

# Annual report General Council 2022



## Table of Contents

Table of Contents.....	0
Preface.....	1
1. Introduction.....	2
2. Structure and working method.....	3
2.1 The structure.....	3
2.2 Meetings General Council.....	4
2.3 Meeting process working method.....	4
3. Proposed decisions Executive Board, stipulations, resolutions.....	5
3.1 THUAS general.....	5
3.2 Education.....	6
3.3 Research.....	7
3.4 Staff.....	7
3.5 Finances.....	8
3.6 Cyclical and specific topics.....	9
4. Board of Trustees.....	10
5. Internal Affairs.....	11
5.1 Finances 2022 participation.....	11
5.2 Facilitation Scheme.....	11
6. External Contacts.....	11
7. Appendices.....	13
1 Meeting Schedule 2021-2022.....	1
2 Meeting schedule 2022-2023.....	3
3 Focus points (determined during IM Work meeting 24 November 2022).....	6
4 Decisions and advices 2021-2022.....	7
5 Decision and advices 2022-2023.....	8
6 Reflection General Council on SVM and NPO.....	9

## Preface

For the General Council, 2022 was a year of development. In this year of transition, the General Council played an important role in the Institutional Plan and various reorganisations. The Council acted as a collaborative discussion partner, but also provided critical contradiction where necessary. This resulted in a new Institutional Plan including great challenges based on four strategic themes: the quality of education and research, co-creation with the professional field, contributions to a sustainable and just world and an inclusive community.

What we, as a Council, are especially proud of is that a degree of independence has been developed. Previously, the Council was primarily concerned with the regular topics and day-to-day matters of the organisation and viewed this as its main priority. This year that has changed, because we have also started looking more closely at ourselves. What do we do as a Council? Where is our presence? Are we still working according to the right structure, or is the Council ready for a change? This way of thinking changes and improves the work and professionalism of the General Council and therefore also its independence and ability to take action.

This annual report is a reflection of the actions of the General Council towards the constituencies, in which the changes mentioned are made transparent. This would not have been possible without the hard work of all members of the General Council. But also in particular through the support of the Registry.

Thank you for the wonderful year,

Youri Hemelop, Chair of the General Council

“You are the architect of your own change”

## 1. Introduction

The General Council is legally obliged to annually report on its activities in writing and to ensure that all those involved in the THUAS can take note of the report. With this annual report, the THUAS reports on the 2022 calendar year. It comprises two academic years, the second part of 2021-2022 and the first part of 2022-2023.

At the beginning of 2022, COVID-19 still played a major role. Due to the complete lockdown, the General Council meetings took place online again. After the spring recess we came out of the lockdown and everything went back to normal with only a few restrictions left in the beginning.

As part of the professionalisation and following the good experiences in 2021, the General Council, the Executive Board and the Board of Trustees once again started the participation year with the start conference. During these two days, the new and incumbent General Council members met each other, the Executive Board and Board of Trustees at an external location, where they discussed the upcoming collaboration. The programme included, among other things, the participation introduction training, an explanation of the processes and procedures and practical information.

After the election results, the General Council was supposed to start with 18 members in September, but due to the unexpected departure of 2 colleagues, the Council started with 16 members. As a result, the Faculty of SWE and the Centres of Expertise were not represented and the Central Departments were under-represented. Nevertheless, the General Council was also able to have good discussions about matters that concern the missing organisational units by staying in touch with the Centres of Expertise Council and the SWE Faculty Council. The agenda of the R,E&S Committee also includes a fixed agenda item for discussion with the portfolio holder.

During the 2021-2022 and 2022-2023 academic years, two international students and a colleague were part of the General Council. Professional interpretation was provided for both internal and consultation meetings to ensure good dialogue and effective communication. Agreements regarding the language of instruction were made in the committees in consultation with the portfolio holders. With regard to the proposed resolutions, it was decided to present them all bilingually to the General Council.

The General Council has determined its own substantive agenda based on established focal points. These focal points were always taken into consideration when passing resolutions. They were also the guiding principle in the discussion about the 2023 Governance Agenda during the Beach Day (Stranddag) and the discussions about other topics.

As in previous years, the General Council provided a reflection report on the use of the Study Advance Funds for the 2021 and 2022 annual reports. In addition, the General Council provided points for improvement with a view to the future.

## 2. Structure and working method

### 2.1 The structure

Until 1 September 2022, the following members served on the General Council:

Electoral district	Staff	Student
BFM	Vikaash Koeldiep	Carlo Heyt Lex Helmer
BRV	Michel Heidenis	vacancy
GVS	Surya Sutarto Hardjosusono	Tamara Bakker Nathalie Lemoine
ITD	Petra de Rijk	Youri Hemelop
M&O	Manolis Mavromatis	Liliana Silva Almeida
SWE	Arshad el Fallaha	vacancy
TIS	Claudia Germano	Noa Veth Gabriël van Meurs
Service departments	Jasper van Koppen vacancy vacancy	N/A

As of 1 September 2022, the following members served on the General Council:

Electoral district	Staff	Student
BFM	Vikaash Koeldiep	Lex Helmer Dylan Davids
BRV	Michel Heidenis	Antoinette Faber Altamash Khalil
GVS	Surya Sutarto Hardjosusono	Tamara Bakker Jacques Bourgeois
ITD	Petra de Rijk	Youri Hemelop
M&O	Manolis Mavromatis	Liliana Silva Almeida
SWE	vacancy	vacancy
TIS	Claudia Tricanji	Noelle Choong
Service departments	Evert Treur vacancy vacancy	N/A

The General Council elects a Chair from among its members, a Chair on behalf of the staff members and a Chair from the student delegation. Together, they form the Daily Board.

In order to function as effectively as possible, the General Council uses a fixed meeting structure. For example, all members were members of one of the three General Council Committees, taking their own preferences into account as much as possible. Each committee elects its own Chair.

The classification is shown in the tables below.

