

# **Annual report Faculty Council FWN 2023-2024**

This annual report brings together all relevant information regarding the Faculty Council of the Faculty of Science of Leiden University for the academic year 2023-2024. The aim of this document is The aim of this document is to inform about the main issues that the Faculty Council has put forward. Additionally, this is a document that can be a guidance and reference point for future council members .

First, the composition of the council, the distribution of its members among the committees and cooperation with the university council and education committees will be explained. This will be followed by the general strategy we as a council have determined for the academic year. Further, an overview of the topics we as council have put on the agenda during the year, as well as all the topics on which we have agreed on or given advice on. Finally, we provide an overview of ongoing issues and recommendations for Faculty Council 2024-2025.

**Table of contents**

- 1. Organisation of the council ..... 3**
  - 1.1 Composition FC 2023-2024 ..... 3**
  - 1.2 Committees ..... 3**
  - 1.3 Cooperation with the university council ..... 4**
  - 1.4 Cooperation with programme committees ..... 4**
- 2. Overall strategy ..... 5**
- 3. Issues introduced by the council ..... 5**
- 4. Approval ..... 10**
- 5. Requests for advice ..... 10**
- 6. Public documents ..... 11**
- 7. Faculty Council visibility ..... 11**
- 8. Ongoing business ..... 11**
- 9. Advice to the new Faculty Council FWN 2024-2025 ..... 13**

## 1. Organisation of the council

This chapter will discuss the composition of the council, the distribution of members among the committees and working groups and, finally, cooperation with the University Council and the Programme Committees.

### 1.1 Composition FC 2023-2024

For the academic year from 1 September 2023 to 1 September 2024, the Faculty Council of FWN consists of the members listed below:

Alignment	Name	Party
Staff*	Martina Huber (vice president)	Hard betas
	Tessa Gote	LACDR/LIC
	Laura Heitman	LACDR/LIC
	Henk Hoekstra	Hard betas
	Linda Holtman	LACDR/LIC
	Michelle Spierings	Party of Biologists
	Lard Jeuken	LACDR/LIC
	Jeanette de Wolf (temporary*)	LACDR/LIC
Student	Anastacia Peters (chairman)	PBMS
	Leon Huiszoon	PBMS, group chairman
	Joey van Oirsouw	PBMS
	Veerle Verbeek	PBMS
	Sophia van Goor	PBMS
	Adela Gregáňová	LVS
	Floris Hessels	LSP

The council is officially supported by Liselore Brederode.

One of the council members is not a Dutch speaker and with the Faculty Board it was agreed upon to have the meetings in English, except those with the Committee of Personnel & Research Policy.

\*From 10 July 2024 to 1 November 2024, Jeanette de Wolf is a member of the council and Finance Committee as a replacement for Laura Heitman.

### 1.2 Committees

The council currently has four committees: Finance, Student and Education Policy, Public Relations and Personnel & Research Policy which consists of the entire staff members. The distribution of members among the other committees is as follows:

Committee	Members
Finance	Leon Huiszoon (chair)
	Tessa Gote
	Laura Heitman
	Veerle Verbeek
	Henk Hoekstra
	Floris Hessels
	Jeannette de Wolf (temporary*)

Student and education policy	Linda Holtman (chair)
	Martina Huber
	Tessa Gote
	Lars Jeuken
	Joey van Oirsouw
	Adela Gregářová
	Sophia van Goor
Public Relations	Sophia van Goor (chair)
	Anastacia Peters
	Adela Gregářová
	Lars Jeuken

### 1.3 Cooperation with the university council

FWN's interests must be well represented within the central participation. FWN is significantly different from the other faculties of Leiden University because of its science programmes with their many laboratories. As a result, its interests may differ from those of other faculties. Good contact with the University Council is therefore very important and the Faculty Council attaches great importance to this.

A meeting was held mid-year between university council members Victor van der Horst and Femke Spaargaren and a large part of the faculty council. Victor van der Horst and Femke Spaargaren gave a presentation on how the university council works. There was also the opportunity to discuss ongoing issues in both councils. An important topic was the reform of the university's Allocation Model First Money Flow (AEG). The meeting was appreciated; we recommend organising this meeting early in the academic year so that the buddies or contacts are well known to the faculty council.

