Agenda form Executive Board for the University Council

Discussion meeting	:	**December 11, 2019**
Committee meeting	:	**OOS**
Agenda issue	:	**Governance and Embedding of UCT/ATLAS in Faculty ITC**
Confidential	:	**no**
Attachment(s)	:	**Governance and embedding of UCT/ATLAS in faculty ITC, 31 October 2019**

Involved Service Department(s): AZ/Wichman   signature:

Secretary General: Wichman   signature:

Responsible member Executive Board: Palstra: signature:

1. Qualification/authority University Council:

X   For information

2. Previously discussed:

Name of the forum: CvB-D
Dates of the discussion: July 11th (just briefly, request for feedback on proposal) and October 2nd 2019.
Agenda issue: Governance and Embedding of UCT/ATLAS in Faculty ITC
The faculty deans advised positively on the governance of UCT within ITC and the 3 proposed positions for 3 persons.

Modifications introduced in relation to the proposal discussed during the EB-Deans meeting of 2 October are the following:
• To ensure a clear and unambiguous accountability from UCT to the ITC Dean and the ITC Faculty Board, it was decided to assign the (part-time) UCT dean the role of primus inter pares. It remains that the UCT dean will not possess the regular rights and powers of a Faculty Dean.
• The ATLAS programme director reports to the UCT Dean within the UCT management team and has a direct working relationship with the ITC Portfolio Holder Education (who acts on behalf of the ITC Faculty Board).
• The final proposal explicitly states that the for UCT presented governance and management setup will be evaluated after 2 years, with a midterm evaluation after one year.

3. Abstract on the subject:

On 19 December 2018, the University Council agreed with the intended decision of the UT Executive Board to transfer UCT/ATLAS from the Faculty EEMCS to the Faculty ITC as of 1 January 2019. The following points of departure were stated:
- As of 1 January 2019, University College Twente as an organizational unit falls entirely under the faculty ITC and UCT is accountable to the faculty ITC.
- The ATLAS programme remains a UT-wide programme with strong connections to all faculties and a number of other unique characteristics that need to be safeguarded.

- UCT is funded on a separate budget (UCT funding may not pose a risk to ITC's external ODA funding) and UCT remains identifiable as a separate unit in the financial documents of the faculty ITC.
- UCT will maintain separate housing (part of the LTSH-programme).

In accordance with these starting points, a proposal was required to define the governance and management of UCT and ATLAS, including:
o The academic and organizational embedding of ATLAS as an UT-wide programme
o representation in UC network in the Netherlands
o proper representation in the relevant bodies of participation.

Given the above points of departure and requirements, in particular the notion that UCT/ATLAS, is more than an educational programme, the governance and management of UCT/ATLAS could not be just a carbon copy of the education programmes within the hosting faculty ITC. At the same time, to ensure a coherent and efficient management within the hosting faculty, opportunities for synergy between the management and organisation of UCT/ATLAS and the remainder of the faculty ITC needed to be explored.

In June 2019, a working group integration ATLAS/ITC presented a proposal with a number of scenarios for the governance and management of UCT and ATLAS to the ITC Faculty Board. Subsequently, the ITC Faculty Board submitted the proposal to the ITC Faculty Council. At the same time the Dean of Faculty ITC presented the proposal to the Deans of the other faculties during the Executive Board-Deans meeting (CvB-Decanen) of 11 July 2019 and 2 October 2019 and solicited for inputs and feedback.
The proposal for governance in short:
-The UCT and ATLAS interests at UT level will be represented in the first place by the ITC Faculty Board and its members through the advisory bodies installed by the Executive Board of the UT (see Annex A.I Responsibility of the hosting Faculty ITC and the Faculty Board and Dean).
-Furthermore, the ITC Faculty Dean will meet annually with the other Faculty Deans to agree upon strategy; plan and budget of UCT as a mutual responsibility and commitment of all Faculties of the UT (see Annex A.II Responsibilities and roles of the Faculty Deans).
Regarding the tasks and responsibilities for the internal governance of UCT/ATLAS the proposal includes the following three roles:
  I. Strategic leadership of UCT, i.e. "figure head" of UCT1
  II. UCT management and operations
  III. ATLAS programme management
The descriptions of these three areas of tasks and responsibilities are attached (see Annex B. Areas of tasks and responsibilities of the governance within UCT/ATLAS).