Until 1 September 2022:

Body	Elected	Role
DB	Jasper van Koppen Petra de Rijk Liliana Silva Almeida	Chair Vice-chair staff members Vice-chair students
Committee Finance	Youri Hemelop	Chair
Committee Education, Research & Student Affairs	Petra de Rijk & Michel Heidenis	Chair
Committee Personnel & Organisation	Manolis Mavromatis	Chair

During the installation meeting on 1 September 2022, the General Council members elected the Daily Board (DB). This process was led by the Chair of the Electoral Committee, Esterella de Roo. The three committees then elected their Chair(s) from among themselves:

Body	Elected	Role
DB	Youri Hemelop Michel Heidenis Altamash Khalil	Chair Vice-chair staff members Vice-chair students
Committee Finance	Jacques Bourgeois	Chair
Committee Education, Research & Student Affairs	Petra de Rijk & Antoinette Faber	Chair
Committee Personnel & Organisation	Michel Heidenis & Noelle Choong	Chair

## 2.2 Meetings General Council

The meeting schedule is determined each academic year. This schedule is divided into 6 cycles and includes all fixed times at which the General Council meetings take place. The meeting schedules for the 2021-2022 and 2022-2023 academic years are included in Appendices 1 and 2.

## 2.3 Meeting process working method

In 2022, no major changes have taken place in the meeting process compared to the previous year.

Small improvements have been initiated where necessary:

- The General Council introduced the Internal Work meeting. This meeting was a private meeting.
- During the Internal Work meeting, the General Council discussed the recommendations of the 3 committees on the proposed decisions of the Executive Board. The General Council then decided on the matter(s). Contrary to previous years, the decision was communicated to the Executive Board in the Question and Decision Letter. During the Official Meeting, these proposed decisions were put on the agenda as a formality.

### 3. Proposed decisions Executive Board, stipulations, resolutions

This chapter discusses the most important topics that the General Council dealt with during the year under review. The topics explained in more detail below are divided into six sections: THUAS general, Education, Research, Staff, Finances and Cyclical and specific topics.

#### 3.1 THUAS general

##### ➤ Participation master's degree programmes

After the transition of The Hague Graduate School, the six master's degree programmes have been divided over the three faculties of BFM, IT&D and M&O. The majority of these degree programmes have a duration of one year and start on 1 September. As a result, the majority of the student population cannot participate in the regular elections for the Faculty Councils. The Executive Board did not agree with the General Council's proposal to add quality seats to the Faculty Councils. In the end, the General Council has indicated that it will continue to monitor via the Faculty Councils whether the interests of the master's degree students are sufficiently represented. Also, the General Council will point it out if this is not the case.

After consultation with the faculty directors, the division of the degree programme committees has been composed as follows:

- **Faculty of BFM:** 1 Degree Programme Advisory Committee consisting of 3 student members and 3 lecturer members from the Master Business Administration (Dutch and English speaking) and the Master Financial Management & Control;
- **Faculty of IT&D:** 1 Degree Programme Advisory Committee consisting of 2 student members and 2 lecturer members from the Master Risk Management and Master Cyber Security Engineering; and
- **Faculty of M&O:** 2 Degree Programme Advisory Committees each consisting of 2 student members and 2 lecturer members from the Master Organisational Coaching and the Master International Communication Management.

The members have been appointed for the period from 1 January to 31 August 2022. In the 2022-2023 academic year, the appointment periods of these Degree Programme Advisory Committees differed. This depended on the start date. Apart from the Degree Programme Advisory Committee Master International Communication, all other Degree Programme Advisory Committees will start in 2022.

##### ➤ The Strategic Plan (IP)

During the 2022 Beach Day, the General Council and the Executive Board discussed the Institutional Plan in addition to the Governance Agenda. The General Council drew attention to the concerns it had about the extent to which the Institutional Plan is accepted by the degree programme teams and services, the feasibility of implementing the many ambitions and the question of whether the collected input was sufficiently diverse.

After the last update, the General Council indicated that it considers the Institutional Plan to be a clear and attractive plan with great (and many) ambitions. The General Council consented, stating that it will use advisory and consent rights to steer implementation. Particular attention will be paid to the work pressure of staff members, the way in which research is integrally incorporated, the coordination of processes in the organisation, quality assurance of education and the interim impact of the plan in general.

The Executive Board informed the General Council about the programmatic approach to the implementation agenda. TwynstraGudde supports and advises the Executive Board on the technical side of this programmatic approach. The approach is expected to be fleshed out during

the General Council-Executive Board Beach Day in March 2023, after which the Executive Board will discuss it with the General Council.

➤ **Participation Council Elections**

From 25 May to 13 June 2022, elections took place at The Hague University of Applied Sciences for the 189 vacant seats. The overall turnout percentage was 5.7%. This was lower than in 2021 at 6.7%.

After the elections, the occupancy rate for the various councils was as follows:

- General Council	80%
- Faculty Councils	82%
- Services Council	43%
- Centres of Expertise Council	100%
- Degree Programme Advisory Committees	76%

Only the Centres of Expertise Council was fully occupied after the election in 2022. Compared to 2021, the General Council had an occupancy of 80% in 2022 at 90%. The other councils and committees remained virtually the same.

In [the evaluation report](#) the Electoral Committee addresses 2022 focal points, supplemented with recommendations for 2023.

## 3.2 Education

➤ **Binding Study Advice (BSA, *Bindend Studietoelichting*) (cycle 3 2021-2022)**

The General Council initially foresaw several issues related to the **Postponed Binding Study Advice (BSA) 2022**. The General Council did not consent to the proposed decision to postpone the Binding Study Advice and gave a number of recommendations in its substantiation, such as the consideration to reduce the number of credits that must be obtained.

In January 2022, the General Council received a revised proposal to adjust the study progress standard (BSA) for the 2021-2022 academic year. The General Council consented to this modified proposal subject to conditions. The General Council also indicated that it is not only important to improve the policy of Study Career Counselling (SLB, *Studieloopbaanbegeleiding*) and to maintain the quality of the programmes, but also the 'student journey'. The degree programme teams should be given the time and space to discuss this with each other and to set out a qualitative vision.

➤ **Renewal PER (cycle 2021-2022)**

When the 2022-2023 PER Model was approved, it was agreed that the discussion to improve the readability and accessibility of the PER would be held in 2022. To this end, the E,R&S Committee had made a proposal to recalibrate the integral text of the PER. A working group was formed to lead this project.

➤ **Model Programme and Examination Regulations (PER) 2023-2024 (cycle 2 2022-2023)**

The General Council consented to the 2023-2024 PER Model. The General Council also wanted to include the facilitation of students in the Participation Councils in the PER. After the elections, the Executive Board has promised, independently of the agreements in the PER, to remind the faculties of their responsibility to sufficiently facilitate students in the Participation Councils so that they can properly fulfil their duties. The reason for this request was the memorandum drawn up by the student delegation. They increasingly have to choose between study activities and participation in the Participation Councils.