### 1.4 Cooperation with programme committees

Our faculty has many programmes with diverse needs. It is therefore important that the Faculty Council is well informed about what is going on in the various programmes. Moreover, cooperation is also very important in, for example, the drafting of the Education and Examination Regulations (OER), because Programme Committees can give advice on articles that the Faculty Council has to approve and vice versa.

At our faculty, contact between the council and the Programme Committees is organised through the Overarching Cooperation Programme Committees (OSOC). This is a joint meeting of delegates from each Programme Committee at our faculty, chaired by the Assessor of the Faculty Board. The Faculty Council also joins this with some delegates to pick up signals from the Programme Committees and also to inform the Programme Committees about what is going on at faculty level.

## 2. Overall strategy

The council largely continued the strategy of last year's council:

### 1. *Proactively raising issues:*

In addition to the topics on the annual agenda, the Faculty Council can submit items for discussion with the Faculty Board.

The council discussed several topics with faculty management, both during and outside meetings (see 3. Submitted topics). The council's topics and questions were collected in a document via TEAMS and submitted to the faculty board by the chair. The council recommends continuing to do this through this method.

### 2. *Strengthen external contact:*

This year, the council continued the buddy system between FR and programme committee (OC for short). At the beginning of the year, student members were linked to an OC who maintained contact with these committees during the year. The buddy system for institute councils (IRs) was also deployed mid-year. However, not all IRs turned out to be reachable. The FR does recommend taking this up actively next year, by, among other things, having buddy and committee/institute council meet at the faculty participation day (see 8. current affairs) to agree on effective communication. In addition, discussing a clear communication strategy at the start of the year is profitable.

The chair has been looking at streamlining the preparations for meetings this year. As mentioned above, a central document per meeting cycle was created to collect agenda items and questions from the council; this makes communication around the introduction of agenda items clear and saves a lot of mail traffic. In addition, the chair introduced an evaluation per agenda meeting with the Faculty Board; this summarises briefly what was discussed between the Faculty Board, chair and vice-chair, making the state of submitted agenda items clearer. The chair recommended retaining the use of both documents.

## 3. Issues introduced by the council

The council has the right to put its own items on the agenda at the joint consultations between the council and the faculty board. This was frequently used this year. The following items were put on the agenda by the council last academic year and dealt with in consultation meetings and/or committee consultations.

### Discussed at FR-FB consultation meetings

#### 1. *Process regarding talks with Phd's on teaching duties and salaries:*

Around January 2024, one of the councillors was approached by a group of PhDs who indicated that there might be an inconsistency in the salary classification and titles for their PhD track: these PhDs believed that they were following a special PhD track in which they would be employed as Junior Lecturers. On top of their normal PhD track, they would perform the duties of a Junior Lecturer and their PhD track would therefore take five or six years instead of four, the PhDs said. At the time of signalling, this group was paid from the P scale, whereas according to the CAO, there might have been a combination profile and they should therefore perhaps have been classified in a different scale (scale 10). Because the P scale ends after the fourth year but they received a contract from the university, it was unclear what they would be paid during the fifth and sixth years, they argued. In addition to the financial problem involved, these people

reported not having the title that went with their duties, which they considered a problem for their career after the position.

These PhD students had also raised their concerns with their supervisors. As a result, a process was initiated at the behest of the faculty board whereby the concerns of the individual PhD students were investigated. For each individual PhD student, the situation and a possible solution were examined. The final solution varied per PhD.

## 2. *Policy around cafeteria:*

At the request of the council, Meta Topée, UFB catering manager, and Iris Gallert-Bioch, UFB catering supervisor, joined a meeting to answer questions from the council. The council had the opportunity to send in questions prior to the meeting; the answers were presented during the meeting. A brief summary of the presentation is given below:

