMS 1e GS via verdeelmodel en doorsluizingen	B2015	B2016	B2017	B2018	B2019	B2020	B2021	B '18-'17	B'21-'17	B'21-'18	B'21- '17
OW via verdeelmodel											
02 Lerarenopleidingen	388	388	388	388	388	388	388	0	0	0	
09 Coördinatie doorlopende leerlijnen M&T	50	0	0	0	0	0	0	0	0	0	
10 Coördinatie doorlopende leerlijnen Acad. Vorming	50	50	50	50	50	50	50	0	0	0	
11 Decaan OW-vernieuwing	170	170	0	0	0	0	0	0	0	0	
12 Overgangsmaatregel BMS (vaste voet GW)	700	800	300	0	0	0	0	-300	-300	0	
20 TOM-Variabel budget	8.809	7.499	7.542	7.911	8.245	8.542	8.829	369	1.287	918	
26 Comp vervallen EC-overgangsbekostiging naar TOM	1.200	0	0	0	0	0	0	0	0	0	
27 Comp Ma-Ba schuif	309	388	373	0	0	0	0	-373	-373	0	
23 EC-premiering Ma	6.675	6.536	7.354	9.100	9.112	9.203	9.502	1.746	2.148	402	
OW Totaal direct BMS	**18.351**	**15.831**	**16.007**	**17.449**	**17.795**	**18.183**	**18.769**	**1.442**	**2.762**	**1.320**	
OW strategisch											
Mastergelden		500	500	500	0	0	0	0	-500	-500	
Collegegelden MEEM		300	300	300	300	300	300	0	0	0	
Excellentietrajecten		154	154	154	154	154	154	0	0	0	
TOTAAL OW strategisch	**0**	**954**	**954**	**954**	**454**	**454**	**454**	**0**	**-500**	**-500**	
OW strategisch verwacht											
Geen											
TOTAAL OW strategisch	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
OW via doorsluizingen matrix TOM											
Doorverdeling budget docentinzet TOM baten	248	800	930	912	899	901	932	-18	2	20	
Doorverdeling budget profilering en academische vorming TOM	1.287	1.760	2.051	2.107	2.131	2.169	2.241	56	190	134	
Doorverdeling budget docentinzet TOM	-346	-335	-401	-376	-394	-390	-404	25	-3	-28	
TOTAAL OW via doorsluizingen matrix	**1.189**	**2.225**	**2.580**	**2.643**	**2.636**	**2.680**	**2.769**	**63**	**189**	**126**	
TOTAAL OW	**19.540**	**19.010**	**19.541**	**21.046**	**20.885**	**21.317**	**21.992**	**1.505**	**2.451**	**946**	**4%**
OZ via verdeelmodel											
OO-component Ba-graden	800	612	660	593	617	634	632	-67	-28	39	
OO-component MA-graden	1.455	1.588	1.497	1.399	1.396	1.395	1.396	-98	-101	-3	
Primary Research Budget (voorheen SIM instituten en T4P)	2.830	3.049	2.770	4.617	4.632	4.631	4.631	1.847	1.861	14	
Promotiepremiëring	4.848	5.091	4.070	4.050	3.684	3.650	3.656	-20	-414	-394	
OZ strategisch											
T4P (nu via OZ verdeelmodel)	1.000	1.000	1.000	0	0	0	0	-1.000	-1.000	0	
Teruggave promotiepremies door lagere realisatie	0	0		0	-262	-404	-489	0	-489	-489	
								0	0	0	
OZ via doorsluizingen matrix TOM	0	0	0	0	0	0	0	0	0	0	
Doorsluizingen OO-Ba van derden	160	248	310	270	268	269	275	-40	-35	5	
Doorverdeling budget OO TOM naar derden	-45	-39	-50	-40	-44	-41	-41	10	9	-1	
TOTAAL OZ	**11.048**	**11.549**	**10.257**	**10.889**	**10.291**	**10.134**	**10.060**	**632**	**-197**	**-829**	**-8%**
TOTAAL OW en OZ 1e gs	**30.588**	**30.559**	**29.798**	**31.935**	**31.176**	**31.451**	**32.052**	**2.137**	**2.254**	**117**	**0%**
Mutatie per jaar in de KADER 2018-2021				**2.137**	**-759**	**275**	**601**		**2.254**	**117**	
Waarvan mutaties OW				*1.505*	*-161*	*432*	*675*		*2.451*	*946*	
Waarvan mutaties OZ				*632*	*-598*	*-157*	*-74*		*-197*	*-829*	
Mutatie deze tabel ten opzichte van de oude Kader 2017-2020				*3.089*	*2.626*	*2.526*	*3.127*	*(Note higher cost CAO and social securities)*			