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4. <u>Decision Executive Board:</u>
Having seen the proposal (See attachement)
Having heard the advice of the faculty deans 11 July and 2 October
The EB considers this proposal as most fitting as a governance and management setup for UCT/ATLAS; ensuring:
- an effective management of the organisation UCT within the Faculty ITC with proper lines of communication and accountability
- an effective running of the small-scale education programme ATLAS
- a proper academic and organisational embedding of ATLAS as UT-wide programme
- proper representation in the network of University Colleges in the Netherlands

The Executive Board has decided on 4 November 2019:
to agree with the proposal 'Governance and Embedding of UCT/ATLAS in Faculty ITC'
31 October 2019. This concerns the following positions:
I. UCT dean, 0.4 fte
II. UCT manager operations, 0.6 fte
III. ATLAS programme director (OLD), 0.5 fte.

Secretary University Council: (to be filled out by Registry UC)
Discussed before with the UC?

- o No
- o Yes,
   Conclusion then:

Additional explanation:
(in case the Presidium/Registry believes that one of the above mentioned items
needs additional explanation)

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Governance and Embedding of UCT/ATLAS in Faculty ITC

Background

In June 2019, the working group integration ATLAS/ITC presented a proposal with a number of scenarios for the governance and management of UCT and ATLAS. The proposal took into consideration the views expressed by UCT/ATLAS staff and a number of formulated requirements for governance and embedding of UCT/ATLAS as a University College (see proposal, version 6, dd.20/Jun/2019).

Subsequently, the ITC Faculty Board submitted the proposal to the ITC Faculty Council. At the same time the Dean of Faculty ITC presented the proposal to the Deans of the other faculties during the Executive Board-Deans meeting (CvB-Decanen) of 11 July 2019 and solicited for inputs and feedback.

The original proposal specified that that the Dean of the hosting faculty (ITC) assumes the formal tasks and responsibilities of the former UCT Dean and that no separate dean of UCT with the right and powers of a Faculty Dean would be appointed. This implies that the UCT and ATLAS interests at UT level will be represented in the first place by the ITC Faculty Board and its members through the advisory bodies installed by the Executive Board of the UT (see Annex A.I Responsibility of the hosting Faculty ITC and the Faculty Board and Dean).

Furthermore, the ITC Faculty Dean will meet annually with the other Faculty Deans to agree upon strategy; plan and budget of UCT as a mutual responsibility and commitment of all Faculties of the UT (see Annex A.II Responsibilities and roles of the Faculty Deans).

Regarding the tasks and responsibilities for the internal governance of UCT/Atlas the proposal included the following three areas:.
   I.   Strategic leadership of UCT, i.e. "figure head" of UCT[1]
   II.   UCT management and operations
   III.   ATLAS programme management

The descriptions of these three areas of tasks and responsibilities are attached (see Annex B. Areas of tasks and responsibilities of the governance within UCT/ATLAS).

The proposal for the governance and embedding of UCT/Atlas of June 2019 presented 5 different scenarios; each with a different permutation of the above areas of tasks and responsibilities; and each scenario with arguments in favour and against.

Feedback and further considerations

Key elements that emerged from the further feedback received are[2]:
   -   Importance of appointing a so-called "figure-head" – dealing with vision and strategy of UCT; be of inspiration for UCT staff and ATLAS students; and representing UCT externally
   -   Don't make governance UCT too complex and not very different from other bachelor programmes

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[1] This "figure head" will get the title "UCT dean" however without the right and powers of a Faculty Dean. This implies that the UCT dean will .e. not be part of the ITC Faculty Board nor of the Executive Board-Deans meeting

[2] Besides the internal feedback; formal feedback was received from the ITC Faculty Council and from the Faculty of Engineering Technology (ET)

- UCT should get UT-broad support and is a joint UT activity with clear agreements between faculties and UCT
- It seems logical to choose for both a kind of College Director and a Programme director instead of choosing for one single person.

The need for shouldering the three areas of responsibilities were reconfirmed and not questioned during the various discussions of the proposal. A question was raised if three management roles totalling up to 1,5 fte was not too much for one single bachelor-programme.

The ITC Faculty Council, considered originally the scenario in which the tasks and responsibilities of the "figure head" were combined with the "UCT management and operations" in one position and the Atlas programme management responsibilities by a Programme Director as the most suitable . The ITC-FC considered this scenario as best aligned with ITC management of education and the FC found it logical to choose a College Director and Programme director instead of one single person. However they also indicated to strengthen the justification of combining the figure head and UCT management and operations in one person; and to offer a title with a more purposeful stature to the figure head.

