UNIVERSITY OF TWENTE.



2014

P NUT. ANNUAL REPORT



P-NUT PhD Network University of Twente 31/12/2014

Introduction

The year 2014 has been an exciting yet challenging year for the PhD Network University of Twente (P-NUT). Although our agenda for organizing events and representing PhDs planned on keeping the excellent work done in the previous years, our working force was diminished, as our board was suddenly smaller by a half and younger in experience. Yet we maintained the quality of the P-NUT experience for our members as high as it was, and we can now look back proudly at a great and successful year 2014, the details of which are presented in this Annual Report.

First of all, at the end of 2014, P-NUT reached 341 active members. Although this number keeps on increasing, it did so by a lower value in comparison with the two previous years. This is explained by a higher amount of termination of membership during the year 2014; in large majority due to the departure of some the earliest registered members. With this ever growing membership, once again, we worked on offering high-quality events and professional representing.

We have for instance seen bigger for our annual PhD Day, the main event organized by P-NUT. The theme for 2014 being 'Be Visible!', and we prepared a full program, this time over the entire day: four key-note speakers, an information market, three workshops, a lottery, and of course, the traditional dinner, accompanied this year by a pub quiz.

Closer ties have been established with TGS, the Twente Graduate School, through more frequent and regular meetings, introduction of P-NUT to the attendees of the TGS Introductory Workshops, and co-organization and sponsorship of events. By the end of 2014, Petra de Weerd-Nederhof, Academic Director of TGS, along with the rest of the TGS staff, expressed her satisfaction toward the current relation between P-NUT and TGS and her wish for further collaboration in 2015.

The details of our activities and the financial report for 2014 are presented in this Annual Report, as well as the plans and budget for 2015. Details about the organizational structure of P-NUT and the board members are also given. The work done in 2014 gives to P-NUT all the chance to achieve an even better year in 2015, in which we will keep on connecting, informing and representing all the PhD candidates of the University of Twente.

Jonathan Barreaux, President

Table of Contents

Introduction	
Table of Contents	5
An Overview of 2014	9
Internal Affairs	
Membership	
Sponsoring	9
Board Structure	
Represent	
Twente Graduate School	
Human Resources	
Rector Magnificus	
Inform	
Connect	
PhD Day	
Visibility	
Financial report for 2014	
Fixed income	22
Fixed expenses	
Activities – Inform	
Activities – Connect	
Activities – Represent	
PhD Day	23
Other	23
Balance sheet	
Income statement	
Plans for 2015	
Organizing events	27
Board members being a team	

Budget for 2015	
Fixed income	
Membership contribution	
UT contribution	
Fixed expenses	
PNN contribution	
ING bank account	
KvK	
Faculty Club	
Merchandizing (PR)	
Merchandizing (gifts)	
GMM	
Lunch meetings	
Printing Market	
Social activities	
Yearly BBQ	
Summer Party	
Christmas Dinner	
Workshops/seminars	
Representation costs	
PhD Day	
Board integration activities	
Miscellaneous	
An Overview of P-NUT	
Roles and descriptions	
President	

Secretary	
Treasurer	
Head of commissions	
Elected and Commission Board Members	
Elected Board Members	
Jonathan Barreaux - President	
Mohammadreza Khelghati – Vice-President	
Katarzyna Markiewicz – Head of Commissions	
Wouter van Heeswijk - Treasurer	
Mihaela Mitici - Secretary	
Commission Board Members	
Marian van Dijk	
Sarah Janus	
Floris van den Brink	
Imke Lammers	
Abebe Chukalla	
Bugra Yildiz	40
Former Board Members (2014)	

Internal Affairs

Membership

By the end of 2014, P-NUT counted 341 active members, compared to 293 in 2013 and 184 in 2012. Although this number keeps on increasing, this year, it did so by a lower value. The explanation holds in a higher amount of termination of membership: while we have effectively registered 85 new memberships, 37 members terminated their membership. The major reason given for termination of membership is the end of the PhD contract and graduation.

This doesn't come as a real surprise. Indeed, P-NUT started with the membership registration in 2011, such that after three years, most of the new members are made of fresh first year PhD candidates, while the amount of PhD members about to finish their contract is increasing. One could expect in a few year a stable number of active members, with a balanced amount of incoming and leaving members.

Sponsoring

The amount of sponsorship received by P-NUT in 2014 has once more increased, enabling us to improve again the quality of our events.

As for the previous year, the first significant sponsorship came from the annual thesis printing market. With a record of nine printing companies attending, it contributed greatly to the yearly income of P-NUT.

The major amount of sponsorship was received for the organization of our annual PhD Day. Very generous sponsorships were offered by the Twente Graduate School (TGS), the Centre for Telematics and Information Technology (CTIT), the Institute for Innovation and Governance Studies (IGS), MESA+ Institute for Nanotechnology, MIRA Institute for Biomedical Technology and Technical Medicine, Kennispark Twente and Gildeprint. Moreover, the Stichting Universiteitsfonds Twente offered us a guarantee, for the case where we would have not be able to cover entirely the costs involved with the PhD Day 2014. We are highly thankful to these institutions and companies for the trust they gave in the work done by P-NUT for the PhDs of the University of Twente.

Board Structure

In 2014, a reduced number of board members led us to revisit slightly the board structure. Indeed, half of the board members, counting among the most experienced ones, had to leave the board in order to focus on finishing their thesis and graduating. We are of course wholeheartedly thankful for everything they have done for P-NUT and wish them all the best for the future.

As a result, the concept of P-NUT Commissions, although successfully applied during the previous years, had to be discontinued, for it cannot be run efficiently with a lower amount of Board Members.

Board members occupying one of the board positions (President, Vice-President, Head of Commissions, Treasurer and Secretary) are designed as Elected Board Members. The other board members, active in the organization of P-NUT activities, are still designed as Commission Board Members, although they are not part anymore of one or more P-NUT Commissions.