- **Request for advice on the institutional tuition fees rates section of the 'Regulations tuition fees for government-funded programmes HHs 2023-2024' (cycle 2 2022-2023)**

After a further discussion, the student delegation advised against this proposed decision. They substantiated this decision as follows:

*In order to fulfil the promises made in our Institutional Plan regarding the strong international profile, it is important that we at least try to arrange reasonable tuition fees for our international students. We have a relatively larger international student population than other universities of applied sciences and with more than 100 registered nationalities we are known for our international character.*

*In addition, the student section is of the opinion that during the COVID period Dutch/EU students have received relatively more compensation compared to non-EEA students. For these reasons, the student delegation thought it important to ask the Executive Board to investigate whether there is room for a possible reduction in institutional tuition fees without penalising staff members (FTE).*

- **Associate Degree (AD) programmes (cycle 4 2021-2022)**

The General Council consented to three business cases, part-time Ad HRM, Ad Industrial Engineering & Management and Part-time/dual AD Social Work in Care sector. With a view to possible multiple applications in the near future, the General Council did draw attention to:

- The serious threats due to the rapid growth of the AD programmes according to the risk analysis. The General Council asked the following questions regarding the matter:
  - How will this rapid growth, which results in a lot of additional work for the staff members of the degree programmes, be accommodated?
  - Have the plans been coordinated with the staff members? and
  - The teacher job market is tight; is it taken into account that the possible recruitment of qualified staff members may constitute a risk?
- Does the increase in these flexible professional degree programmes have consequences for the existing bachelor's degree programmes? If so, to what extent?
- What criteria are used for whether or not AD programme applications are awarded? What is the underlying vision of the Executive Board on this?

### 3.3 Research

- **Centre of Expertise Global Governance Reorganisation Plan (cycle 2 2022-2023)**

The General Council initially indicated that it could not consent to the reorganisation. The Council was insufficiently convinced by the answers and commitments provided by the Executive Board in response to previous questions and concerns.

Two topics were central to this, namely:

- *job guarantee* for involved staff members; and
- the confidence in the Executive Board that *commitments made* will be fulfilled with regard to the fulfilment of preconditions, set by the General Council upon approval of proposed resolutions.

In the end, the General Council consented with the commitment of the Executive Board to commission an independent investigation aimed at evaluating the process that has taken place, supplemented by a resulting recommendation for the working method in future reorganisations. In consultation with the Executive Board, a separate committee will be set up on behalf of the General Council to formulate the research question and supervise the research.

### 3.4 Staff

- **Regulation Travel allowance home to work (cycle 1 2022-2023)**

The General Council indicated that it was positive about encouraging and rewarding the use of public transport and fully reimbursing the costs thereof. This is also in line with the reimbursement

of other universities of applied sciences. But the General Council could not agree with the method of financing this. After a further discussion, the General Council finally consented to the travelling expenses scheme, trusting that the following agreements between the Council and the Executive Board will be observed during implementation:

- Executive Board commitment to follow the tax-free allowance increase from € 0.19 per kilometre to € 0.21 per kilometre as of 1 January 2023;
- Handle requests for (medical) exceptions with care; and
- Restricting the sustainability efforts not only to commuting travel expenses, but also on other fronts, such as weighing the need for business trips and choices for transport.

➤ **Inclusion and discrimination (cycle 4 2021-2022)**

In response to the Vision Document *Een inclusieve hogeschool (22-002)*, the General Council pointed out that management in particular is certainly not (yet) a reflection of the organisation. The General Council exchanged views with the Executive Board on achieving a more diverse management structure.

The Executive Board indicated that it is paying attention to this and is working on various activities, such as:

- The development of a Diversity & Inclusion Monitor;
- Bringing together the Diversity & Inclusion Taskforce, Global Citizenship & Internationalisation and External Relations so that they can reinforce each other;
- The recruitment of a Diversity & Inclusion Officer.

The experiences with the lecturer traineeships are very positive. The Executive Board opted to consider a comparable traineeship for management positions.

➤ **Work pressure**

The General Council put the topic of work pressure on the agenda in response to the document Plan of Action Work Pressure (2021). In response to questions from the General Council, the Executive Board responded by identifying actions arising from the Plan of Action Work Pressure adopted last year, such as:

- Research, events workshops and coaching and guiding teams in conducting conversations;
- The formulation of two actions in the annual plan by each faculty/department to tackle work pressure and increase happiness at work. These actions are then monitored in the Marap;
- The well-being survey conducted will provide further input for new measures and interventions.

The General Council reacted positively to the efforts of the Executive Board, but indicated that this does not sufficiently address the issue of work pressure. As an example, the General Council mentioned the Faculties of M&O and TIS, where structural solutions for work pressure are being sought in collaboration with the Faculty Councils. The General Council indicated that it would come up with a proposal to achieve concrete results for work pressure reduction. The Executive Board agreed to include this in the discussion of the results of the well-being survey.

## 3.5 Finances

➤ **Framework Letter 2023 (cycle 6 2021-2022)**

During the Beach Day, the process of the Framework Letter was kick-started, during which the 2023 Governance Agenda and the 2023-2028 Institutional Plan were discussed. The Framework Letter was explained to the General Council by means of a technical briefing. In response to this, the General Council asked additional questions. The answers to these questions did not completely dispel the General Council's concerns about monitoring and the way in which current developments would be taken into account. After a discussion it was agreed that the General Council would formulate an addendum which would include the following focal points:

- Execution power;
- Staff shortage;
- Future orientation (looking ahead); and

- Inclusion and diversity.

The General Council finally consented with the commitment of the Executive Board that the supplied addendum will be included.

➤ **College Budget 2023 (cycle 2 2022-2023)**

The General Council was initially unable to give a positive advice, as it felt that concerns regarding work pressure and execution power had not yet been sufficiently resolved. The General Council also indicated that the budget should be a bottom-up process. The Council had difficulty finding coherence between the budget and various documents such as the Framework Letter and plans of the faculties and services.

After the commitment of the Executive Board that the progress of the agreements on the themes of work pressure, execution power and flexibility will be monitored in the committees and also at a decentralised level, the General Council issued a positive advice regarding the proposed decision.