Further discussions among Faculty Management and education management of ATLAS resulted in the following additional observations:

a. A clear link between the various functions and the ITC Faculty Board should be in place
b. Difficulty to acquire one person that combines the required profile of a figure head with that of a UCT manager operations – as proposed in the originally suggested scenario. .
c. A figure-head with limited volume within ATLAS does allow for relevant and interesting complementary and cross-fertilization activities in the domain of ATLAS (i.e. research; entrepreneurship)
d. Wish to ensure sufficient mobility and flexibility in the occupation of each the three identified positions.
e. Too much authority with one person next to the programme director should be avoided.
f. A two-person management has a higher risk of less transparent decision-making.
g. Desirable to have a clear division between management of UCT versus the ATLAS education programme management
h. Programme director should have sufficient space to fulfill an active complementary role in education and teaching within ATLAS
i. The total required volume of governance and management of UCT is more than of a regular bachelor programme, because UCT/ATLAS is more than an education programme and as a college it also employs academic and non-academic staff.
j. The extent of the tasks in the field of management and operations is not one full-time equivalent.

Important elements that were added into the discussion of the latest proposals:
- Transparent management structure and unambiguous reporting lines should be in place
- Originally it was not envisaged that UCT would have a separate Dean. However, to promote the visibility of UCT externally and within the UT; and to be in line with the other University Colleges in the Netherlands, an UCT Dean was proposed, though not having the regular power/status of a Faculty Dean
- The UCT Dean should report to the Faculty ITC Dean. Consequently it was considered most appropriate to have the UCT Dean chairing the UCT management team and be the *primus*

inter pares within the management team consisting of the UCT Dean, the UCT manager operations and the ATLAS programme director.

Proposed management setup

Based on the original proposal, further feedback from ITC Faculty Council and the Executive Board-Deans meeting and the above considerations, ITC proposes a governance of ATLAS with three different persons for the following reasons:
-   appointing dedicated specialized staff within each of the three required positions
-   ensuring a transparent and proper decision-making process
-   allowing sufficient mobility and flexibility

Furthermore:
-   the core management team of UCT is a collegial board with the three positions is accountable to the ITC Faculty Board
-   All positions allow for complementary functions and activities within or outside the University.
-   The UCT dean is the *primus inter pares* in the management team of UCT (consisting of the three persons listed in the table below)
-   The UCT dean is the UCT representative in the Academic Board of ITC
-   The UCT manager operations is the UCT representative in ITC Managerial Council.
-   The Dean of hosting faculty (ITC) assumes the formal tasks and responsibilities of the former UCT Dean in university-wide discussions and in the Executive Board-Deans meeting
-   The UCT dean doesnot have the right and powers of a Faculty Dean .
-   The UCT manager operations (rather than the UCT dean to alleviate the UCT dean from operational tasks as much as possible) supervises the support and academic staff employed in the organisational unit UCT (except UCT dean and programme director ATLAS).

Positions	FTE	Considerations
I. UCT dean	0.4	• Chair of the management team of UCT • Allows complementary activities in leading research and/or entrepreneurship • No responsibilities for operational management • Formal supervisor of the UCT manager operations and the ATLAS programme director
II. UCT manager operations	0.6	• Responsible for management and supervision of all staff and operational management of UCT • Ensuring a proper management and reporting structure
III. ATLAS programme director (OLD)	0.5	• Equivalent to other programmes • ATLAS programme is still under development and undergoing regular changes • Sufficient space to fulfill an active role in education and teaching in ATLAS

Finally:

