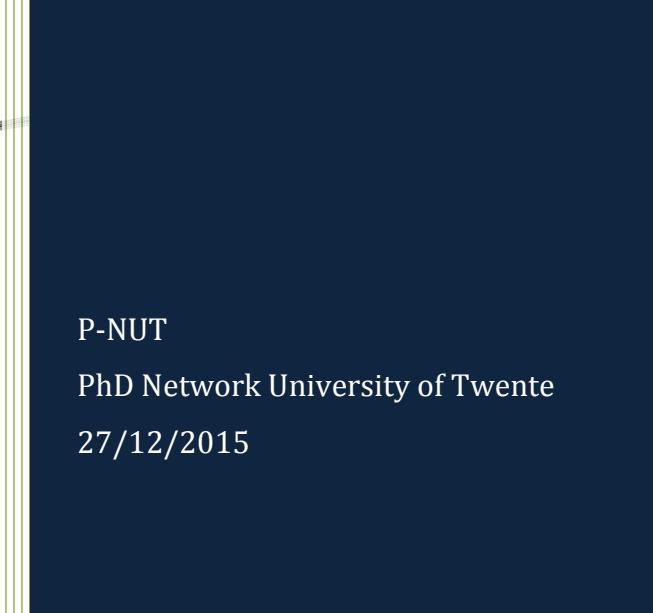
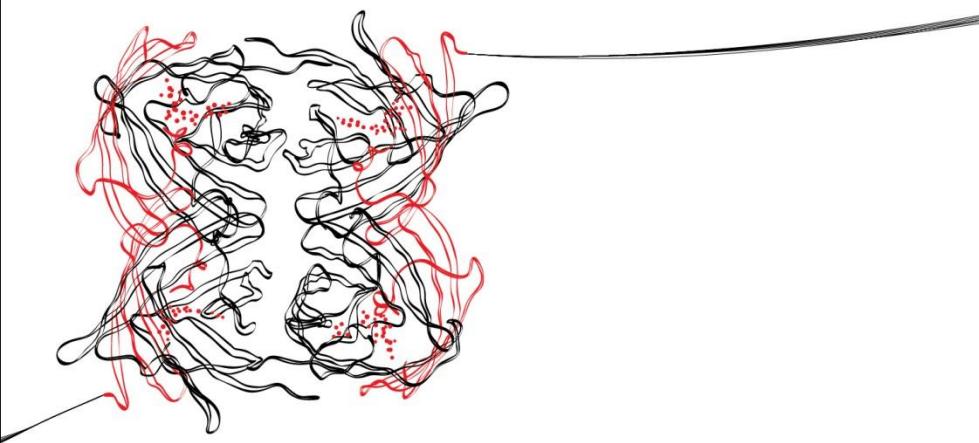


UNIVERSITY OF TWENTE.

2015



P-NUT. ANNUAL REPORT



P-NUT
PhD Network University of Twente
27/12/2015

Introduction

The year 2015 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 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 2015, the details of which are presented in this Annual Report.

At the end of 2015, P-NUT remained stable on active members. This is explained by a higher amount of termination of membership during the year 2015; in large majority due to a change in the Dutch law which requires that we announce the membership deductions beforehand.

However, we still worked on offering high-quality events and professional representing. We have for instance seen more registrations for our annual PhD Day, the main event organized by P-NUT. The theme for 2015 was 'Academia versus Industry'. We prepared a full program over the entire day: four key-note speakers, three workshops, a lottery, and of course, the traditional dinner and pub quiz.

Also we continued having frequent and regular meetings with TGS, the Twente Graduate School, and are an inherent part of the TGS Introductory Workshops where we introduce P-NUT to the attendees.

The details of our activities and the financial report for 2015 are presented in this Annual Report, as well as the plans and budget for 2016. Details about the organizational structure of P-NUT and the board members are also given. The work done in 2015 gives to P-NUT all the chance to achieve an even better year in 2016, in which we will keep on connecting, informing and representing all the PhD candidates of the University of Twente.