### 3.6 Cyclical and specific topics

Also in 2022, a multitude of fixed, cyclical topics were discussed, such as management reports, the student charter, vacations, annual reports, regulations and the Executive Board's portfolio allocation.

Specific topics that were put on the agenda:

- Design and Implementation of Risk Inventory & Evaluation (RI&E)	- Proposal to amend certain provisions of the Regulations of the Examination Appeals Board (CBE), Disputes Advisory Committee (GAC), Complaints and Legal Protection Office
- Corona approach scenarios	- Inappropriate Behaviour Confidential Advisors (VPOO) Implementation Procedure
- Evaluation Back on Track Programme	- Adaption Regulations Support and Complaint Structure (HKS)
- Integrity code 4.0	- Job profile Executive Board member
- Multiple offer process Health and Safety Services	- Application for registration for additional dual and full-time forms of enrolment in existing BFM programmes
- Adjustments Management and Administrative Regulations	

The General Council itself also contributed topics such as the further development of THUAS overhead.

## 4. Board of Trustees

Twice a year, the General Council meets with the members of the Board of Trustees. The second meeting of the 2021-2022 academic year took place on 12 May. Both the Board of Trustees and the General Council were positive about this meeting. Discussions included the reluctance of staff members and students to apply for the Participation Council and the General Council's concerns regarding this matter. Attention was also paid to the job profile of the new to be recruited Executive Board member.

With regard to the intended appointment of the Executive Board member, the General Council issued a positive advice to the Board of Trustees. On behalf of the General Council, both a student and a staff member took part in the Advisory Committee, which is part of the Selection Committee.

The first meeting of the 2022-2023 academic year took place on November 10. During this meeting, the General Council spoke to the Board of Trustees about, among other things, the Executive Board (Re)Appointment Procedure, the 2023-2028 Institutional Plan and THUAS' Participation Councils.

## 5. Internal Affairs

### 5.1 Finances 2022 participation

Practically all staff costs for participation (General Council, faculty councils, Services Council and degree programme advisory committees) consist of hiring in staff members and attendance fees for student members.

The available budget of the Participation Council in the 2022 budget amounted to € 1,245,195 and was divided as follows:

- € 1,185,195 Personnel expenses (hours of staff members, student allowances, training, support registry team);
- € 60,000 Other costs (interpreters, communication, minute takers, elections, catering, locations, etc.)

The staff members of the registry are hired in from the Office of the Board Department. The budget for 2023 has been drawn up by BA&C in the same way. A proposal has been submitted by the registry to enable more specific budgeting, making it clearer which resources are available for fixed and variable items.

#### Extra OCW funds

The Ministry of Education, Culture and Science (OCW, *Onderwijs, Cultuur en Wetenschap*) has made extra funds available for the strengthening of participation within the higher professional education (hbo, *hogere beroepsopleiding*). For 2022, an amount of € 91,133 was available for The Hague University of Applied Sciences for this purpose. These funds have been used for extra deployment of staff members and resources:

• Communication participation campaign:	€ 27,022
• Support research and preparation strengthening participation decentralised 2023	€ 17,400
• Research strengthening participation	€ 25,000
• Introductory training courses	€ 7,155
• Capacity for the improvement of information provision	€ 15,133
Total	<b>€ 91,133</b>

### 5.2 Facilitation Scheme

#### Staff

Based on their role in participation, staff members are hired in by the Participation Council from their faculty, centre of expertise or department.

At the degree programme advisory committees of the master's degree programmes, most lecturers work based on an agreement for services. This includes the lecturer-members of the degree programme advisory committees. They are granted an agreement for services for the work they perform for the Participation Council.

#### Students

As of 1 September 2021, the students of the General Council and the faculty councils have also been receiving the compensation based on lump sum payments spread over 12 months.

The Facilitation Scheme for the Electoral Committee were also managed by the Participation Council.

## 6. External Contacts

The General Council is member of The Netherlands Association of Universities of Applied Sciences of Participatory Bodies (VMH, *Vereniging Medezeggenschapsraden Hogescholen*). The Chair has participated in the general membership meetings of the VMH. The VMH offers consultation between colleagues on matters regarding participation and tries to influence legislation and regulations. In addition, the VMH also offers the opportunity for 'flash consultations' in order to quickly obtain mutual advice.

The General Council is also member of the Dutch National Student Association (ISO, *Interstedelijk Studentenoverleg*). The Student Chair has participated in ISO meetings. The ISO offers consultation between colleagues on matters regarding participation to the student section and tries to influence legislation and regulations.

In addition, the Chair of the General Council's P&O Committee maintains good contacts with the representatives of the trade unions in the Organised Consultations (GO, *Georganiseerd Overleg*). The Chair of the P&O Committee normally participates in the preliminary consultations of the unions at the GO and is present at the GO as a listener. If the subject lends itself for it, the Services Council is always involved as well.

The registrar participates in the LSO of the official secretaries of the universities of applied sciences.

## 7. Appendices

1. Meeting schedule 2021-2022
2. Meeting schedule 2022-2023
3. Focus points
4. Decisions and advices 2021-2022
5. Decisions and advices 2022-2023
6. Reflection General Council on Study Advance Funds (SVM) and National Programme Education (NPO)