The separated Commissions Meetings were not held anymore and all affairs were treated during a unique Board Meeting, held once every two weeks in presence of the Elected and Commission Board Members altogether. This has proven to be efficient and allowed us to run P-NUT through 2014 with a smaller board. Should the amount of board members increase once more in the upcoming years, the concept of P-NUT Commissions could be applied again.

Represent

Twente Graduate School

In 2014, the relations with the Twente Graduate School were made even closer, with more frequent meetings and discussions, an increased interest for our feedback on TGS and PhD's affairs, and the first and successful co-organization of an event. By the end of 2014, on the occasion of a Christmas Lunch to which P-NUT was invited by TGS, they expressed their wish for an even closer collaboration in 2015, wish welcomed and reciprocally expressed by P-NUT.

New PhD Charter and New Doctoral Regulations

The new PhD Charter and the new Doctoral Regulations, with their institution in January 2014, has been one of the main topics of discussions with TGS for the beginning of 2014. P-NUT has been encouraged by TGS to give feedback all along of the process, and our comments and suggestions have always been well-received. Main concerns were drawn on the assignment of ECTS for teaching hours as well as on the amount of ECTS required for a 3-year PhD program. Part of the teaching hours that PhDs need to fulfil will be converted to ECTS points. Only the part of the teaching that contributes to an improvement in the PhD's skills will be converted to ECTS. The promotor and the PhD decide on the number of ECTS points. For a 3-year PhD program, the same amount of ECTS, that is 30, will be required.

In addition to the regular meetings with TGS, we were also invited and present at the introduction given by Prof. Dr. Ed Brinksma, Rector Magnificus of the University of Twente, and Dr. Paul van Dijk, project manager of TGS, to the professors of the University of Twente. Here are the main important points presented at this meeting:

- All PhDs will register in ProDoc, a progress monitoring application aimed to improve the supervision and planning of the PhD program.
 - PhDs employed before 1st January 2014 will be registered in ProDoc, but don't have requirements concerning the PhD Charter (30 ECTS).
 - PhDs employed after 1st January 2014 will be registered in ProDoc and are required to follow the PhD Charter, i.e. to obtain 30 ECTS via courses, summer schools, conferences or workshops.
- ProDoc contains 5 workflows:
 - The intake interview.
 - The Training and Supervision Plan, with educational program. This should be drafted within 3 months after the start of the PhD and should be updated regularly.
 - The Qualifier after 6-9 months of starting the PhD program, with 3 months optional improvement period. A successful qualifier leads to the continuation of the PhD program for another 3 years. An unsuccessful qualifier leads to the termination of the PhD program.
 - Subsequent 2nd and 3rd yearly appraisals: evaluation interviews.
 - Graduation Protocol by the Doctoral Board.
- After 1st March 2014, new Doctoral Regulations will take effect for all new PhD graduations.
- After 1st January 2015, all PhD graduations must be processed through ProDoc.

Information for PhDs

Another topic of discussion with TGS was the availability and visibility for the PhDs of important information which are so far not especially trivial to find. This includes, but is not limited to, the

access to a confidential advisor (trust person), the issue of housing for new PhDs, the requirements drawn by the new PhD Charter, courses offered to PhDs, HR-related issues...

Although some progress has been made, work has still to be done on this topic and it will remain a major part of the discussions with TGS in 2015.

Co-organization of events

TGS expressed interest in co-organizing events with P-NUT. This has been successfully experimented in 2014 with the co-organization of the Summer BBQ 2014, ran along a TGS Introductory Workshop. Both P-NUT members and participants to the workshop were invited to join. The participants to the workshop being fresh new PhDs, the interest of TGS was in introducing them to more experienced PhDs in an informal environment.

Lisenka van het Reve, secretary of TGS, was our contact person and took care of the organization of the barbecue. TGS was covering most of the cost involved with the event, P-NUT participating for an amount actually lower than planned in the budget for 2014. Therefore, this co-organization allowed us to offer a higher quality for this traditional event without drifting away of our financial plans.

Although care should be taken in keeping an independent hold on the plans and program of P-NUT, this kind of collaboration with TGS is certainly something to be repeated.

Human Resources

Human Resources have proven to be more difficult to reach this year and only one meeting has been organized. The main topics of discussion were similar to those discussed with TGS, with the addition of the issue of contract extension for board members of P-NUT. The latter, having unsuccessfully treated with HR, has been brought to the attention of the Rector Magnificus of the University of Twente, Prof. Dr. Ed Brinksma, and discussed during a meeting with him.

Rector Magnificus

One meeting has been held between the Rector Magnificus of the University of Twente, Prof. Dr. Ed Brinksma, and P-NUT. The agenda comprised two main items: a presentation of the activities and plans of P-NUT, and the issue of contract extension for board members of P-NUT.

The Rector expressed his interest and satisfaction in the activities held and planned by P-NUT. He underlined how important he thinks P-NUT his for the PhD's and encourage us to continue the work already done.

On the issue of contract extension for board members of P-NUT, the Rector agreed that this is a necessity, considering the amount of time given to P-NUT by the board members. However, the previous agreement made with the Rector was rather informal, and it lately proved to be a problem when the requests of contract extension made by some of our former board members were first being denied, on the ground of a lack of budget, before being finally approved. The proposition of writing and signing a new and formal agreement was favorably welcomed by the Rector, who promised to work on it after consultation with the Human Resources and the Financial and Economic Affairs. However, despite several reminders to the Rector, no more progress has been done since.

Inform

In 2014, as part of our Inform objective, P-NUT organized four lunch meetings, four workshops (three of which were part of the PhD Day 2014) and the annual Thesis Printing Market. Free lunches were provided every time to all registered PhD candidates. The cost of this catering was at time supported by P-NUT and at other sponsored by the host of the lunch meeting or workshop.