- *Opening hours:* With the opening of the Brasserie Science and the Gorlaeus Lecture Hall, opening hours will be extended to 8:30 to 19:00 (Monday to Thursday) and 8:30 to 17:00 (Friday) for the Brasserie Science. As there will be 200 study places in the Gorlaeus Lecture Hall, additional opening hours are being experimented with there. It is also possible to make lunch reservations in the Brasserie Science.
- *Offerings:* With the Brasserie Science and the Gorlaeus Lecture Hall, there is a better infrastructure and an opportunity for more diverse meals. The cards accompanying products describe allergy information and the staff are always available for more information on allergies or to help think of other meal options.
- *Feedback:* Feedback or suggestions can be given to staff members in attendance, emailed to Iris Gallert (Hospitality Supervisor) at [i.l.gallert@ufb.leidenuniv.nl](mailto:i.l.gallert@ufb.leidenuniv.nl) or via the customer panel [www.universiteitleidenpanel.nl](http://www.universiteitleidenpanel.nl).
- *Prices:* A benchmark is conducted twice a year and the prices of the Leiden University cafeteria are compared with the prices of cafeterias at other universities in the Netherlands. The 2023 benchmark indicates that cafeteria prices at Leiden University are around average or even below for some products.
- *Future:* During academic year 2023-2024, the Beta-café will be closed, beginning academic year 2024-2025, the Huygens restaurant will close, with residents of the Huygens building expected to go to the Snellius (100 steps). The restaurants that are or will remain open from this summer are the Snellius restaurant, the Brasserie Science, the Gorlaeus Lecture Hall and the Sylvius.

Shortly after the opening of the Brasserie, it was shared via signs that it was not possible to sit in the Brasserie or its terrace without consumption. After signalling to the Faculty Council and after being passed on to the UFB, the signs were removed and it was possible to sit in the Brasserie and on the associated terrace without consumption.

## Outside consultation meetings or open forum

### 1. ***Fossil industry collaboration:***

From September 2023, the Executive Board (CvB) started a process to draft a statement on university-fossil industry collaborations. During this process, various stakeholders involved were asked for their advice; the employee participation was represented in this through the university council. During one of the consultation meetings, the Faculty Council asked the Faculty Board what the interests were within the Faculty of Science, and how the different stakeholders within the faculty were represented in this process, and whether statements such as those from PhDs were considered in the collection of views.

The faculty board replied that this is a discussion led by the CvB and that the faculty board will not take a position until the CvB has issued a statement. The CvB has put together a university-wide expert group, in which a number of individuals from FWN have taken a seat. There is no unanimous opinion from the faculty, but the different interests are delivered to the CvB for consideration.

### 2. ***Workload relief fund:***

A commitment was made to the university council by the Executive Board to help reduce work pressure with the help of the Work Pressure Relief Fund; in this, faculties would be allowed to decide for themselves how to spend resources from this fund, according to the press. The council asked if the faculty board already had ideas on this; the response was that more information was expected from the Executive Board and the university council on how to spend it. The faculty board wanted to wait for this information first. The signal from the council was that if a one-off amount of money is released, it will probably not be enough to cover the consequences of the tighter budget.

### 3. ***Implementation of a larger break during the fifth (regular) hour:***

Two years ago, the decision had been made to take away the break and use the fifth hour for scheduling lectures. The reasons for this were university harmonisation of timetables and a shortage of halls. Besides taking away the fifth break hour, some lectures had to give way to the evening. Because of long days students work at the faculty, it is not desirable for students to have a very short break.

The questions from the council were: with the new spaces in the new building, will it be possible to have longer breaks again? And is there any idea yet whether evening lectures will be rescheduled next academic year?

Here, we did not receive answers in the end because of the introduction of these questions during the holidays.

### 4. ***Lunch table staff:***

At the opening of the new building, it was signalled by staff that there was a decrease in tables to eat lunch at. This has been put to the institute manager of the respective institute and may be followed up.

### 5. ***Skill training PhDs:***

In the period of writing the annual report, the PhD skill training is being shaped; this skill training for Assistants in Training (AIO) consists of a mandatory twice 140 hours. The council is in contact with Erik van Danen (Dean Graduate School of Science) to ask whether the training

that PhD students receive in academic and transferable skills will be included in these twice 140 hours.

## **Recalibrating faculty governance model/reorganisation**

For the new FR staff members, this proved to be a tricky issue, as they were for the first time faced with the end point of last year's strategy discussion and the new governance model as a whole and did not know the trade-offs behind it.