# 1 Meeting Schedule 2021-2022

Mutatiedatum: 24-09-2021

Let op: Raadpleeg de intranet voor de laatste versie

## VERGADERROOSTER HOGESCHOOLRAAD 2021-2022

week	overleg voorzitters deelraden *1	commissie voorzitters-overleg *2	raadpleging deelraden *3	commissie financiën *4	commissie O&S *4	commissie P&O *4	bijeenkomst HR *5	DB *6	interne vergadering *7	agenda-overleg CvB-DB *8	overleg-vergadering *9	RvT-HR	onderwerpen per cyclus (indicatief)		
Tijd	do. 12.00 - 13.30 uur	do. 12.00 - 12.30 uur	do. 13.00 - 14.00 uur	do. 14.30 - 17.00 uur	do. 15.00 - 17.30 uur	do. 15.30 - 18.00 uur	do. 13.00 - 17.00 uur	do. 09.00 - 10.00 uur	do. 13.00 - 17.00 uur	di. 15.30 - 16.30 uur DB 14.45 - 15.15 uur	do. IV 13.00 - 15.00 uur OV 15.00 - 17.00 uur	do. IV 16.30 uur Informeel 17.30 - 19.00 uur			
<b>CYCLUS 1</b>															
34													Studentenvakanties		
35													Installatievergadering		
36	9-9-2021		9 september 2021: Kick-off Medezeggenschap					9-9-2021		2-9-2021				Kiezen DB en cie. voorzitters	
37		16-9-2021					14-09-2021 Training Deelraden Financiën/ Begroting	16-9-2021							
38				23-9-2021	23-9-2021	23-9-2021		23-9-2021						Maandrapportage augustus; Marap-2	
39								30-9-2021	30-9-2021						
40								7-10-2021		5-10-2021					
41								14-10-2021				14-10-2021			
42	Herfstreces maandag 16 oktober t/m vrijdag 24 oktober 2021														
<b>CYCLUS 2</b>															
43	28-10-2021							28-10-2021				28-10-2021	Hogeschool monitor (CvB 12-10)		
44	4 november 2021 THINK FEST														
45		11-11-2021					11-11-2021 Training HR Financiën/ Begroting						Begroting 2022; Concept Model OER 2022-2023 (CvB)		
46				18-11-2021	18-11-2021	18-11-2021		18-11-2021					Jaarplannen (CvB 16-11)		
47								25-11-2021	25-11-2021						
48				2-12-2021				2-12-2021		30-11-2021			Maandrapportage oktober		
49								9-12-2021			9-12-2021				
50								16-12-2021 o.v.				16-12-2021 o.v.			
<b>CYCLUS 3</b>															
51	23-12-2021							23-12-2021							
52	Kerstavakantie maandag 27 december 2021 t/m vrijdag 7 januari 2022														
1															
2		13-1-2022						13-1-2022					Plankalender PDCA 2023		
3				20-1-2022	20-1-2022	20-1-2022		20-1-2022					Planning verkiezingen		
4								27-1-2022	27-1-2022						
5										1-2-2022					
6								10-2-2022				10-2-2022			



week	overleg voorzitters deelraden *3A	commissie voorzitters-overleg *2	raadpleging deelraden *3B	commissie financiën *4	commissie O&S *4	commissie P&O *4	bijeenkomst HR	DB *5	interne vergadering *6	agenda-overleg CvB-DB *1	overleg-vergadering *7	RvT-HR	onderwerpen per cyclus (indicatief)
Tijd	do. 12.00 - 13.00 uur	do. 12.00 - 12.30 uur	do. 13.00 - 14.00 uur	do. 14.30 - 17.00 uur	do. 15.00 - 17.30 uur	do. 15.30 - 18.00 uur	do. 13.00 - 17.00 uur	do. 09.00 - 10.00 uur	do. 13.00 - 17.00 uur	di. 15.30 - 16.30 uur DB 14.45 - 15.15 uur	do. IV 13.00 - 15.00 uur OV 15.00 - 17.00 uur	do. IV 16.30 uur Informeel 17.30 - 19.00 uur	
<b>CYCLUS 4</b>													
7	17-2-2022							17-2-2022					
8		24-2-2022						24-2-2022					
9	Voorjaarsreces maandag 28 februari t/m vrijdag 4 maart 2022												
10				10-3-2022	10-3-2022	10-3-2022	11-03-2022* Financiën/ Bestuursagenda Kaderbrief	10-3-2022					Maandrapportage december; Marap-3 (CvB 8-3) *Stranddag CvB-HR op vrijdag 11-03-2022 10.00 - 16.00 uur
11								17-3-2022	17-3-2022				Vergaderrooster 2022 - 2023
12										22-3-2022			
13								31-3-2022			31-3-2022		
<b>CYCLUS 5</b>													
14	7-4-2022							7-4-2022					
15		14-4-2022					14-04-2022 Workshop HR Kaderbrief	14-4-2022					
16				21-4-2022	21-4-2022	21-4-2022		21-4-2022					Jaarrekening 2021 + bestemming resultaat; Marap-1 (CvB 19-4)
17	Lestvrije week												
18	5 mei Bevrijdingsdag												
19								12-5-2022				12-5-2022	Jaarverslagen Ombudsfunctionaris; ARBO
20								19-5-2022	19-5-2022				Sociaal jaarverslag
21	26 mei 2022 Hemelvaartdag												
22								2-6-2022			2-6-2022		
<b>CYCLUS 6</b>													
23	9-6-2022						09-06-2022 Technische Briefing Kaderbrief	9-6-2022					Hogeschool monitor (CvB 10-5)
24		16-6-2022	16-06-2022 Kaderbrief 2022				16-06-2022 Informeel Kennismaking MZ*	16-6-2022					Studentenstatuut   Jaarverslag Vertrouwenspersonen   Kaderbrief 2023
25				23-6-2022	23-6-2022	23-6-2022		23-6-2022					
26								30-6-2022	30-6-2022				
27							Vragenuurtje Kaderbrief			5-7-2022			
28								14-7-2022			14-7-2022		
29	Zomerreces maandag 18 juli tot 28 augustus 2022												

**9 september 2021: Hogeschoolbrede kick-off Medezeggenschap 15.00 - 19.00 uur**

\*1 Overleg DB met voorzitters deelraden: donderdag 12.00 - 13.30 uur

\*2 Overleg DB HR met commissievoorzitters: donderdag 12.00 - 12.30 uur

\*3 Raadpleging deelraden: donderdag van 13.00 - 14.00 uur.

\*4 Commissievergaderingen: Financiën 14.30 - 17.00 uur, CvB lid vanaf 15.30 uur; O&amp;S 15.00 - 17.30 uur, CvB lid vanaf 16.00 uur; P&amp;O 15.30 - 18.00 uur, CvB vanaf 16.30 uur (zie agenda voor exacte tijd en plaats).

\*5 Bijeenkomst HR: De informele kennismaking MZ is op 16-06-2022 van 15.00 - 17.00 uur.

\*6 DB: donderdag 09.00 - 10.00 uur

\*7 Overleg studentengeleding voor IV/OV 12.00-13.00 uur

\*8 CvB - DB: dinsdagen van 15.30-16.30 uur in OV. 1.39

\*9 Vooroverleg OV 13.00-15.00u; overlegvergadering vanaf 15.00 uur

## 2 Meeting schedule 2022-2023

### Vergaderrooster Hogeschoolraad 2022-2023

Let op: In verband met wijzigingen, kijk altijd op de [portal](#) voor de laatste versie.