The list of every Inform activity along with their respective attendance can be found in the following table:

Date	Name of Activity	Attendance
February 13 rd	Join the P-NUT Board Lunch Meeting	10
March 11 th	Taxes Lunch Meeting	37
April 30 th	Housing Lunch Meeting	23
May 16 th	Thesis Printing Market	40(1)
June 11 th	InDesign Workshop	22
September 12 th	Late Optional Model Lunch Meeting	27
October 16 th	PhD Day 2014: Be Visible!	90 (day) / 62 (evening)

¹ Number of registered persons, this was an open event and the number or persons who participated was higher.

Connect

Get-Together, the monthly social drinks previously organized every first Thursday of the month, has been discontinued in 2014. The reasons were a lack of attendance during the last editions and giving more time for to the reduced board for the organization of the other events.

We continued to organize the other monthly social drinks, organized in the city every last Friday of the month. We worked this year on proposing this meeting in a different bar every month, with the objective of proposing new environment to our members but also assessing these different locations for potential future activities or more settled monthly drinks.

In addition, always as part of our Connect objective, we kept on organizing a social activity every month, ranging from sport activities to social gathering and introduction to arts such as painting.

Date	Name of Activity	Attendance
February 20 th	Bowling	18
March 18 th	Painting Workshop	16
April 10 th	Wine Tasting	20
May 22 nd	Laser Game	19
June 19 th	Summer BBQ	53 (1)
July 12 th	Cricket Workshop	21
August 14 th	Summer Party	40
September 11 th	Laser Game: Reloaded	18
October 16 th	PhD Day 2014: Be Visible!	90 (day) / 62 (evening)
November 19 th	Dutch Dinner & Ice Skating	29 (dinner) / 36 (skating)
December 10 th	Christmas Dinner	30

The list of every Connect activity along with their respective attendance can be found in the following table:

¹ Event co-organized with TGS, the number does not include the participants from the TGS Introductory Workshop.

PhD Day

The PhD Day 2014 had the theme 'Be Visible!' and was organized on Thursday, 16th October 2014. With four key-note speakers, an information market, three workshops, a lottery, and of course, the traditional dinner, accompanied this year by a pub quiz, we have seen even bigger for this edition and it was a great success.

The PhD Day 2014 was advertised on our website with all the details as follow:

PHD DAY 2014 BE VISIBLE!

THURSDAY, 16TH OCTOBER 2014, 10:30 VRIJHOF AMPHITHEATER, UT CAMPUS

REGISTER NOW! (DEADLINE DAY PROGRAM: TUESDAY 14TH OCTOBER, 12:00) (DEADLINE EVENING PROGRAM: WEDNESDAY 15TH OCTOBER, 12:00)



This event is made possible thanks to

the support of:





CTIT

IGS INSTITUTE FOR INNOVATION AND GOVERNANCE STUDIES













Conducting good **research** by itself is no longer **sufficient** to succeed as a **scientist**; it is of vital importance for **PhD candidates** to establish their **presence** both within and outside of the **academic community**.

The skills required to **be visible** – such as being able to **connect** to peers, **disseminating science** to the general public in an understandable manner, and **spawning interest** for projects – are **indispensable** for the young researcher of today.

The **day** program is full of interesting **speeches**, **presentations** and **workshops** all tailored to help you be more **VISIBLE**.

A **lunch** will be provided along with an **information market** where various companies, associations and departments will present their products and services.

The evening program will start with a dinner at the restaurant Forum: La Cucina; followed by a pub quiz proposed and organized by Tom Kuipers of Let's Quiz!

Check the full program, speakers, workshops and details below.

Join us at the PhD Day 2014 and learn how to put yourself and your research in spotlights!

REGISTER NOW! (DEADLINE DAY PROGRAM: TUESDAY 14TH OCTOBER, 12:00) (DEADLINE EVENING PROGRAM: WEDNESDAY 15TH OCTOBER, 12:00)

PROGRAM

Day Program

10:00 - 10:30	Walk-in and Registration			
10:30 - 10:40	Opening and Welcome			
10:40 - 11:20	Online Presence – Talk by Dr. Elze Ufkes			
11:20 - 11:35	Alumni Network – Presen	Alumni Network – Presentation by Joe Laufer		
11:35 - 12:15	Interaction with Media – Talk by Dr. Loes Segerink			
12:15 - 12:30	Kennispark Twente – Presentation by Janinka Feenstra			
12:30 - 13:30	Lunch and Information Market			
13:30 - 15:00	Workshops – Parallel Sessions 1			
	<i>Knowledge</i> <i>Dissemination</i> by Hakuna Matata	Print your Thesis Networking on by Gildeprint Conferences by Hakuna Matata Description		
15:00 - 15:30	Coffee Break			
15:30 - 17:00	Workshops – Parallel Sessions 2			
	Knowledge DisseminationNetworking on Conferencesby Hakuna Matataby Hakuna Matata			
17:00 - 17:15	Lottery Draw and Closure	e		

Evening Program

19:00 - 20:30	Dinner - At Forum by La Cucina
20:30 - 22:30	<i>Let's Quiz</i> – Pub Quiz by Tom Kuijpers

SPEAKERS

For the morning part of the program, we have invited 4 alluring speakers to deliver either a talk or a presentation on a topic related to the theme of the PhD Day 2014: Be Visible!

entrepreneur - for more background details see his Linked profile.



Dr. Elze Ufkes

Joe Laufer

Elze Ufkes is an Assistant Professor at the department of Psychology, Conflict, Risk and Safety of the University of Twente. He investigates how intergroup processes -such as identification, stereotyping and intergroup emotions- influence peoples' reactions in high stakes situations, such as intergroup and/or interpersonal conflicts and during deception. He has also worked at the Yale Intergroup Relations Lab, the University of Texas at Arlington and the University of Groningen. Elze is an active online presence and has made his research visible within the psychology world as well as in the national media. In his talk he will discuss online presence for researchers. He will give some practical advice on how to be visible in academic online networks and within and bevond social media.