Sarah Janus, President

Table of Contents

Introduction.....	3
Table of Contents.....	4
An Overview of 2015.....	6
Internal Affairs.....	6
Membership	6
Sponsoring.....	6
Board Structure	6
Represent.....	7
Twente Graduate School.....	7
Human Resources.....	7
Rector Magnificus	8
Organizing events.....	8
Inform.....	8
Connect	9
PhD Day	10
Program	12
Speakers.....	13
Workshops.....	15
Tombola Prizes	16
Dinner	17
Pub Quiz.....	17
Visibility.....	17
Financial report for 2015	18
Plans for 2016.....	23

Organizing events	23
Board members having their own responsibilities	23
Budget for 2016	24
An Overview of P-NUT.....	29
Roles and descriptions	30
President	30
Secretary.....	30
Treasurer.....	31
Elected and Other Board Members	32
Elected Board Members.....	32
Sarah Janus - President.....	32
Wouter van Heeswijk - Treasurer.....	32
Imke Lammers - Secretary.....	32
Other Board Members	33
Floris van den Brink.....	33
Bugra Yildiz	33
Jonathan Barreaux.....	33
Koen de Koning.....	33
Effie Pavlidou.....	33
Inês Inácio.....	33
Guido Giammaria	34
Frederica Cioffi.....	34
Elahe Hadavi	34
Matteo Giani.....	34
Former Board Members (2015)	34

An Overview of 2015

Internal Affairs

Membership

In the beginning of 2015, 341 PhDs were an active member of P-NUT. We saw a drop in members in the May 2015. The reason for this drop is the fact that since 2015, members have to be notified by e-mail about an upcoming membership fee collection. After the treasurer sent this e-mail for the upcoming collection in May 2015, many ‘sleeping’ P-NUT members cancelled their membership, in order to avoid paying the membership fee for 2015. At the same time, many new PhDs are joining P-NUT: in 2015 a total of 94 PhDs became a member of P-NUT (while this number was 85 in 2014). Due to this, the number of active P-NUT members remains stable.

Sponsoring

The amount of sponsorship received by P-NUT in 2015 remained stable, enabling us to maintain the quality of our events.

As for the previous year, the first significant sponsorship came from the annual thesis printing market. With seven 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 Kennispark Twente, the Twente Graduate School (TGS), the Centre for Telematics and Information Technology (CTIT), the Institute for Innovation and Governance Studies (IGS) 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 2015. 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 2015, 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.

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, did not all have clear defined roles and responsibilities. This did not lead to an improvement of the board structure. At the end of the year, it felt that non-elected board members should have specific roles and responsibilities.

For integrating the new board members and getting to know each other, the P-NUT board attending a cooking workshop in September.

Represent

Twente Graduate School

In 2015, the relations with the Twente Graduate School remained closer, with frequent meetings and discussions. TGS remained open for feedback and suggestions.

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...

TGS now gives clear advice on where PhDs can find help in case of personal or work related problems. This can be found on their website and new PhDs also get informed about it during the TGS workshop.

Human Resources

One meeting was organized with Human Resources this year. 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 has also 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. Human Resources notified the board that there is an agreement for contract extension for board members of P-NUT, however P-NUT still did not receive any formal agreement.

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 three main items: the bursary experiment for PhDs, a presentation of the activities and plans of P-NUT, and the issue of contract extension for board members of P-NUT.

During the meeting the board members expressed their concerns about the bursary experiment for PhDs and recapped the counter-arguments which were formulated by PNN before. However, the Rector was neither impressed by these arguments nor was he willing to discuss the position of the UT within this experiment.

The Rector expressed his interest and satisfaction in the activities held and planned by P-NUT. He underlined how important he thinks P-NUT is 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. The board members emphasized the necessity of a formal agreement which 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 formal agreement has been received.

Organizing events

In 2015, P-NUT succeeded in organizing numerous informative and social events. Several new activities were introduced with varying success. While the lunch meeting on how to prepare for your defense was well attended, the Improvisation workshop needed to be cancelled due to the low number of registrations.