De vaste activiteiten van de Hogeschoolraad vinden altijd op donderdag plaats, met uitzondering van de Centrale kick-off Medezeggenschap. Deze vindt op dinsdag plaats.  
 Houdt de agenda op de donderdag vrij in verband met deze activiteiten.  
 De locaties van de overleggen worden voor de deelnemers in de Outlook agenda vermeld.

Wil je als toehoorder aan de Interne Vergadering en Overlegvergadering deelnemen? Meld je aan via [griffie-medezeggenschap@hhs.nl](mailto:griffie-medezeggenschap@hhs.nl).

CvB	RvT
Fin	vakantie

The English translation of the most used words can be found on [page 3](#).

cyclus 1												
22 augustus - 13 oktober 2022												
weeknummer		34	35	36	37	38	39	40	41		Opmerkingen	Deelnemers
Startconferentie HR-CvB		24-25 aug										HR, CvB, griffie en RvT
HR Installatievergadering	13.00-15.30 uur		01-sep									HR, griffier en voorzitter Kiescommissie
Centrale Kick-Off Medezeggenschap	15.00-17.00 uur			06-sep								Zeggenschap en medezeggenschap
HR Dagelijks Bestuur (DB)	9.00-10.00 uur											
In de week van het Commissie voorzitters overleg	09.00-09.30 uur			08-sep	15-sep	22-sep	29-sep	06-okt	13-okt			DB HR en griffier
Overleg voorzitters deelraden	12.00-13.30 uur			08-sep								DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30 - 10.15 uur				15-sep							Leden DB HR, griffier en voorzitters commissies HR
Procedures & Planning Jaarplannen/Begroting	10.30-11.30 uur				15-sep							Alle leden medezeggenschap en medewerkers B&C
HR Commissie Financien	14.30-17.00 uur					22-sep						60 minuten vooroverleg commissie
HR Commissie O, O&S	15.00-17.30 uur					22-sep						60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst
HR Commissie P&O	15.30-18.00 uur					22-sep						30 minuten naoverleg commissie/formuleren advies HR
HR Studentenoverleg (SO)	12.00-13.00 uur						29-sep		13-okt			Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur						29-sep					HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur							06-okt				DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur								13-okt			HR, griffier en toehoorders
HR Overlegvergadering (OV)	15.00-17.00 uur								13-okt			HR en CvB, en toehoorders

cyclus 2												
14 oktober - 15 december 2022												
weeknummer		42	43	44	45	46	47	48	49	50	Opmerkingen	Deelnemers
HR Dagelijks Bestuur (DB)	9.00-10.00 uur				10-nov	17-nov	24-nov	01-dec	08-dec	15-dec		DB HR en griffier
In de week van het Commissie voorzitters overleg	09.00-09.30 uur	20-okt										
Overleg voorzitters deelraden	12.00-13.30 uur	20-okt										DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30 - 10.15 uur				10-nov							DB HR, griffier en voorzitters commissies HR
HR Commissie Financien	14.30-17.00 uur					17-nov						60 minuten vooroverleg commissie
HR Commissie O, O&S	15.00-17.30 uur					17-nov						60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst
HR Commissie P&O	15.30-18.00 uur					17-nov						30 minuten naoverleg commissie/formuleren advies HR
Extra HR Commissie F	12.00-14.30 uur							01-dec				Zie tijdsindeling bij HR Commissie F
HR Studentenoverleg (SO)	12.00-13.00 uur						24-nov		08-dec	15-dec*		Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur						24-nov					HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur							01-dec				DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur								08-dec	15-dec*		HR en toehoorders
HR Overlegvergadering (OV)	15.00-17.00 uur								08-dec			HR en CvB, en toehoorders
Eventueel HR Overlegvergadering (OV)										15-dec		
HR - Raad van Toezicht, Vooroverleg	13.00-14.30 uur				10-nov							HR en griffier
HR - Raad van Toezicht	15.00-17.00 uur				10-nov							HR, griffier, RvT en ambtelijk secretaris RvT

\* Deze overleggen gaan alleen door indien de OV op deze datum plaatsvindt.

cyclus 3													
16 december 2022 - 9 februari 2023													
weeknummer		51	52	1	2	3	4	5	6		Opmerkingen	Deelnemers	
HR Dagelijks Bestuur (DB) <i>In de week van het Commissie voorzitters overleg</i>	9.00-10.00 uur 09.00-09.30 uur	22-dec	Kerstvakantie 26 december - 6 januari		12-jan	19-jan	26-jan	02-feb	09-feb			DB HR en griffier	
Overleg voorzitters deelraden	12.00-13.30 uur	22-dec											DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30-10.15 uur					12-jan							DB HR, griffier en voorzitters commissies HR
HR Commissie Financien	14.30-17.00 uur						19-jan						60 minuten vooroverleg commissie
HR Commissie O, O&S	15.00-17.30 uur						19-jan						60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst
HR Commissie P&O	15.30-18.00 uur						19-jan						30 minuten naoverleg commissie/formuleren advies HR
HR Studentenoverleg (SO)	12.00-13.00 uur							26-jan			09-feb		Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur							26-jan					HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur								02-feb				DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur										09-feb		HR, griffier en toehoorders
HR Overlegvergadering (OV)	15.00-17.00 uur										09-feb		HR en CvB, en toehoorders

cyclus 4													
10 februari - 30 maart 2023													
weeknummer		7	8	9	10	11	12	13			Opmerkingen	Deelnemers	
HR Dagelijks Bestuur (DB) <i>In de week van het Commissie voorzitters overleg</i>	9.00-10.00 uur 09.00-09.30 uur	16-feb	23-feb	Voorjaarsreces 27 februari - 3 maart	09-mrt	16-mrt	23-mrt	30-mrt				DB HR en griffier	
Overleg voorzitters deelraden	12.00-13.30 uur	16-feb											DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30-10.15 uur		23-feb										DB HR, griffier en voorzitters commissies HR
HR Procedures Kaderbrief	10.30-11.30 uur		23-feb										HR en medewerkers B&C
Bijeenkomst Evaluatie Jaarplannen/Begroting	13.00-14.30 uur		23-feb										Alle leden medezeggenschap, medewerkers B&C en portefeuillehouder CvB
HR Commissie Financien	14.30-17.00 uur					09-mrt							60 minuten vooroverleg commissie
HR Commissie O, O&S	15.00-17.30 uur					09-mrt							60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst
HR Commissie P&O	15.30-18.00 uur					09-mrt							30 minuten naoverleg commissie/formuleren advies HR
Stranddag HR-CvB	10.00-16.00 uur					10-mrt							HR, CvB, secretaris CvB, griffier, medewerkers BZ en B&C
HR Studentenoverleg (SO)	12.00-13.00 uur						16-mrt		30-mrt				Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur						16-mrt						HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur							21-mrt					DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur							30-mrt				HR en toehoorders	
HR Overlegvergadering (OV)	15.00-17.00 uur							30-mrt				HR en CvB, en toehoorders	