Joe Laufer is the Alumni Relations and Development Coordinator for the University of Twente and has lived in the Twente region since 2008. Originally from the USA, Joe is a proud graduate of two "UTs" - he has earned degrees in Journalism (B.J.), Business Administration (B.B.A), and Public Policy (M.P.Aff) from the University of Texas at Austin as well as a degree in HR Management (M.Sc BA) from the University of Twente where his research topic was corporate alumni networks. Joe has over 15 years of international work experience as a consultant, policy advisor, and





Dr. Loes Segerink

Loes Segerink worked as a PhD candidate at the University of Twente, in the BIOS, Lab on a Chip group. Her research subject was the development of a fertility chip for semen analysis for which she received the STW Valorisation Grant 1 and the Simon Stevin Student jury and audience awards. In November 2001 she obtained her PhD degree and started as a postdoctoral researcher in the same group. Her focus is on the research to (bio)medical diagnostic microfluidic devices and the valorization of the fertility chip for which she received recently the STW Valorisation grant 2.



Janinka Feenstra

Janinka Feenstra graduated cum laude from the University of Twente in Communication Science and is currently doing an executive program on business management at Nyenrode Business University. As communications specialist at Kennispark Twente Janinka actively supports starting entrepreneurs with their marketingplans, their PR and helps them prepare their pitches for different occasions. During the PhD event Janinka will explain how Kennispark Twente can help you after your promotion: will you start an adventure as entrepreneur? Are you looking for an academic career? Or would you like to innovate within existing technology companies? The choice is yours.

WORKSHOPS

The afternoon part offers two parallel sessions with 3 workshops to choose from. Hakuna Matata will propose two workshops: "Knowledge Dissemination", and "Networking on Conferences" ; while Gilderprint will propose the workshop "Print your Thesis".



Knowledge Dissemination

Societal relevance and knowledge utilisation are increasingly important in research. Therefore academic researchers are more and more willing to tell about their work to non-academics.

But it is still difficult to tell short and appealing stories to your prime audience.

In this workshop participants will explore their personal motivation, define their prime audience and work with creative techniques to create various storylines.



Lennart Wesel

Lennart Wesel is a science journalist with a focus on television. He is co-author of the Dutch book Wetenschappers in beeld (Scientists on the screen), Boom-Lemma publishers 2014. He helps academic researchers to improve their presentations. Lennart recently joined the team of Paul Witteman's new science programme (to be broadcasted from January 2015).

GILDEPRINT Print your Thesis

Gildeprint has printed theses for over 25 years for PhD candidates from all over the country and is providing a workshop for anyone who will eventually graduate. Learn the best tips and tricks to make your thesis visible with some particular attention brought to:

- Production methods
- Lay-out inside and cover
- Delivery of files
- Schedule



Networking on Conferences

Networking has a bad reputation among scientists. Networking is not about selling yourself though, it's about being interested in other people and their work, and about finding common ground and seeing where you can help each other. Networking is about investing in a relationship without trying to get something in return immediately. Networking is about building relationships. Imagine yourself at a conference with interesting people you want to meet during a coffee break. You then need to present yourself, your work and your ideas in a couple of minutes. At the same time you need to listen carefully and find common grounds.

In this workshop we will discuss the do's and don'ts of networking in an academic setting and we will practice short, enthusiastic presentations.



Daniel Schut

Daniel Schut is a trainer and coach in persuasion skills and effective communications. He's regularly asked by (young) professionals, and academic researchers to help them develop their networking capabilities and elevator pitch. With background in political science and philosophy, Daniel knows how to get academics networked!

INFORMATION MARKET

During the lunch break of the day, an Information Market will be proposed, where different companies, departments and associations will present their products and services. Moreover, while this Market is scheduled to take place during the lunch break, the stands are actually welcome to be present during the all length of the program.

Gildeprint Gildeprint

Thesis printing in Enschede.

ten Donkelaar Administraties er Advies ten Donkelaar Taxes advisers in Enschede.

UNIVERSITY OF TWENTE.

Center for Training & Development (CTD)

Thematic training programmes in the field of leadership and career development, tailor-made support and various forms of coaching, mentorship and career guidance.



Vrijhof Cultuurcentrum

Twente Toastmasters

Art and culture at the Campus of the University of Twente.



AFVD Foton

Association for amateur photographers, affiliated with the University of Twente.



Kennispark Twente Entrepreneurship in the region of Twente.



P NUT.

Promovendi Netwerk Nederland (PNN) National PhD network of the Netherlands.

Communication and leadership development

PhD Network University of Twente (P-NUT)

Official PhD association of the UT.

TOMBOLA PRIZES

As a gesture of appreciation for the attendees of the PhD Day 2014, a small tombola is organized. Three different prizes are planned this year, and we hope that you will like them. Each attendee will receive one tombola ticket and the three happy winners will be randomly drawn at the end of the day.

DINNER

The evening program of the PhD Day 2014 will start at 19:00 with a dinner at our usual location: Forum – La Cucina.

This year, we are asking for a participation of € 5 to attend the dinner.

The menu is as following:

- Penne with a fish stew
- Saltimbocca of pork (sage and Parmaham)
- Cannelloni with spinach, almonds, ricotta cheese and a sauce of saffron
- Rosemary potatoes or a cold potato salad
- Green leaf salad with vegetables
- Caprese salad (mozzarella, tomato and basil)

- Pizza slices will be distributed around, two drinks are included.

You have the possibility to attend the evening program without registering for the dinner. You can then join us a bit later for the Pub Quiz (starting at 20:30) and the rest of the evening!

PUB QUIZ



After the dinner, the evening continues with a Pub Quiz organized by Tom Kuijpers of Let's Quiz! Form a team with some fellow PhDs and prepare to answer questions concerning the UT and Enschede, but also current news and general culture!

The PhD Day 2014 was advertised as well in our newsletter, Facebook and in the UT Nieuws with a similar text.