Inform

In 2015, as part of our Inform objective, P-NUT organized six lunch meetings, five workshops (three of which were part of the PhD Day 2015) 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 2nd	Teaching Lunch meeting	24
March 9th	Taxes Lunch Meeting	35
April 22nd	InDesign Workshop	25
May 16th	Housing Lunch meeting	25
June 3rd	National Instruments Workshop	22
June 16th	Thesis Printing Market	35
September 15th	Late Optional Model Lunch Meeting	27
October 15th	PhD Day 2014: Academia vs Industry	76
November 10th	Your upcoming PhD defense Lunch meeting	30
December 3rd	Intercultural communication Lunch meeting	16

Connect

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 to be held at "De Vluchte". The attendance of the social drinks varied a lot. Probably also due to fact that informing people via the social media could have been more timely.

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. This year especially the Summer BBQ was well attended. This year the P-NUT summer event was even accompanied by warm and sunny weather.

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

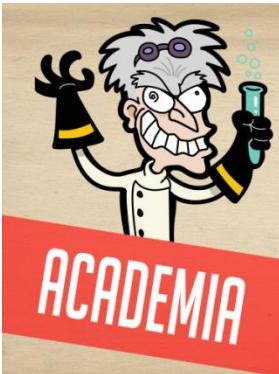
Date	Name of Activity	Attendance
February 19th	Bowling	21
March 26th	Indoor Climbing	23
April 16th	Salsa workshop	17
May 20th	Improvisation workshop	-
June 18th	Cocktail workshop	20
June 12th	Cricket Workshop	12
July 17th	Summer BBQ	84
September 11th	Movie Evening	20 ¹
October 15th	PhD Day 2015: Academia vs Industry	76
November 21th	Volleyball	21
December 16th	Christmas Dinner	35

¹ Event co-organized with the Indian Student Association, therefore the exact number of P-NUT members is unknown.

PhD Day

The PhD Day 2015 had the theme 'Academia versus Industry' and was organized on Thursday, 15th October 2015. With four key-note speakers, three workshops, a lottery, and of course, the traditional dinner and pub quiz, we have seen another successful edition of this event.

The PhD Day 2015 was advertised on our website with all the details as follow:



P+NUT.

PHD DAY 2015

THURSDAY, 15TH OCTOBER 2015, 09:30
VRIJHOF AMPHITHEATER, UT CAMPUS

REGISTER NOW!
(REGISTRATION DEADLINE: TUESDAY, 13TH OCTOBER, 12:00)

Academia versus Industry

PhD candidates are often overwhelmed by the possibilities of future career paths. The choice between industry and academia is easy for some, while incredibly fraught for others. In addition, PhDs are often unaware of 'alternative' and non-traditional career options, such as starting as an entrepreneur or working for a governmental agency.

During this edition of our PhD day, we want to present you with a variety of **career opportunities** and to better prepare you for achieving your desired position. Therefore we invited many interesting speakers and offer free workshops **preparing you for the future!**

The **day** program is full of interesting **speeches, presentations** and **workshops** all tailored to help you to get your dream job. We also provide you with a free **lunch**!

The **evening** program will start with a **dinner** at the restaurant **De Kater**; followed by a **pub quiz** organized by **Tom Kuipers** of **Let's Quiz!**

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

Join us at the PhD Day 2015 and get ready for your future!

REGISTER NOW!

This event is made possible thanks to the support of:

UNIVERSITY OF TWENTE.

UF
stichting universiteitsfonds twente

TWENTE GRADUATE SCHOOL

Kennispark Twente
Innovate & Accelerate

CTIT

Program

Day Program

09:30 – 10:00	Walk-in and Registration	
10:00 – 10:05	Welcome	
10:05 – 10:15	Opening Speech by Victor van der Chijs (President Executive Board of the UT)	
10:15 – 10:45	University & Industry by Liudvika Leisyte (UT, FFNT)	
10:45 – 11:15	Entrepreneurship by Kees Eijkel (Kennispark)	
11:15 – 11:30	Coffee Break	
11:30 – 12:00	Patents by Roy Kolkman (UT)	
12:00 – 12:30	A Career in Industry by Theo Driessen (ASML)	
12:30 – 13:30	Lunch	
13:30 – 15:00	Workshops Parallel Sessions 1	
	The Power of LinkedIn by Selling Me	Landing a Grant by Melanie ten Asbroek (EU Office)
		Your PhD as a Stepping Stone to Success by PCDI
15:00 – 15:30	Coffee Break	