cyclus 5												
31 maart - 25 mei 2023												
weeknummer		14	15	16	17	18	19	20	21		Opmerkingen	Deelnemers
HR Dagelijks Bestuur (DB)	9.00-10.00 uur											
In de week van het Commissie voorzitters overleg	09.00-09.30 uur	06-apr	13-apr	20-apr		04-mei	11-mei		25-mei			DB HR en griffier
Overleg voorzitters deelraden	12.00-13.30 uur	06-apr										DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30-10.15 uur		13-apr									
HR Commissie Financien	14.30-17.00 uur			20-apr							60 minuten vooroverleg commissie	
HR Commissie O, O&S	15.00-17.30 uur			20-apr							60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst	
HR Commissie P&O	15.30-18.00 uur			20-apr							30 minuten naoverleg commissie/formulieren advies HR	
Extra HR Commissie F	10.00-11.30 uur						11-mei				Update Kaderbrief	Commissie F, portefeuillehouder CvB en DD en medewerkers B&C
HR Studentenoverleg (SO)	12.00-13.00 uur					04-mei			25-mei			Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur					04-mei						HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur						11-mei					DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur								25-mei			HR, griffier en toehoorders
HR Overlegvergadering (OV)	15.00-17.00 uur								25-mei			HR en CvB, en toehoorders

cyclus 6												
26 mei - 13 juli 2023												
weeknummer		22	23	24	25	26	27	28	29		Opmerkingen	Deelnemers
HR Dagelijks Bestuur (DB)	9.00-10.00 uur	01-jun	08-jun	15-jun	22-jun	29-jun	06-jul	13-jul				DB HR en griffier
Overleg voorzitters deelraden	12.00-13.30 uur	01-jun										DB HR, griffier en voorzitters deelraden
Commissie voorzitters overleg	09.30-10.15 uur		08-jun									
HR Commissie Financien	14.30-17.00 uur			15-jun							60 minuten vooroverleg commissie	
HR Commissie O, O&S	15.00-17.30 uur			15-jun							60 minuten overleg met portefeuillehouder CvB, dienstdirecteur en medewerkers dienst	
HR Commissie P&O	15.30-18.00 uur			15-jun							30 minuten naoverleg commissie/formulieren advies HR	
HR Studentenoverleg (SO)	12.00-13.00 uur				22-jun		06-jul	13-jul*				Studentgeleding HR
HR IV Werkoverleg	13.00-17.00 uur				22-jun							HR en griffier
Agendaoverleg HR DB - CvB	15.30-17.00 uur					29-jun						DB HR, griffier, CvB, secretaris CvB en dienstsecretaris BZ
HR Interne vergadering (IV)	13.00-15.00 uur						06-jul	13-jul*				HR, griffier en toehoorders
HR Overlegvergadering (OV)	15.00-17.00 uur						06-jul					HR en CvB, en toehoorders
Eventueel HR Overlegvergadering (OV)	15.00-17.00 uur							13-jul				HR en CvB, en toehoorders
HR - Raad van Toezicht, Vooroverleg	13.00-14.30 uur		08-jun									HR en griffier
HR - Raad van Toezicht	15.00-17.00 uur		08-jun									HR, griffier, RvT en ambtelijk secretaris RvT

\* Deze overleggen gaan alleen door indien de OV op deze datum plaatsvindt.

Vergaderrooster	Meeting Schedule
Hogeschoolraad (HR)	General Council (GC)
College van Bestuur (CvB)	Executive Board (EB)
Medezeggenschap	Participation Councils
Zeggenschap	Management
Griffie	Registry
Startconferentie HR-CvB	Launch Conference GC-EB
HR Installatievergadering	GC Installation Meeting
Overleg voorzitters deelraden	Meeting Chairs sub-councils
Commissie voorzitters overleg	Committee Chairs meeting
Jaarplannen/Begroting	Annual plans/Budget
HR Commissie Financien	GC Committee Finance
HR Commissie Onderzoek, Onderwijs & Studentzaken (O,O&S)	GC Committee Research, Education & Student Affairs (R, E&S)
HR Commissie Personeel & Organisatie (P&O)	GC Committee Personnel & Organisation (P&O)
HR Studentenoverleg (SO)	GC Student Meeting
IV Werkoverleg	IM Work meeting
Agendaoverleg HR DB - CvB	Agenda meeting GC DB - EB
HR Interne Vergadering (IV)	GC Internal Meeting (IM)
HR Overlegvergadering (OV)	GC Official Meeting (OM)
HR - Raad van Toezicht, Vooroverleg	GC - Board of Trustees, Pre-Meeting
Stranddag HR-CvB	Brainstorm session GC-EB
Kaderbrief	Framework Letter

### 3 Focus points (determined during IM Work meeting 24 November 2022)

#### Speerpunten HR 2022 – 2023

1. Implementatiekracht HHs
2. Data driven management
3. Betrokkenheid medewerkers (bijdrage vragen)
4. Werkdruk, werkgeluk
5. Financieel management van de HHs
6. Focus in beleid (keuzes maken)
7. Onderzoek en Onderwijsrelatie
8. Afstemming ondersteuning op onderwijsprocessen
9. IT-personeel (ambitie) + infrastructuur HHs
10. Veiligheid (bijv. behandeling van klachten)
11. Communicatieprocessen (w.o. het OER)
12. Inclusiviteit
13. Duurzaamheid