<u>Visibility</u>

P-NUT continues the work to extend its visibility and communication with its members. The website went through some further improvements: the upcoming events are made more visible and the Google Calendar is once more used to mark them, the structure and members of the board are more explicit, several outdated or obsolete information were updated, all the photos from the events uploaded and part of the archive re-arranged. We continue as well to use our social webpages on Facebook, Twitter and LinkedIn, as well as our newsletter to reach monthly the PhD candidates of the University of Twente.

During the year, the printing of a two batches of P-NUT brochures, respectively 1000 then 500 copies, have been sponsored by the Human Resources. These brochures have been distributed to all PhD candidates by means of bringing them directly to the secretaries or mail boxes. Of the remaining ones, a part was given to TGS and GR, for distribution to the new PhD's, the other part is still at our disposal.

Financial report for 2014

At the end of 2013, P-NUT had already gone through several years of strong expansion (see graph below). The member base had been steadily growing, as well as the financial support from various parties both inside and outside the university. When drawing the budget for 2014, it was anticipated this growth would flatten out and P-NUT would reach a steadier financial situation. However, this year proved there was still room for growth, leading to a positive net result of about \notin 3.600 and an equity position of roughly \notin 10.000. Although left with a strong financial position and a healthy outlook on the future, it is also clear that a situation in which P-NUT consistently acquires a substantial surplus is not in line with the goals of the association. The challenge remains to align meaningful expenses with a realistic forecasted income.



The positive net result is mainly due to an income that was higher than anticipated. Sponsorship was much higher than anticipated for two events in particular. The Printing Market P-NUT yielded \notin 1.000 more than budgeted, for the PhD Day this was \notin 3.000. Overall expenses were almost as budgeted, though in some cases the allocation strongly differed from the original budget. The withdrawal of \notin 1.500 in saving money was originally budgeted to facilitate expenses, but needed not to be used.

Strategic goals formulated at the beginning of the year (intensified focus on the core tasks of Informing and Representing, exploration of new events), have only partially been met, this is clearly reflected in the budget as well. An important note that should be made, is that the OFI invoice for the months May-December 2014 has been received only shortly before the GMM; aspects of this invoice are still under discussion. A breakdown of income and costs per category follows below.

Fixed income

Fixed income was slightly higher than anticipated. Eventually no money was raised via services such as advertisements, but this was more than compensated by the membership contribution. 334 members paid a fee for the year 2014.

Fixed expenses

Fixed expenses were somewhat lower than expected, mainly due to the lower costs on merchandizing. For the GMM, P-NUT only received an invoice for the printing of the annual reports.

Activities – Inform

Both the incomes and expenses strongly deviate from the original budget. Income was about $\in 1000$ than budgeted. Whereas 6 printing companies participated in the Printing Market in 2013, we had a record 9 paying companies in 2014. Combined with a high bid for the opening presentation, this explains the income surplus.

On the expense side, the low expenses can be explained mainly due to inactivity. Only four lunch meetings were held, of which one was completely sponsored. Small attendance for some of these meetings resulted in limited costs. The Get-Togethers were discontinued early in the year, due to limited interest.

The intention of dedicating a relatively large budget to Inform was to generate more commitment to organize activities in this category, but this approach has not yielded the desired result.

Activities – Connect

Social activities continued to be the main focus of P-NUT in 2014 from a financial perspective; both expenditures and income were higher than budgeted. Were originally intending to cover about 25% of costs with participant contributions, the eventual coverage was 37%.

P-NUT has organized some social activities that were relatively expensive (e.g., Painting workshop, Laser Tag, Wine Tasting). In most cases a small fee was asked to raise commitment of the participants. TGS unexpectedly offered to cooperate with P-NUT and sponsor the full Summer Barbecue, resulting in €250 more than budgeted. The Summer Party remained close to budget. The Christmas Lunch was replaced by a Christmas Dinner, causing a larger expenditure.

Activities - Represent

Though P-NUT continues to be active in representation of PhDs, this is not reflected in the expenses. A single workshop was organized, which was fully sponsored by the presenting company as well. The intended career event did not take place. Attendance at the PNN meetings and other representational activities did not require any travel reimbursements. Despite the allocated €700, no money was spent on Representation in the end. A possible explanation for this is the significant amount of time and effort required to properly set up events such as seminars and career events; the board was often not able to dedicate multiple people to such events.

PhD Day

As it was clear after the summer that P-NUT was heading towards a financial surplus, the spending budget for the annual PhD Day was strongly increased. However, sponsorship was much higher than anticipated as well. All research institutes contributed generously, as well as Kennispark and TGS. Despite spending €3000 more than originally intended, the PhD Day barely contributed in reducing the surplus.

Other

The income in Miscellaneous stems from the annual interest. Costs follow from a board lunch, a number of unbudgeted drinks during social events and some minor material expenses. No large unforeseen costs occurred, such that the majority of the allocated \notin 800 remains unused.

Due to the surplus obtained in 2013, P-NUT reserved an amount of \in 1500 savings for exploration and improvement not covered by the annual income. Clearly, due to the surplus, these posts can be omitted in the final account.

Balance sheet

The net result over 2014 is (€ 13720,12 – € 3924,16) – (€ 6384,53 – € 213,01) = € **3624,44**.

Assets		
	1-1-2014	31-12-2014
ING Payment account	227,06	3201,05
ING Savings account	5593,47	7593,47
Cash	0	147,60 ⁽¹⁾
Accounts receivable	564,00	2778,00 ⁽²⁾
Total	6384,53	13720,12

Equity + Liabilities		
	1-1-2014	31-12-2014
Equity	6171,52	9795,96
Accounts payable	213,01	3924,16 ⁽³⁾
Total	6384,53	13720,12

¹A small amount of cash was kept aside to serve as change during events, and is comprised mainly of €5 notes.

² Comprised of late batch membership fee 2014 (\in 528), sponsorship PhD Day 2014 (\notin 2250), and sponsorship P-NUT/TGS BBQ (\notin 500). The OFI invoice for May-December 2014 arrived shortly before writing this report. \notin 1100 in expected sponsorship was missing on this overview.