15:30 – 17:00	<p style="text-align: center;">Workshops Parallel Sessions 2</p> <hr/> <table border="0"><tr><td style="text-align: center;"><i>The Power of LinkedIn</i> by Selling Me</td><td style="text-align: center;"><i>Your PhD as a Stepping Stone to Success</i> by PCDI</td></tr></table>	<i>The Power of LinkedIn</i> by Selling Me	<i>Your PhD as a Stepping Stone to Success</i> by PCDI
<i>The Power of LinkedIn</i> by Selling Me	<i>Your PhD as a Stepping Stone to Success</i> by PCDI		
17:00 – 17:15	Lottery Draw and Closure		

Evening Program

19:00 – 20:30	Dinner ; at de Blauwe Kater
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 5 alluring speakers to deliver either a talk or a presentation on a topic related to the theme of the PhD Day 2015: **Academia versus Industry!**

Victor van der Chijs (President Executive Board of the UT)

He studied Law in Amsterdam and completed postgraduate education at the Amsterdam School of International Relations and INSEAD. Van der Chijs worked at ING, lastly as Vice President Structured and Project Finance in Hong Kong. In 1998 he started at Schiphol Group, first as Director of Public Affairs, while in later years he became responsible for Schiphol's activities in the USA. In 2003 he took on responsibility for all of Schiphol's international activities. A year later he was asked by Rem Koolhaas to take on the management of OMA.



Liudvika Leisyte (UT, FFNT)



She holds a PhD degree from the University of Twente, where she defended her dissertation on University Governance and Academic Research in 2007. Liudvika obtained the MPhil degree in International and Comparative Education from the University of Oslo (Norway) in 2002 and holds a post-graduate Diploma in International Business and a BA degree in Linguistics from Vilnius University (Lithuania). At the University of Twente Liudvika is involved in research and teaching in the areas of research governance and management, academic work and academic entrepreneurship. Besides, she is the chair of the Twente Female Faculty Network (FFNT) and member of the Faculty of Governance and Management Council.

Kees Eijkel (Kennispark)



Kees Eijkel is CEO of Kennispark Twente, the shell for commercialization in and around the University of Twente and Saxion University, in cooperation with the province of Overijssel and the city of Enschede on behalf of the cities in the region. As managing director of the University Holding, Kees manages the university's participations. He has actively supported many new start-up firms. Before Kennispark, Kees was technical-commercial director of the MESA+ Institute for Nanotechnology. He holds an M.Sc. in Mathematics from the University of Amsterdam and a Ph.D. in Technical Sciences from the University of Twente.

Roy Kolkman (UT)



In the position of Director Roy Kolkman High Tech Facilities is responsible for the operation and organization of the production High Tech Factory. He studied technical physics at the University of Twente and received his PhD in 2002 from the same university. He then worked as a researcher in the development of new medical imaging technologies. Since 2010, Roy worked as a patent expert for the business development team of the University of Twente. Roy combines the High Tech Facilities management with his work for the university's business development team.

Theo Driessen (ASML)

Theo studied technical physics at the University Twente and received his PhD in 2013 from the same university. Currently he works at ASML, Veldhoven.

Workshops

The afternoon part offers two parallel sessions with 2 workshops to choose from.

Your PhD as a Stepping Stone to Success by PCDI



PhD student: What's your future? Your position is temporary and academic positions are scarce. What does this mean for the next step of your career? To make a well-informed decisions on your professional future, you need to know your skills and motivational drives, but also what's out there. Your PhD is valuable in and outside academia. Are you sufficiently aware of your potential and options? Non-traditional careers are not

limited to teaching and industry. This workshop is meant to put your career in perspective and provides insight in what you can do now to make your PhD your stepping stone to success.