### **Recalibration of governance model/reorganisation**

*Reorganisation (Oct 2023-April 2024)- Institute managers job change*

The staff section of the FR was closely and actively involved in the reorganisation. We had as much contact as possible with those involved and gave advice on the FB's reorganisation plan and procedure. The FB took the points made by stakeholders and FR seriously.

Importantly, FR representatives attended almost all the information meetings organised by the FB for stakeholders, IMs, WDs and ODs. This was both to maintain informal contact with stakeholders and also to identify which parts of the procedure were problematic.

In the end, the reorganisation went according to schedule, i.e.. as short as possible to minimise the period of uncertainty for the IMs and the impact on the institutes. Despite everything, the reorganisation was stressful for those involved, and difficult for the organisation (institutes etc. ).

## **Review of governance model faculty & faculty strategy. (in progress)**

*Issues for the next period of the FR 2024-2025:*

### ***Portfolio holder Education (PO):***

The positions are not yet filled in all institutes (target deadline of 1 July has passed).

The role of the PO in the institute management is perhaps too managerially put down, and the PO is between/next to/above the ODs. Together with the function of OD, it is a heavy task, OD 0.5 fte, PO 0.5 fte would add up to 0.7 fte.

#### **1. *Assessment for ODs:***

The appointment procedure with an assessment that candidates have to go through was not acceptable to some sitting ODs. This was one of the points where the FB did not take up the FR's suggestions.

#### **2. *OD consultation:***

This is the periodic consultation of the ODs with the vice-dean- , can add up to about 10 to 15 people by the POs of now, how does that work in practice.

#### **3. *Appointment procedure:***

The FR would like to see the appointment procedure and expected duties well defined in the new faculty regulations.

4. **Faculty strategy:**

While the FB devoted much energy to the reorganisation process, issues such as student and staff involvement at the institutes seemed to receive less attention. A shift of focus in the next period is recommended, see below.

Recommendations for the FR for next year (also under list of recommendations):

1. Role of education portfolio holder: How does this work in practice, are adjustments needed in profile, appointment procedure, etc.? What is it that the 'base', i.e. those involved with education in the institute need?
2. Review of governance model/faculty strategy:
  - a. Implementation strategy under pressure due to upcoming budget cuts, monitoring priorities is important.
  - b. There is now, at the FB and in the FB's process approach, a lot of focus on 'getting the basics right' - improving and centralising infrastructure etc. - but how can the FR help ensure that the students, staff, staff members of the institutes can put through/let their needs and wishes to the new institute boards?

## 4. Approval

As described in the Higher Education and Scientific Research Act (WHW), the Faculty Board requested the council's approval on certain topics. In the academic year 2023-2024, the Faculty Council gave its approval on the following topics.

1. On 4 December 2023, the Faculty Council approved the content of the addendum to the regulation of the MSc Statistics & Data Science programme shared with partners FSW, LUMC and WUR.
2. On 22 January 2024, the FR Staff Committee agreed to the draft reorganisation plan (3rd version) for the purpose of implementing control model FWN.
3. On 15 April 2024, the Faculty Council approved the procedure for the nomination and appointment of student members of the programme committees in the academic year 2024-2025.
4. On 26 August 2024, the Faculty Council approved the outline budget 2025-2029, including the budget plan for quality resources.

## 5. Requests for advice

As described in the Higher Education and Scientific Research Act (WHW), faculty boards must ask the council for advice on certain topics. In the academic year 2023-2024, the faculty council gave the following advice:

1. On 13 December 2023, the Faculty Board submitted a written request for advice to the Personnel and Research Policy Committee, consisting of the entire staff section, on the draft reorganisation plan adopted on 12 December 2023 by the Faculty Board, subject to hearing the Faculty Council. On 12 January 2024, the staff delegation advised in writing.
2. On 25 January 2024, the Faculty Council issued a written opinion on the draft Education Annual Report FWN 2022-2023.
3. On 31 January 2024, the staff section of the Faculty Council issued a written opinion on the consultation on the draft Staff Plan.
4. On 26 February 2024, the Faculty Council advised on the Leids Register of Programmes FWN 2025-2026 (LRO).
5. On 26 February 2024, the Faculty Council advised on the proposed titles for members of the collegiate institute boards.
6. On 26 February 2024, the Faculty Council advised on the draft Abbreviated Appointment Procedure Institute Administrator with Education Portfolio.
7. On 1 May 2024, the Faculty Council advised on the amendments to the Education and Examination Regulations 2024-2025 (OER).
8. On 27 May 2024, the Faculty Council advised on the FWN Strategic Plan 2023-2028 Implementation Agenda.
9. On 27 May 2024, the Faculty Council advised on the nomination student assessor FWN 2024-2025.
10. On 8 July 2024, the Faculty Council advised on the outline budget 2025-2029.