³ Comprised of ING service costs Q4 and the estimated OFI payment May-December 2014. A claim of \in 144,40 is still being disputed, this claim is not included in the accounts payable.

Income statement

Income statement 2014	In (Budget)	In (Actual)	Out (Budget)	Out (Actual)
Fixed income	in (Budget)	iii (Actual)	Out (Budget)	Out (Actual)
Membership contribution	€ 3.500	€ 4.008	€ -	€ -
UT contribution	€ 2.950	€ <u>4.000</u> € 2.950	€ -	€ -
Services	€ <u>2.550</u> € 150	€	€ -	€ -
Donations	€ -	€ -	€ -	€ -
Total fixed income	€ 6.600	€ 6.958	€ -	€ -
Fixed expenses	0.000	0.550	C	č
PNN contribution	€ -	€ -	€ 125	€ 125
ING bank account	€ -	€ -	€ 125 € 150	€ 125 € 199
KvK (Chamber of Commerce)	€ -	€ -	€ <u>1</u> 50 € 25	€ 155 € -
Faculty Club	€ - € -	€ - € -	€ 25 € 350	€ - € 350
Merchandizing (PR)	€ -	€ - € -	€ 350 € 350	€ 330 € 231
Merchandizing (gifts)	€ -	€ - € -	€ 350 € 150	€ 251 € 70
GMM	€ -	€ - € -	€ 150 € 150	€ 70 € 47
	€ -	€ - € -	€ 1.300	€ 47 € 1.021
Total fixed expenses	ŧ-	ŧ-	€ 1.300	€ 1.021
Activities				
Inform	6 200	6 246	6 4 999	6 6 6 6
Lunch meetings	€ 300	€ 316	€ 1.800	€ 656
Printing Market	€ 1.500	€ 2.583	€ 400	€ 272
Get Togethers	€ -	€ -	€ 250	€ 43
Total Inform	€ 1.800	€ 2.900	€ 2.450	€ 970
<u>Connect</u>				
Social activities	€ 400	€ 780	€ 1.600	€ 2.283
Yearly BBQ	€ 250	€ -	€ 650	€ 500
Summer Party	€ 150	€ 205	€ 500	€ 504
Christmas Lunch	€ -	€ 180	€ 500	€ 1.193
Total Connect	€ 800	€ 1.665	€ 3.250	€ 4.481
<u>Represent</u>				
Workshops/seminars	€ -	€ 87	€ 400	€ 87
Career event	€ -	€ -	€ 200	€ -
Representation costs	€ -	€ -	€ 100	€ -
Total Represent	€ -	€ 87	€ 700	€ 87
PhD Day	€ 1.750	€ 4.650	€ 2.500	€ 5.452
Total activities	€ 4.350	€ 9.301	€ 8.900	€ 10.990
Other		_		
Miscellaneous	€ 50	€ -	€ 800	€ 124
Balance loss	€ 1.500	€ -	€ -	€ -
Exploration and improvement	€ -	€ -	€ 1.500	€ -
Grand total	€ 12.500	€ 15.759	€ 12.500	€ 12.135

Plans for 2015

Organizing events

- Adjust the events organized by P-NUT in order to have:
 - an optimal number of events, we do not need to have events just for the purpose of having an event (e.g. remove the "new board member lunch" event)
 - several new activities per year, to keep current members interested in attending the events, replace events which were less successful (e.g. consult with regular members in order to gauge their interest, maybe join the student water polo tournament in May with a P-NUT team)

Board members being a team

- Become more effective in organizing events
 - Sometimes board members feel that organizing an event takes up too much of their time, therefore the organization of events should be done more efficiently and effective (e.g. done in couples with one experienced board member, organize events the board members themselves are interested in)
- Become more effective in having meetings
 - Often agendas and minutes are not read by the board members, therefore the meetings take extra time by recapitulating earlier discussions (instead of sending the minutes as an additional file, provide a short summary in the mail)
- Become more effective in working together
 - Recently several new members entered the board, for a better integration regular internal events are needed to get to know each other within the board (e.g. try to attend events together, have dinner together)

Budget for 2015

For 2015, the budget is strongly based on the actual expenses of the preceding year. It has proven difficult to allocate sufficient time and effort to explore new activities. For this year's budget, a more pragmatic approach has therefore been adopted.

Budget proposal 2015				
	In		Ou	t
Fixed income				
Membership contribution	€	4.000	€	-
UT contribution	€	2.950	€	-
Total fixed income	€	6.950	€	-
Fixed expenses				
PNN contribution	€	-	€	125
ING bank account	€	-	€	200
KvK (Chamber of Commerce)	€	-	€	25
Faculty Club	€	-	€	350
Merchandizing (PR)	€	-	€	350
Merchandizing (gifts)	€	-	€	150
GMM	€	-	€	150
Total fixed expenses	€	-	€	1.350
Activities				
Lunch meetings	€	300	€	1.000
Printing Market	€	2.000	€	400
Social activities	€	700	€	2.500
Yearly BBQ	€	250	€	650
Summer Party	€	150	€	500
Christmas Dinner	€	150	€	1.000
Workshops/seminars	€	-	€	1.500
Representation costs	€	-	€	100
PhDay	€	4.500	€	5.500
Total activities	€	8.050	€	13.150
Other				
Board integration activities	€	-	€	250
Miscellaneous	€	-	€	250
Grand total	€	15.000	€	15.000

In comparison to 2014, several budget categories have been omitted. Sponsoring and donations were mentioned it the 2014 budget, but not realized. P-NUT has received some sponsoring options,

however, the current web domain does not allow for advertising. The expected contributions from advertising at this point are too limited to explore further. The Get-Together was discontinued, and no longer features in the budget. The budget for the career event is removed from the budget as well. A new category is the one for board integration activities. P-NUT current equity position allows for about 2/3th year of operations. An equity position that allows covering a full year of operations is seen as ideal in the long term. However, increasing equity is not a strategic goal for 2015. In 2015, P-NUT will attempt to cover all expenses with income, without ending up with a significant surplus as in the preceding years.