Landing a Grant by *Melanie ten Asbroek (EU Office)*

Melanie ten Asbroek works for the EU office of the University of Twente. She gives advice about non-Dutch grants. She helps researchers with strategic preparations, finding the right grant and writing the proposal.

The Power of LinkedIn by *Selling Me*

LinkedIn is no longer an optional activity when it comes to long-term career success. Active use of an online profile and maintenance of online professional relationships is nowadays the investment which is required to achieve a successful career. Learn how you can present yourself on LinkedIn with attractive profile so that employers and recruiters can find you!



Tombola Prizes

As a gesture of appreciation for the attendees of the PhD Day 2015, a small tombola is organized. Three different prizes are planned this year, and we are sure 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 2015 will start at 19:00 with a dinner at De Kater.

Pub Quiz



After 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 2015 was advertised as well in our newsletter, Facebook and in the UT Nieuws with a similar text.

We had 102 registrations, which exceeded our expectations. However only 76 people attended the PhD day. This was unfortunate, for the speakers who were speaking to a small number of people and for the P-NUT board who put a lot of effort in organizing this event. Additionally this caused extra costs, since we had to order more food than necessary, especially for the dinner.

Visibility

P-NUT continues its visibility and communication with its members. P-NUT advertises the upcoming events on the website. 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.

Financial report for 2015

Annual financial report 2015

At the GMM that took place in the beginning of 2015, members urged P-NUT to spend more money, given the profit that P-NUT had made for several years. A budget of €15,000 was drafted for the year 2015, compared to a budget of €12,500 in 2014. The final figures show that both income and expenses were close to €14,500, with a small loss of about €125 incurred over 2015. With these figures, we show that we have followed the requests of the members both in budget and realization.

After multiple years of growth in which P-NUT income grew faster than its expenses, for the first time since 2011 P-NUT experienced a slight decline in income. Three main causes can be identified for this. First, there was a decline in the number of paying members. This partially had to do with a change to a new withdrawal procedure, but also with the fact that many members from the early years of P-NUT have finished or are about to finish their PhD. Second, the amount of participants at the 2015 Printing Market was less than in 2014. Third, we did not charge members a participation fee for the Summer BBQ and the Christmas event. As 2014 was an exceptional year in terms of income, a decreased income was already anticipated in the budget. The decline in income did therefore not affect the plans for the year 2015.