The opinions issued are described in the minutes of the consultation meetings, which are published on the Faculty Council's website, or can be requested from the Faculty Council's official secretary.

## 6. Public documents

Below are the links through which the public meeting documents can be viewed, namely the draft agenda and the adopted minutes of the FR - FB consultation meetings. The public decision list of the FB is published on the FB website.

1. The draft agendas and adopted minutes can be found [here](#).
2. The faculty board's public decision list can be found [here](#).

## 7. Faculty Council visibility

To increase the visibility of the Faculty Council, the Public Relations Committee organised a get-together in March, organised a lunch in April during the university elections and breathed life back into Instagram. Both the drinks and lunch were well attended, with most attendees being students. Through the Instagram, we shared with supporters a number of meetings what the topics covered were.

## 8. Ongoing business

At the end of the 2023-2024 academic year, there are a number of ongoing matters that will continue into the next council year. These include the following matters:

**1. Finance:**

In view of the upcoming budget cuts by the just-formed government, the university, and hence the faculty, is facing a difficult time. An expected central issue for next year will therefore be finances. The 23-24 council expects that 'temporary' solutions central to the budget plans, such as waiting to fill vacancies and rolling back student assistants, are not going to be enough to compensate for potential shortfalls. Council 23-24 recommends looking critically at the logistics behind our teaching and behind processes within the faculty and prioritising which components are crucial to maintain the level of teaching and research.

The financial environment will also influence the implementation and developments of the strategic plan. This is a topic that will recur regularly throughout the year.

**2. Relocation:**

This academic year, Phase 2A is virtually complete and the new buildings will be occupied from September 2024. It is up to the Faculty Council to identify problems and improvements once the offices, laboratories and lecture halls are fully occupied. Key issues here include whether Bring Your Own Device (BYOD) works smoothly and whether the timetabling is agreeable for students (think about avoiding evening lectures).

In the New Gorlaeus, much access depends on rights on an LU card; a consequence of this is that many students find it difficult to reach their student advisers or fail to enter an institute they are not students of, but may be taking subjects from (think of the Mathematics Institute). Providing access rights lies with institute boards themselves; during the months of July and August, the chair and vice-chair of the council discuss this with the institute

boards. If no solution has yet been found in these months, it is up to the council of 24-25 to keep raising this.

The council has been approached this year by the group of Theoretical Physicists who are moving out of the Oort and the problems they are experiencing in doing so; moving to the Snellius has been accepted with them as a solution to their problems. It is up to council 24-25 to keep in touch with this group and keep policing whether everything is going smoothly.

**3. *Implementation agenda:***

Following the strategic plan published last year, an implementation agenda has been drawn up. Key issues now in play are Recognition and Appreciation and Data Management. It is up to council 24-25 (and the years that follow) to keep an eye on the implementation agenda.

**4. *Additional resources participation:***

From the Executive Board, an amount of money has been set aside for the faculty to improve employee participation. Last year, the plan of an annual health day was approved by the FB; this health day takes place in November and is a moment to bring together faculty council members, programme committee members and institute council members. At this time, the state of affairs can be discussed and important points for the following year can be discussed. The 23-24 council has created an outline for this day and it is up to the 24-25 council to shape it further.

**5. *ICT focus group & further ICT issues:***

The ICT focus group has been mentioned several times during the year; one component of the implementation agenda is Data Management, which addresses some of the issues identified. As mentioned earlier, it is up to council 24-25 to continue to monitor whether this issue on the implementation agenda is making enough progress.

In addition, several issues surrounding ICT were raised with the Director of Operations.