Fixed income

Membership contribution

In 2014, the number of members appeared to be stable. About 330 members paid a membership fee; we expect a similar income for 2015.

UT contribution

According to the agreement with the University, an amount of $\notin 2.950$ will be transferred to P-NUT annually.

Fixed expenses

PNN contribution

The national PhD network PNN allows P-NUT to represent itself on the national level and interact with networks of other Dutch universities. A fixed contribution of €125 to the national PhD network is required.

ING bank account

Due to tariff changes and an increase in banking activities, the budget for this category is raised from \notin 150 to \notin 200.

KvK

The KvK requires an annual fee of €25. However, the invoice for 2014 has not been received.

Faculty Club

The Faculty Club charges an annual fee of \in 350.

30

Merchandizing (PR)

Budget for general-purpose marketing material, such as brochures, mugs, etc.

Merchandizing (gifts)

€150 is allocated to gifts for departing board members, graduating former board members, etc.

GMM

A budget of \in 150 is allocated to the GMM.

Lunch meetings

In 2014, only few lunch meetings were held. While costs strongly depend on attendance, an amount of €1000 is realistic for about 5-6 lunch meetings.

Printing Market

In 2014 participation was exceptionally high, with nine companies attending instead of the six before. In the budget, 6-7 companies are expected, along with a substantial bid on the opening presentation. Also, in the 2015 edition, the expenses on catering are intended to be somewhat higher.

Social activities

Organizing social activities remain one of the core tasks of P-NUT, leading to a raise in this budget category. Participants are expected to contribute to roughly 1/4th of the event costs. With this policy, P-NUT aims to generate a certain level of commitment from the participants.

Yearly BBQ

The yearly BBQ was organized in cooperation with TGS last year, with the latter covering part of the event's costs. As it is not sure whether such an agreement will be made again in 2015, we re-use the 2014 estimate for this event.

Summer Party

Both expenses and income where close to budget in 2014, we leave the budget for this activity unaltered.

Christmas Dinner

The Christmas Dinner was well-received last year, and is meant to replace the Christmas Lunch. The budget allows for about 30 participants that contribute €5 to the dinner.

Workshops/seminars

Workshops and seminars are an aspect P-NUT wants to focus on more. The workshops during the PhD Day 2014 were generally well-received. On the professional workshops an amount of \leq 1500 was spent, which amounted to a total of four workshops (two parallel sessions in two time slots). The same amount has been allocated to professional workshops in 2015, aside from the PhD Day 2015.

Representation costs

This post allows for occasional traveling required to represent P-NUT outside of Enschede.

PhD Day

The PhD Day is the main event of P-NUT, in terms of attendance, organizational effort, income and expenses. Sponsorship during the 2014 PhD day was very good, allowing a substantial budget allocation for this event. Though no binding sponsorship agreements exist, P-NUT hopes to collect a similar income for the 2015 edition of this event. A rough breakdown of the allocated expenses is as follows: rent of the location and materials (~€1000), catering during the day (~€1000), a concluding dinner (~€1500) and parallel workshops (~€1500). The remaining €500 can be used for a variety of purposes, e.g., gifts, travel reimbursements, promotional material, and prizes.

Board integration activities

Board integration is considered as an important aspect in the performance of the board. Joint board activities tended to be organized ad hoc, and were generally covered by the board members themselves (as far as costs were involved). By allocating a small budget to board integration, P-NUT intends to further facilitate board integration.

Miscellaneous

Miscellaneous costs were overestimated in 2015, the current amount of \notin 250 is deemed more realistic for this category.

An Overview of P-NUT

The PhD network of University of Twente (P-NUT) is a non-profit association established to represent, inform, and connect the PhD candidates at the University of Twente (UT). Starting from being a rich source of specific information on various facets of a PhD's career at the UT, P-NUT also acts as a representative platform and functions as a spokesperson for all PhD-related issues. We work closely together on various issues with the Human Resources (HR) department of the UT, the Twente Graduate School, the University board and others.

Since its inception, P-NUT has been active in representing and supporting the PhD community by organizing informative sessions on a whole spectrum of topics and social activities. During the last years P-NUT has observed a growing interest in the activities organized.

Why is it important that you become a member of P-NUT?

The University listens very carefully to what we have to say. P-NUT has successful and continuing conversations on PhD policy with the rector, Twente Graduate School, and HR, about for example the structure of courses or the introduction of a qualifier after 6 month. We are also involved in PhD issues on the national level. The more people we represent, the more influence we can have. If you are a member, this contributes to representing you.

What does P-NUT do with my one euro per month?

We reinvest your money in the PhD community. We invite people to contribute interesting information and skills. We use the money to keep our organization running, cover the costs of representation (traveling expenses for example), to pay for rooms, to be able to take the financial risk of organizing events and to keep the prices of these events low for our members.

What's in it for you?

Apart from being represented (which also means we will help you with any issues you might encounter in your PhD), there are many informational and social events that you can benefit from when you are a member of P-NUT. Think about printing your thesis, how to do your taxes and how to use the optional model.

Roles and descriptions

In 2014, the board structure was still the one developed and agreed upon during the previous years, with the exceptions of the Commissions, being discontinued. The new board structure consists of clearly identified roles and responsibilities.

President

- Meeting agenda and chairing.
- Keep track of policies.
- Responsible for consistency in communication.
- Final decision responsibility.
- Represents the board and P-NUT at the university bodies (TGS, PhD council, Rector, GMM)
- Organising and chairing of the GMM.
- Oversees board recruitment.
- Oversees committee creation. (Accounting, activities)

Secretary

- Responsible for P-NUT Inbox
- Handles or forwards e-mails
- Can delegate contents of lists (ALV, UNITE, LinkedIn)
- Manages mailing list.
- Membership administrator:
- Ownership of paper forms.
- Responsibility for member Database
- Input
- Update (correction, end of membership)
- Welcome e-mails
- Generates list for recurrent payments.
- Acting president (if needed)
- Organisation of meetings with university bodies/ other associations.
- Responsible for backup of google docs data.
- Communication with Chamber of Commerce (Kamer van Koophandel (KvK)).
- Minutes taking during board meetings.