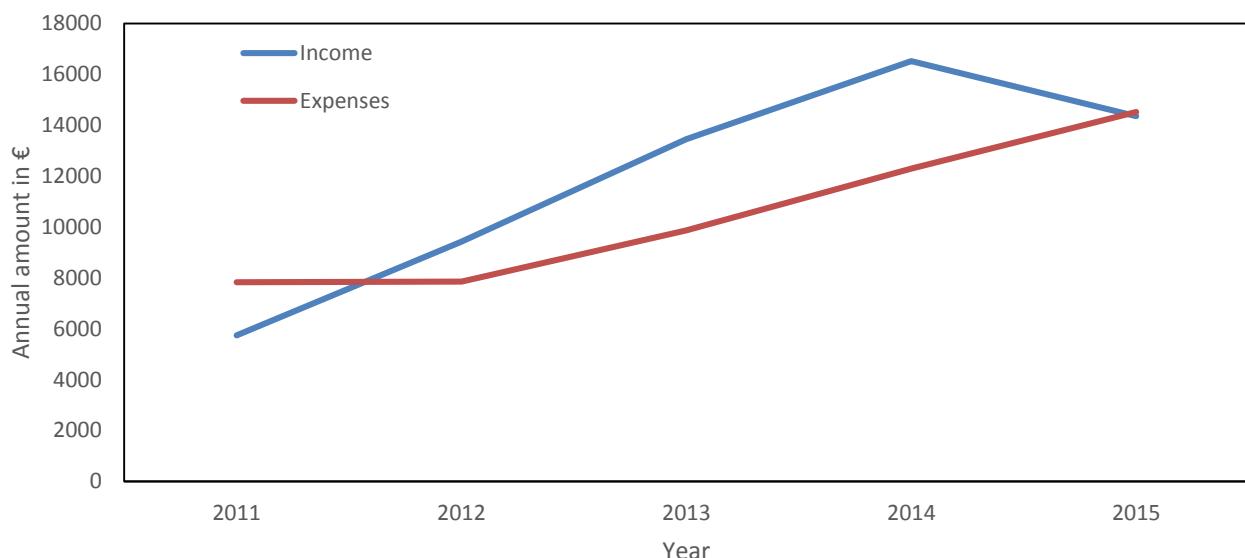


Figure 1: Plot of P-NUT annual income and expenses 2011-2015

The financial outlook for 2016 is stable and healthy. An initial decline in members was followed by a significant increase, indicating a solid member base in the long run. Furthermore, the fixed contribution from the UT and the income from the Printing Market continue to cover a large part of the budget. A potential threat can be found in sponsorship for the PhD Day. Several research institutes did not sponsor this year's edition of the PhD Day, while others have indicated that they could not guarantee (similar) financial contributions in the future. It is therefore possible that sponsorship income will decline in the future. With an equity position of almost €10,000, P-NUT is well-equipped to handle possible financial setbacks in 2016.

Below, we provide a breakdown of the realization of income and expensed, compared to the budget.

Fixed income

The fixed income was somewhat lower than expected. The main reason for this is the large number of P-NUT members that terminated their membership. The new European incasso procedure requires a pre-announcement of a cash withdrawal. We decided to allow members to quit their membership without charge after this pre-announcement, which led to a large number of de-registrations. Possibly, many members were unaware that their P-NUT membership was still running, and used this opportunity to cancel. Furthermore, the new procedure required the use of IBAN account numbers. Not all account numbers could be correctly converted. After repeated requests to provide the correct information went unanswered, the membership of multiple members had to be terminated. Since the mid-year fee withdrawal about 60 new members joined, yet this was insufficient to reach the initial goal of €4.000 membership fee income.

Fixed expenses

The fixed expenses were somewhat higher than budgeted, mainly due to a dinner at the end of the GMM and various gifts for former board members that graduated. Fixed expenses were therefore exceeded by about €150.

Activities

The expenses for lunch meetings strongly depend on attendance, yet both income and expenses for this activity were close to budget. On the expense side, the budget was somewhat exceeded.

This year, seven companies joined the printing market; this resulted in an income very close to the budgeted €2000. Expenses were lower, as catering options were limited for an event of this nature.

Both on the expense side and the income side, the budget for social activities was not met. This can mainly be explained due to several low-cost events, such as the archery workshop and the volleyball event. The amount of social activities organized does not deviate from previous years.

This year, the Summer BBQ and the Summer Party were combined in a single event, free of charge for P-NUT members. Expenses for this event were higher than budgeted, as the good weather resulted in many last-minute registrations, and consequently a much larger number of participants than anticipated. The large expense for this event approximately levels out the lower expenses for social events.

No money was charged for the 2015 Christmas dinner, the total costs were close to the budget.

For the workshop activities, the actual expenses differed the most from the budget. Only one workshop was organized outside of the PhD Day, and this workshop was against much lower costs than budget. However, during the PhD Day 2015 two expensive workshops were organized, such that a large part of the workshop budget could be allocated to the PhD Day.

Representation costs were low, as no travel reimbursement was required for our attendant at the PNN meetings.

Costs for the PhD Day were about €1000 higher than budgeted, mainly due to the expensive workshops organized. Due to the strong fit of these workshops with the theme, P-NUT decided to allow exceeding the budget, partially due to the low expenses for workshops up to that point. Catering (both lunch and dinner) was also more costly than forecasted due to the high number of no-shows. Due to exceeding the budget for the PhD Day, we could call upon the UT guarantee fund, which provided P-NUT with €500 additional funding for the PhD Day.

Other

The budget for board integration activities was exceeded, due to a cooking workshop that was relatively expensive. On the other hand, miscellaneous expenses were somewhat lower than indicated in the budget.