- The initial appointment in above positions will be for a period of 2 years. The actual period of subsequent appointment will be determined after the first evaluation, depending also on the practice with similar positions in the organization, good employment practice etc..
- The UCT governance and management setup will be evaluated after 2 years, with a midterm evaluation after one year.
- The further internal organization of UCT (including the Office of Student Affairs and the Administrative Organizational Support) will be developed by the UCT management team after the appointment of the staff in the three positions of the management team. Criteria for the internal organization will be developed in line with the earlier defined requirements for governance and embedding of UCT/ATLAS as University College[3]. For the time being, the setup of the internal organization of UCT will remain unaltered in relation to the current situation.
- An organogram of UCT showing the internal and external dependencies is presented in Figure 1. Please note that, given the strong educational dimension of UCT, the programme director of ATLAS has an explicit role in the supervision and annual appraisal of academic staff, complementary to the responsibility of the UCT manager operations.
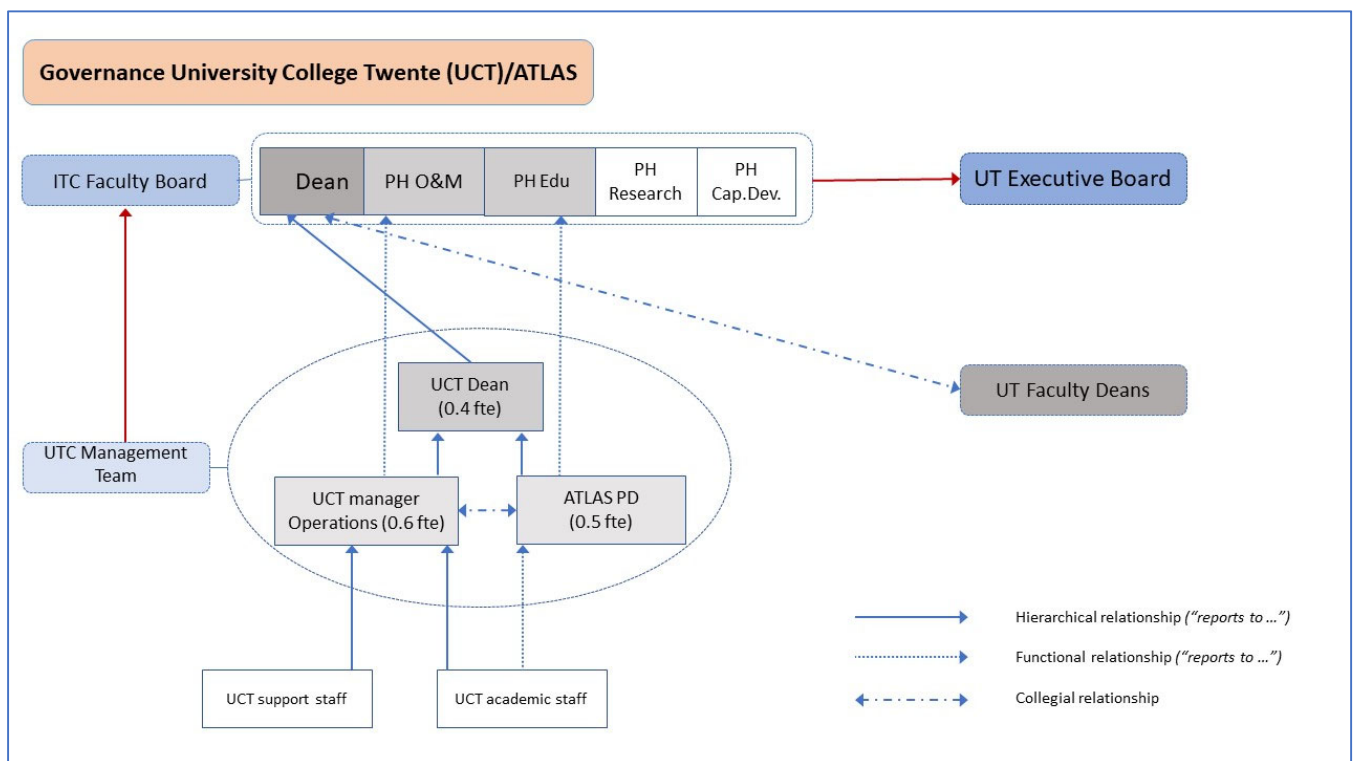

Figure 1 Organigram UCT/ATLAS

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[3] See document: Towards effective governance and embedding of UCT/ATLAS - Input discussion with steering group April 1, 2019 - March 31, 2019

Further observations about the governance structure as visualized in Figure 1:
- Next to the relationships between the individual functions, the organigram visualizes the relation between the ITC Faculty Board and the UCT Management Team as collegial bodies (as between ITC faculty Board and UT Executive Board)
- Details of the relationship between the ITC Faculty Dean and the other UT Faculties deans are described in the Annex (i.e. A.II Responsibilities and roles of the Faculty Deans