**6. *Regulations around Artificial Intelligence:***

With the growth of Artificial Intelligence last year, there has been a demand for regulations around its use within courses and research. The university-wide regulations will be published in autumn 2024, but it is possible that our faculty may need updated regulations. It is up to the council of 24-25 as a buddy to actively engage with their programme committees on these issues; different committees will have different needs and possibly some OCs have already made first steps in this process. In this way, the council is able to ascertain whether these university-wide regulations are relevant to our faculty and undergraduate programmes or whether adjustments/additions are needed.

**7. *Business track of Master Programmes within the Faculty of Science:***

After reporting problems with scheduling and drop-out staff within the business branch of the FWN, contact has been made with the person in charge of this branch. No appointment has yet been made.

**8. *Skill training PhD students:***

Council members Lars Jeuken and Tessa Grote discussed the future training of PhD students with Erik Danen. This conversation has not yet been evaluated with the council.

**9. Revision of faculty regulations:**

In connection with the right of approval, the council will be closely involved when the faculty regulations are revised.

From the council: The FR should properly guide/monitor this process, The aim is that the new board culture is well laid down in the faculty regulations, and is also future-proof.

**10. Institute councils:**

Contact with institute councils remains important, differences between IRs are great - some are more or less active. Despite the fact that institute councils are not official participation bodies and function as advisory bodies to the institute management, it is important to maintain good contact.

## **9. Advice to the new Faculty Council FWN 2024-2025**

### **Finance**

- a. For a start, no other aspect of the FR has as much jargon as finance. For example: AEG model, first/second/third money flow, start-up and incentive grants, general and earmarked reserves and so on. Make a list of these and ask each time a term is unclear what it is. This is the only way to follow discussions.
- b. A good part of the upcoming year will be dominated by finances. In short, revision of the AEG model and particularly large reductions in the state contribution will in all likelihood have to go through. The AEG model is being dealt with in the UR: so keep in close contact! On politics in The Hague, too, the FR unfortunately does not have much influence, but where the hard knocks are likely to fall. See point (c).
- c. The multi-year budget talks of a soft vacancy hold on PhD positions. In other words, the number of researchers in this shell will eventually be considerably reduced, and the budget for student assistants will also be cut back considerably. This could result in the current way of teaching and doing research at some institutes simply no longer being feasible. Where possible, involve yourself in the ensuing discussions: OCs, IRs or elsewhere. An assertive attitude is needed to keep up. Under pressure, everything becomes fluid, especially as a result of a turned-off money tap.

### **Recalibration of governance model and reorganisation**

- a. Function of education portfolio holder: How does this work in practice, are adjustments needed in profile, appointment procedure, etc.? What is it that the 'base', i.e. those involved with education in the institute need?
- b. Review of governance model/faculty strategy.
  - Implementation of the strategy is under pressure due to the upcoming budget cuts, monitoring priorities is important.
  - There is now, at the FB and in the FB's process approach, a lot of focus on 'getting the basics right' - improving and centralising infrastructure etc. - but how can the FR help ensure that the students, staff, staff members of the institutes can put through/let their needs and wishes to the new institute boards?

### **Visibility FR**

We found this year that the lunch is a good starting point for engaging students and staff in the participation process and councils to repeat the lunch. The get-together was a lesser success; although there were many students, they were present for the results of the National Student Survey rather than to talk about faculty council work. Despite this, the PR committee liked the idea of a get-together from the FR, so we recommend considering the possibility next year.

To further increase the FR's visibility, we recommend actively and consistently managing the Instagram; by showing what is discussed at the meeting and asking if our account can be shared (from the Leiden Science account, for example), the Instagram can be used as a good way to communicate to the constituency what is going on or faculty level. It is advisable to draw up a plan about the Instagram at the beginning of the year to increase the visibility of the FR.

### **Agree overall strategy**

As mentioned under the heading General strategy, the council has not agreed on a strategy for the council year. However, it is recommended to do so for the council year 24-25.

### **Keeping balance central/decentralised**

As the Faculty of Science, we differ from other faculties in many ways, so harmonisation from the central level does not always contribute to progress. It is therefore important that the council continues to take a critical look at the decisions made at the central level and the possible consequences for the faculty.