Income statement 2015

	In (budget)	In (realized)	Out (budget)	Out (realized)			
Fixed income							
Membership contribution	€ 4.000	€ 3.552	€ -	€ -			
UT contribution	€ 2.950	€ 2.950	€ -	€ -			
Total fixed income	€ 6.950	€ 6.514	€ -	€ -			
Fixed expenses							
PNN contribution	€ -	€ -	€ 125	€ 125			
ING bank account	€ -	€ -	€ 200	€ 270			
Faculty Club	€ -	€ -	€ 350	€ 350			
Merchandizing (PR)	€ -	€ -	€ 350	€ 387			
Merchandizing (gifts)	€ -	€ -	€ 150	€ 176			
GMM	€ -	€ -	€ 175	€ 223			
Total fixed expenses	€ -	€ -	€ 1.350	€ 1.531			
Activities							
Lunch meetings	€ 300	€ 278	€ 1.000	€ 1.188			
Printing Market	€ 2.000	€ 2.083	€ 400	€ 180			
Social activities	€ 700	€ 390	€ 2.500	€ 1.623			
Summer BBQ	€ 250	€ 90	€ 650	€ 1.855			
Summer Party	€ 150	€ -	€ 500	€ -			
Christmas Dinner	€ 150	€ -	€ 1.000	€ 979			
Workshops/seminars	€ -	€ 55	€ 1.500	€ 122			
Representation costs	€ -	€ -	€ 100	€ 22			
PhDay	€ 4.500	€ 4.960	€ 5.500	€ 6.515			
Total activities	€ 8.050	€ 7.855	€ 13.150	€ 12.483			
Other							
Board integration activities	€ -	€ -	€ 250	€ 328			
Miscellaneous	€ -	€ -	€ 250	€ 174			
Grand total	€ 15.000	€ 14.357	€ 15.000	€ 14.516			

Balance 2015

Assets		<i>1-1-2015</i>	<i>31-12-2015</i>
ING Payment account	€	3.201	€ 2.402
ING Savings account	€	7.642	€ 6.642
Cash	€	148	€ 50 ¹
Accounts receivable	€	2.778 ²	€ 1.012 ³
Total	€	13.769	€ 10.107

Equity+Liabilities		<i>1-1-2015</i>	<i>31-12-2015</i>
Equity	€	9.845	€ 9.698
Accounts payable	€	3.924 ⁴	€ 350 ⁵
Reservation	€	-	€ 70 ⁶
Total	€	13.769	€ 10.107

¹ €50 worth of €5 notes is kept in cash, to serve as change during events.

² Comprised of €528 in membership fees 2014, and €1000+€650+€600 in sponsorship for the PhD Day 2014.

³ Comprised of one pending membership fee (€12) and an open invoice for sponsorship of the PhD Day 2015 (€1000).

⁴ Includes an invoice of €46.87 for ING service costs Q4 and €3877.29 in accounts payable on the OFI balance from May to December 2014.

⁵ The costs for two lunch meetings (€147.55+€202.50) on the OFI balance, to be paid in 2016.

⁶ Reservation for the ING service costs Q4. The exact costs were not known at the time of writing this financial report.

The net result over 2015 is (€9.686-€9.854)=**-€158.00**.

Plans for 2016

Organizing events

In 2015 we struggled with people registering for the events but not showing up in the end. This caused unnecessary costs and deprives other P-NUT members the possibility to subscribe for our events. Therefore in 2016 we want to lower the number of no-shows by sending reminders, maintaining a “black-list” and by personal contact with the P-NUT members.

Board members having their own responsibilities

In order to emphasize the responsibilities of the non-elected board members, we want to allocate specific roles and responsibilities to different board members, like the elected board members have. Board members would then have more specific responsibilities like representing, maintaining the website, being responsible for the activities. This enables P-NUT board members to specialize and execute tasks according to their own interests. Furthermore this gives the board more structure.