ANNEX

Details of tasks and responsibilities of the governance of UCT/ATLAS

A.   UCT/ATLAS within the UT governance

    I.   Responsibility of the hosting Faculty ITC and the Faculty Board and Dean

      a.   As of 1 January 2019, UCT as an organizational unit resorts entirely under the faculty ITC. Therefore, the Faculty Board of the Faculty ITC is organizationally and financially responsible and accountable for UCT and the ATLAS programme

      b.   The Faculty Board and the Dean of the hosting faculty assumes a number of responsibilities that apply equally to UCT and the ATLAS programme, including:
- overall policy and management of the faculty
- establishing the Faculty Regulations
- organisation of education within the faculty
- establishing the annual plan and budget
- appointment of a programme director
- establishing the Education and Examination Regulations (EER)
- instalment of an examination board
- instalment of a programme committee
- representing the faculty in advisory bodies installed by the Executive Board of the UT (e.g. UC-OW and UC-B)

      c.   The expected additional tasks and responsibilities for UCT, next to the above tasks and responsibilities that are assumed by the Faculty Board and the Dean of the hosting faculty, are:
- Formally representing UCT within the university
- Safeguarding the university-wide interests of UCT/ATLAS and its unique characteristics, including:
  - Participation of staff of all UT faculties in the ATLAS programme
  - Access to education units (courses, projects, modules) of UT programmes for ATLAS students
  - Support and arrangements from all central service departments for the organisation and implementation of the ATLAS programme
- Supervising the strategic policy direction and academic orientation of UCT/ATLAS with involvement of the executive board, the UT faculties and the UT community at large
- appointment and supervision of UCT Dean

      d.   Given the above extent and nature of tasks of the Faculty Dean, it is deemed not necessary to appoint a full-time full dean with the right and powers of a Faculty dean for UCT.

    II.   Responsibilities and roles of the Faculty Deans

      a.   The Dean of the hosting faculty ITC, will meet one or two times a year with the Faculty Deans to agree upon strategy and governance of UCT based upon:
- UCT annual reports
- UCT annual plan and budget

      b.   At the same time the ITC dean will obtain the annual commitment of all the deans and the UT large (service departments) in terms of:
- Participation of staff of the faculties in the ATLAS programme
- Accessibility of education programmes for ATLAS students
- Support and arrangements from all central service departments

      c.   The portfolio holder for education of the faculty ITC together with the programme management of ATLAS communicates, and if required meets, annually with colleague portfolio holders education of the other faculties to discuss and agree upon the education programme and the required inputs from the various faculties

      d.   The portfolio holder for operations of the faculty ITC together with the UCT manager operations meets annually with colleague portfolio holders for operations of the other faculties annually to agree upon the conditions and terms of delivery of the inputs from all the faculties.

B. Areas of tasks and responsibilities of the governance within UCT/ATLAS

I.   UCT dean

Main areas of responsibility
- a.   strengthening the vision and mission of UCT and develop the strategy toward the UCT's mission
- b.   ensuring the visibility of UCT externally and within the UT[4]

Tasks and responsibilities UCT dean :
- chairs the *management team* of UCT
- supervises the UCT manager operations and ATLAS program director
- develop and promote a clear vision for UCT, now and in the future
- establish and maintain world-wide visibility of ATLAS (e.g. through exposure; dissemination; scientific publications; publicity)
- establish and maintain acceptance of ATLAS within UT
- open up opportunities for ATLAS students for active participation in or with projects of external parties
- spot expectations and needs of external world regarding "new engineers"
- be of inspiration for UCT staff and ATLAS students through active participation in education and programme development.

Profile:
- entrepreneur, salesperson, with an academic background in applied science.
- Understands the connection between beta, gamma and societal needs (interdisciplinary).
- Technologically savvy.
- UCT dean is external; as well as internal (also to students)
- Management capabilities with very strong capacity to delegate

Proposed function/role[5]:
- Professor; alternatively a business leader

Estimated volume:
- max. 0.4 fte

Responsible to :
- ITC Faculty Board
- Supervised by Dean Faculty ITC

Supervises:
- UCT manager operations (with input from the portfolio holder operational management of the Faculty ITC)
- ATLAS program director (with input from the portfolio holder education of the Faculty ITC)

II.   UCT manager operations

Main areas of responsibility
- a.   internal organisation and administration of UCT, including supervision of academic staff (excl. the UCT Dean and the ATLAS programme director) and support staff
- b.   develop annual plan and budget of UCT

Tasks and responsibilities UCT manager/operations
- management and supervision of the academic staff (excl. the UCT dean and the ATLAS programme director) and the support staff of UCT

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[4] please note: whereas the ITC dean is the formal representation of UCT within the UT; the "UCT dean " is the "academic face" of UCT within the UT

[5] exact position and salary scale will be determined by HR in observance of the rules of the 'University Job Classification' (UFO) system. This is also includes the definition of the kind of tasks and responsibilities as a "function" or a "role".