#### Focus General Council 2022 -2023

1. Implementing power HHs (governance)
2. Data-driven management
3. Employee involvement (request contribution)
4. Work pressure, work happiness
5. Financial management of the HHs
6. Focus in policy (making choices, priorities)
7. Research and Education Relationship
8. Alignment of support with educational processes
9. IT staff (ambition) + HHs infrastructure
10. Safety, physical, social (including handling of complaints)
11. Communication processes (including the PER)
12. Principle of Inclusivity
13. Principal of Sustainability

#### 4 Decisions and advices 2021-2022

Cycle	Documentno.	Proposed decision	Decision GC	
<b>1</b>	21-1019	Student holidays 2022-2023	Consented	
	21-1018	Compulsory holiday leave for staff members 2022-2023	Consented	
	21-1017	Reintroducing mandatory face masks	Consented	
<b>2</b>	21-1025	Continued future scenarios BSA	Consented	
	21-1033	Business case faculty BFM	Consented	
	21-1030	Regulations for tuition fees funded by the government, on the part of institutional tuition fees (student delegation)	Positive advice	
	21-1039	2022 THUAS Budget >> Additional advice in decision letter 21 December 2021	Positive advice	
	21-1038	Plan National Programme Education (NPO)	Consented	
	21-1041	Budget Central Study Advance Funds (SVM) 2022	Consented	
	21-1046	Model PER 22-23	Consented	
	21-1052	Self-evaluation Institutional Audit on Quality Assurance (ITK) >> Additional advice in decision letter 21 December 2021	Positive advice	
	<b>3</b>	21-1063	Delayed Binding Study Advice (BSA) 2022	Not consented
		22UIT00012	Proposal adjustment BSA (revised standard)	Consented conditionally
22UIT00014		BSA (dual purpose)	Not addressed	
21-1064		Regulations for Enrolment and De-registration for Bachelor' and Associate degree programmes 22-23	Consented	
<b>4</b>		22uit000013	Businesscase for part-time Ad HRM	Consented
	22uit00008	Businessplan Ad Industrial Engineering & Management	Consented	
	22uit00032	Business case Part-time/dual Associate Degree Social Work in the Care sector >> AD's additional remarks in question- and decision letter	Consented	
	21-1058	Adaption of the Regulations for the Support and Complaint Structure (HKS)	Consented	
	22uit00019	Profiling Fund Regulations	Consented	
	22uit00006	Executive Board portfolio distribution	Positive advice	
	21-1059	Inappropriate Behaviour Confidential Advisors (VPOO) Implementation Procedure	Consented	
	22uit00017	Appointment of Confidential Advisor on Undesirable Behaviors	Positive advice	
	22uit00043	Amendments to Regulations for Participation Councils	Consented	
	<b>5</b>	22UIT00090	Executive Board member job profile 2 <sup>nd</sup> round >> additional question on prioritisation of profile requirements	Positive advice
22UIT00061		Explanatory notes on the processing of the result in equity 2021	Consented	
22UIT00049		Design and Implementation of Risk Inventory & Evaluation (RI&E)	Consented	
22UIT00056		Multiple offer process Health and Safety Services (staff delegation)	Consented	
<b>6</b>	22UIT000109	Framework Letter 2023 >> Provided with explanation of vote	Consented	
	22UIT00069	Proposal to amend certain provisions of the Regulations of the Examination Appeals Board (CBE), Disputes Advisory Committee (GAC), Complaints and Legal Protection Office	Consented	
	22UIT00099	Student Charter part 1	Consented	
	22UIT00104	Regulations for registration and deregistration of funded programmes	Consented	
	22UIT00087	Integrity code 4.0, incl. appendix	Consented	

## 5 Decision and advices 2022-2023

Cycle	Documentno.	Proposed decision	Decision GC
<b>1</b>	22uit00204	Portfolio distribution of the Executive Board as of 1 September 2022	Positive advice
	22uit00147	Mandatory holidays for staff in 2023	Consented
	22uit00211	Student holidays 2023-2024	Consented
	22uit00213	Regulation Travel allowance home to work	Consented
	22uit00218	Strategic Plan 2023-2028	Consented
	22uit00217	Corona approach scenarios	Consented
<b>2</b>	22uit00223	Centre of Expertise Global Governance Reorganisation Plan	Consented
	22uit00250	Model Programme and Examination Regulations (PER) 2023-2024	Consented
	22uit00251	Application for registration for additional dual and full-time forms of enrolment in existing BFM programmes	Consented
	22uit00253	Request for advice on the institutional fee rates section of the 'Regulations tuition fees for government-funded programmes HHs 2023-2024'	Negative advice
	22uit00228	Adjustments Management and Administrative Regulations	Consented
	22uit00265	College Budget 2023	Positive advice

## 6 Reflection General Council on SVM and NPO

The general picture painted by management is that the process surrounding the distribution of the SVM and NPO funds with the participatory bodies involved, seems to have proceeded constructively in the past year. The degree programme advisory committees and faculty councils indicate to General Council that they have been involved in this process. An extensive general overview of all plans has also been drawn up.

It is good to see that management is self-critical and open about the pain points in its latest reflection. Management realises, among other things, that the funds are being distributed over too many plans. This undermines the power of execution.

There appear to have been no major issues, but management still expresses some concerns that will be important in future policy making surrounding this process.

The General Council agrees with the identified points for attention, but misses some that are crucial. The General Council has already indicated these in the SVM/NPO reflections of previous years as well, namely:

- 1 - The General Council knows that accountability to the Ministry of OCW strictly requires the collaboration process with the Participation Council. The General Council has previously indicated that the problem for implementation lies not so much in involving the Participation Council, as in having educational teams and faculty offices, among others, actively participate in making these plans. This provides maximum understanding and support for the implementation of the plans, which are in line with (degree programme) plans, whether existing or not.
- 2 - The way in which plans are made also deserves attention in order to increase execution power. Situational analyses based on data, SMART objectives, clear definition and prioritisation of and choices in actions and allocation to people, do not always seem clear.
- 3 - In combination with the already high work pressure, it is difficult to find room for the implementation of these plans within the available time frames (given these have been worked out in time and properly).

This seems to be a pattern in the policy-making within our institute, which is happening at more institutions (NRO 2023), by the way. This is an opportunity for us to differentiate ourselves. More importantly, here lies the key to the reduction of work pressure, by, among other things, involving people, working better together and therefore continuing to motivate, and by simplifying and safeguarding processes. That is how we are jointly building a learning organisation that can make the difference towards a fairer, more inclusive and more sustainable world.

The General Council

May 2023