Treasurer

- Ownership of accounts.
- Makes financial report for the GMM.
- Makes budget for the GMM.
- Responsible for the approval of the budget.
- Keep track of receipts.
- Generates, sends and tracks invoices.
- Processes claim forms.
- Pays OFI number and invoices.
- Supplies financial overview at each board meeting.
- Deposits cash from activities into bank account.

Head of commissions

- Responds to board on progress and issues.
- Can be joined in board meeting by one or two committee members on occasion.
- Decides which and how often they join commission meetings.
- Organises and manages agenda of commission meetings.
- First contact in case of conflict inside commission.
- Responsible of presenting commission report at the GMM
- Responsible for setting up the activities agenda by the different commissions.
- Negotiates with the board the number and frequency of activities.
- Oversees activities of commissions.

Elected and Commission Board Members

Elected Board Members

Jonathan Barreaux - President



Jonathan Barreaux comes from Rennes, France. He obtained his Bachelor and Master's degrees in Physics and Photonics at the University of Rennes 1, and joined the University of Twente as a PhD Candidate in September 2012. Within the group Laser Physics and Nonlinear Optics, his research focuses on the development by nano-patterning of novel optical elements for Extreme UV (XUV) and Soft X-Ray (SXR). Since January 2013, he has joined the P-NUT board and is active in P-NUT Connect.

Mohammadreza Khelghati - Vice-President



Mohammadreza Khelghati (27) is currently a PhD Candidate in Databases Group, Faculty of EEMCS, University of Twente. He was born and raised in Zanjan, Iran. After his Bachelor Studies at the IASBS University, Iran, he moved to Sweden and started his master studies in Engineering and Management of Information Systems Program at the KTH University. For his master thesis, he decided to work and study in I5 Institute at RWTH University, Aachen, Germany. He joined the board of P-NUT in September 2012.

Katarzyna Markiewicz - Head of Commissions



Katarzyna Markiewicz comes from Poznan, Poland. After obtaining Masters major degree in Animal Breeding and Genetics and minor in Business Economics at the Wageningen University she started her PhD in the Health Technology and Services Research group at the University of Twente in May 2011. Her research focuses on building a framework for the early assessment of medical devices that will predict the potential of an innovation early in the development cycle. She joined the P-NUT board in 2013.

Wouter van Heeswijk - Treasurer



Wouter van Heeswijk is a PhD candidate at the Industrial Engineering & Business Information Systems group. He obtained both his bachelor's and his master's degree in Industrial Engineering & Management at the University of Twente. During his master he specialized in financial engineering, graduating in 2012 at TNO Utrecht on the subject of real option analysis. The topic of his PhD research is the coordination and consolidation of freight transport in urban areas. Wouter joined the P-NUT board in November 2013.

Mihaela Mitici - Secretary



Mihaela Mitici is 24 years old and comes from Ploiesti, Romania. She is currently a PhD candidate in the Stochastic Operations Research group (EWI), after receiving a MSC degree in Operations Research from University of Amsterdam. Her research is on distributed data storage and compression for wireless sensor networks. Mihaela was a member of 'Business Organization for Students' (BOS) student organization during her bachelor and of 'Global Romanian Society of Young Professionals' (GRASP) during her master. Since October 2012, she has joined P-NUT board, where she contributes to the organization of social activities and lunch meetings.

Commission Board Members

Marian van Dijk



Marian van Dijk is a PhD candidate of Social Psychology with the Psychology of Conflict, Risk, and Safety group. She has a BSc degree in Public Administration from the University of Twente and a MSc degree in Social Sciences from the University of Amsterdam. After working for the University of Tilburg and the Dutch Legal Aid Board she has come back to Twente to study dynamics and interventions in legal conflicts. She joined the P-NUT board in October 2013.

Sarah Janus



Sarah Janus is a PhD candidate of Health Sciences at the department Health Technology and Services Research. She has a master's degree in Psychology and a master's degree in Health Sciences from the University of Twente. She joined the P-NUT board in March 2014.

Floris van den Brink



Floris van den Brink is a PhD candidate in the Lab-in-a-chip group, working on the miniaturization and integration of an electrochemical cell, a liquid chromatography column and a nano-electrospray ionization tip for on-line mass spectrometry on a disposable plastic microfluidic platform for drug screening and proteomics. He joined the P-NUT board in April 2014.

Imke Lammers



Imke Lammers is a PhD Candidate at the Department of Governance and Technology for Sustainability (CSTM), at the Faculty of BMS. Imke holds a Master's degree in European Studies from the University of Twente and from the Westfälische-Wilhelms Universität Münster. In her PhD research she focusses on policy design for the implementation of Smart Grid technology in local construction and renovation projects in Dutch municipalities. Imke joined the P-NUT board in October 2014.

Abebe Chukalla



Abebe Demissie Chukalla is a PhD candidate in Water footprint reduction at the department of Water Engineering & Management. He has an MSc degree in Hydraulic Engineering – Land and water Development from UNESCO-IHE and a BSc degree in Water Resources and Irrigation Engineering from Arab Minch University. He joined the P-NUT board in October, 2014.

Bugra Yildiz



Currently, I am a PhD candidate in Formal Methods and Tools (FMT) group in Twente University. I am working in the "Time Performance Improvement with Parallel Processing Systems" (TIPS) project. The project aims to developing techniques and tools for mapping software systems onto multicore processors. For more detailed information, please check my personal website. I joined P-NUT in October 2014.

Former Board Members (2014)

Rong Wang

Febriyani Fiain Rochel Damanik

Burcu Çelikkol

Adithya Sridhar

Ioana-Mariuca Ilie

Anja Niedermeier

Janne Mewes

David Barata

Joana Romão