Budget for 2016

For 2016, the budget is strongly based on the budget of the preceding year. Our expenses in 2015 were very close to the budget. Therefore, the budget of 2015 is a good approximation for this year's budget, with only some minor changes.

Budget proposal 2016			
	In	Out	
Fixed income			
Membership contribution	€ 4.000	€ -	
UT contribution	€ 2.950	€ -	
Total fixed income	€ 6.950	€ -	
Fixed expenses			
PNN contribution	€ -	€ 125	
ING bank account	€ -	€ 350	
KvK (Chamber of Commerce)	€ -	€ 25	
Faculty Club	€ -	€ 350	
Merchandizing (PR)	€ -	€ 350	
Merchandizing (gifts)	€ -	€ 150	
GMM	€ -	€ 350	
Total fixed expenses	€ -	€ 1.700	
Activities			

Lunch meetings	€ 300	€ 1.000
Printing Market	€ 2.000	€ 400
Social activities	€ 700	€ 2.500
Summer Party + BBQ	€ 400	€ 1.200
Christmas Dinner	€ 150	€ 1.000
Workshops/seminars	€ -	€ 1.000
Representation costs	€ -	€ 200
PhDay	€ 4.500	€ 5.500
Total activities	€ 8.050	€ 12.800
Other		
Board integration activities	€ -	€ 250
Miscellaneous	€ -	€ 250
Grand total	€ 15.000	€ 15.000

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 €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 €200 to €250. Furthermore, the software license for processing the direct debit (automatische incasso) will not be free anymore in 2016, which will costs us an additional €100.

KvK

The KvK requires an annual fee of €25.

Faculty Club

The Faculty Club charges an annual fee of €350.

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

The budget of the GMM has been increased for 2016 because it now includes the printing costs for the annual report.

Lunch meetings

While costs strongly depend on attendance, an amount of €1000 is realistic for about 5-6 lunch meetings.

Printing Market

The incomes for the printing market came out exactly as expected. Therefore, the same amount will be in the budget for 2016.

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. In 2015 we did not spend all of the budget on social activities, but this year we will try again to spend the full €2.500 on social activities.

Summer Party + BBQ

This year we would like to combine the BBQ and summer party. The attendance of the BBQ is very difficult to predict, as it is strongly weather dependent. In 2015 we had many last-minute subscriptions. For this year we assume around the same budget as last year, provided that the weather will be normal for a Dutch summer.

Christmas Dinner

The Christmas Dinner was well-received last year. In 2015 we ended up not asking any contribution from our members. This year's budget allows for about 30 participants that contribute €5 to the dinner.

Workshops/seminars

Last year the workshops were included in the PhD Day. Therefore we did not spend any of the budget reserved for workshops and seminars. This year's budget will therefore be reduced to €1000, which we intend to use for separate workshops and seminars outside the PhD Day.

Representation costs

This post allows for occasional traveling required to represent P-NUT outside of Enschede. This year's expenses are expected to be slightly higher than last year.

PhD Day

The PhD Day is the main event of P-NUT, in terms of attendance, organizational effort, income and expenses. Sponsorship during the 2015 PhD Day almost covered the expected expenses, allowing a substantial budget allocation for this event. However, the realized expenses for the PhD Day turned out much higher because of the workshops. We used the budget reserved for separate workshops to cover these costs. Thus, this year we will reserve the same initial budget for the PhD Day as in 2015. Though no binding sponsorship agreements exist, P-NUT hopes to collect a similar income for the 2016 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 €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 2015, the board structure of the elected board members consisted of clearly identified roles and responsibilities. This structure will be the same in 2016.

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.

Elected and Other Board Members

Elected Board Members

Sarah Janus - President



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.

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.

Imke Lammers - Secretary



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.

Other Board Members

	Floris van den Brink
	Bugra Yildiz
	Jonathan Barreaux
	Koen de Koning
	Effie Pavlidou
	Inês Inácio

	Guido Giammaria
	Frederica Cioffi
	Elahe Hadavi
	Matteo Giani

Former Board Members (2015)

Katarzyna Markiewicz

Mihaela Mitici

Abebe Chukalla

Marian van Dijk