- o Leading a team of highly developed and passionate experts from a variety of backgrounds
- o Actively pursuing an ever-increasing coherence, utilising and combining the various research interests of the team-members to the advantage of the college.
- o Maintaining commitment of the team, even under high tension.
- Managing the day-to-day operations of the college.
- supervision of administrative processes, and the facilitation and execution of the College policies.
- Further areas of final responsibility[6] are: finance, HR, housing and facilities, (international) recruitment, communication and marketing, alumni affairs, career development, student affairs, facilities student housing, student life affairs, campus facilities

Profile:
- Experience and abilities in the field of integrated administration and management, particularly in the fields of finance, HR, automation and accommodation, education processes and systems
- Team builder, people manager, facilitator.
- Recognizes and understands what drives people.
- Able to connect people from various backgrounds.
- Communication is in his/her veins.
- Understands the educational process.

Proposed function/role:
- Exact position and salary scale will be determined by HR in observance of the rules of the 'University Job Classification' (UFO) system. This is also includes the definition of the kind of tasks and responsibilities as a "function" or a "role".

volume:
- 0.6 fte

Responsible to:
- UCT dean
- Functional and working relationship with the Portfolio Holder Operational Management of the Faculty ITC

Supervises:
- Support and academic staff employed in the organisational unit UCT (except UCT dean and programme director ATLAS). For the supervision and annual appraisal of the academic staff, the UCT manager operations explicitly asks for the cooperation and input of the ATLAS programme director

III. **ATLAS Programme Director**

Main areas of responsibility
- a. structure, contents and quality of the academic degree programme ATLAS
- b. organisation and implementation of the education programme ATLAS

Tasks and responsibilities
- Translate and implement the long-term vision into concrete educational programmes
- Development of the framework, contents, and quality of the academic degree programme
- Assurance of the internal quality of the programme (from academic admission to curriculum development and teaching and supervision) and ensure readiness for external audits (e.g. accreditations)
- Managing the education year cycle (semester planning, EER cycle, etc)
- Revision of the EER, the internal quality assurance system and required measures as a follow-up of external audits
- Plan, organize and manage the development and implementation of the degree programme (curriculum management), including the identification of teaching staff
- Organize and be responsible for the academic admission
- Managing the process of Academic Advising and Guidance and coordinate the study advice
- further develop the programme and initiates and approves strategic and structural changes in the degree programme

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[6] Large part to be delegated/under the responsibility of Administrative and Organisational Support and Office Student Affairs. Precise responsibilities/accountability to be elaborated.

- o Combine expectations and needs of external world regarding "new engineers" with recent developments in academic R&D, carried by all individual team members, into one coherent long-term vision on the development of the educational programme.
    - o Recognising needs and desires from the student community, and incorporating them into the educational programme
- gives follow-up to the advice from the ATLAS *Programme Committee*
- liaisons with the *Examination Board*
- chairs the *Curriculum Committee*

Profile:
- highly creative person, integrator, communicator pur sang.
- Unconventional.
- Strong background in both science and engineering.
- Worked both inside and outside the academic environment.
- Passionate about educating engineers as a means to contribute to a better world.
- Understanding of education procedures and legislation
- Organizer of education

Proposed function/role:
- Exact position and salary scale will be determined by HR in observance of the rules of the 'University Job Classification' (UFO) system. This is also includes the definition of the kind of tasks and responsibilities as a "function" or a "role".

Estimated volume:
- 0.5 fte (remaining part employed as teacher in UCT)

Supervisor:
- UCT dean and appointed by ITC Faculty Board
- First point of contact: Portfolio Holder Education Faculty Board ITC

Supervises:
- In organising and monitoring the ATLAS programme, the ATLAS programme director has a functional relationship with all teachers involved in ATLAS (fully and partially employed within ATLAS and staff from other faculties).
- Formally a programme director doesnot supervise other staff. However, for the supervision and annual appraisal of the academic UCT staff, the UCT manager operations explicitly asks for the cooperation and input of the ATLAS programme director