During the 2018-2021 planning period, first-stream education and research income increases by a total of M€ 2,3 compared to 2017. The Funding picture 2018 is based on the number of enrolments and degrees on 1 October 2016. The expected wage and price adjustments in 2017 and 2018 have been incorporated in the Education and Research Budgets. A part of the higher income is a compensation for the higher wages in the new CAO VSNU and a higher rate social security costs. The budget for Education increases with M€ 2,5. And the Research budget declines with M€ 0,2. A budget horizon of four years is used in accordance with the new guidelines for the annual report.

Education budget
In the BSc PSY program, the intake shows a positive turnaround. BMS is aiming for a further larger enrolment in the other bachelor programmes per 2018-2019. A prudent increase in revenues TOM is calculated per 2019, based on a targeted enrolment of 650 bachelor students.

As a result of this higher 2016 and 2017 intake, a number of appointments in the departments providing the PSY programme, which were initially earmarked for termination, can after all be renewed. However, the multiannual budget still lacks in some years the income to cover these budgeted appointments as a result of pre-financing. In the Master programmes education income is based on calculations for the whole planning period made with the output of 2016 (t-2).

Research budget
Per 2018 all the funds for research go directly to the faculty. The rise of the Primary Research Budget (PRB) of M€ 0,9 by 2019 is completely evaporated by 2021 by the fall of the income from promotion bonuses as a result of a Ministry of Education, Culture and Science price reduction by M€ 0,9. The T4P stimulation program M€ 1 per year will be continued and financed within the PRB.

Other income and expenses
The major changes lie in the Education and Research income and in the Personnel expenses, which have already been commented on. Work carried out for Third Parties decreases, due to different reasons per group, with still the need to achieve a substantial amount of Contribution Margin (= Dekkingsbijdrage) to cover the costs of core staff. With regard to the Master Renewal plan in 2018, €0.5 million has been included in anticipated strategic budgets. The expenditure has been budgeted in the respective cost types.

Overall budget

	B2017	B2018	B2019	B2020	B2021
TYF stimulation program	-150	-150	-150	-150	0
Transition STEAM	-500	-1.100	0	0	0
Innovative STEAM	0	-370	-485	-500	0
Result MAB other	-210	-1.121	-1.563	-1.370	-1.035
Result Multi Annual Budget	**-860**	**-2.741**	**-2.198**	**-2.020**	**-1.035**

The operating account in 2018-2021 will not be in balance. The losses are partly a result of investments according the Tech Your Future Program and to BMS under STEAM in the Vision 2020 strategy of BMS. BMS will have a withdrawal from the reserves up to a total of M€ 1,6 in the years 2017 and 2018 for mobility and outplacement. Furthermore for specific innovative connections BMS will have another withdrawal up to a total of M€ 2,2. The deficit is however larger than forecasted in the multiannual estimate 2017-2020. In the previous multiannual estimate, revenue growth at BMS level was included. Now it is calculated at the level of the groups within a cluster.

BMS reserves
The BMS reserves are expected to decline during the planning period by a total of M€ 8 to M€ 6,2 at 31 December 2021. This is on the assumption that the 2017 operating year will be close with a minus of M€ 0,8.