

December 22<sup>th</sup> 2015

Dear Faculty Council,

Herewith you find a set of proposals for spending the 2016-2017 “Studievoorschotmiddelen” aimed at improving the quality of education of the RSM BSc and MSc programmes.

The Executive Board of the University has decided to grant faculties an amount of 6 million for ‘quick wins’ in 2016 and an additional amount of 4 million in 2016 and 2017 for structural investments. The resources are allocated to faculties based on the number of students involved in the loan system, i.e. full time Dutch enrolments. For RSM this implies a total amount of 1.180 K€ for quick wins in 2016 and 790 K€ for structural investments in 2016 and in 2017. Separate investment budgets for the BSc and MSc programmes were calculated based on the number of enrolled students.

After our discussion with the Council on 16 November, further consultation has taken place with the Programme Committees and the Academic Directors of the MSc programmes. This took us some more time than originally planned, but it gave us useful additional input. Introducing more small scale education, more feedback elements, more room for innovation, and more training of the teachers were mentioned most frequently. These responses have been the basis for our investment proposals. It is important to note that although the structural funds are expected to remain and grow further after 2017, at this moment there is no guarantee that they actually will. Our investment proposals are designed with that provision in mind; e.g. we can’t at this point decide to invest in restructuring our programmes into small scale teaching that would need long term commitment for considerably more teaching capacity. That is why it is proposed to spend a large chunk of the ‘quick win’ funds in fundamentally restructuring large scale BSc and MSc courses using blended, flipped & e-learning concepts that make learning more effective without substantial growth in faculty FTE. Training the teachers will be an integral part of that exercise. It will need some, but limited structural funds for smaller group size, and intensifying feedback to students. Another part of the SVM funds is proposed to be devoted to creating an international sandwich-year option and running an honours programme for BSc students. For MSc it is proposed to provide each of our masters with an annual innovation budget that enable masters to implement innovative teaching materials, provide extra incentives for teachers to redevelop courses, to hire teaching support when necessary, etc.

With this, we think we collectively have developed an effective set of investment proposals that fits the needs of students and staff, without committing too much to long-term structural extra costs. We believe that the proposals also comply with the criteria set by the EUR (see appendix A).

We request the Faculty Council for an approval of these proposals, so that they can be sent in to the Executive Board of the University for further decision-making.

Yours sincerely,

Prof. dr Eric Waarts

Dean of Degree Programmes

# Proposal for 'studievoorschotmiddelen' BSc programmes, RSM

The proposal assumes:

- The availability for RSM BSc programmes of max 690 k€ quick win funds to be spend in 2016
- The availability for RSM BSc programmes of max 460 k€ structural funds to be spend in 2016 and again that sum in 2017. This sum is expected to grow in later years.

Consultation has taken place with the BSc Programme Committee and the Faculty Council. Goals that were mentioned most frequently are:

- Small scale teaching by reducing group size (requiring investments in more teachers) or using flipped classrooms or blended learning (requiring investments in support and design, e-learning facilities, training the lecturers), or a combination of these two;
- More feedback;
- The setup of a 'sandwich year' between B.2 and B.3 in which we offer students richer options to go on an exchange, to do an internship or to take a minor or electives – thus replacing the current 'or-or' by 'and-and'. For this, we consider applying for the University Innovation Fund (the non pro rata part of the SVM) by joining forces with ESL, which has similar plans;
- The setup of the RSM BSc honours programme.

## Quick wins

- Use the quick win funds to alleviate the pressures of mass education in 16 BSc courses (most of them combined BA/IBA-courses) by using flipped classrooms or blended learning;
- 16 courses x 36,5 k€ investment<sup>1</sup> = 584 k€ for flipping classrooms or introducing blended learning, including training of the teachers;
- After evaluating the new course setup adjustments will be necessary; costs adjusting design and implementation = 96 k€;
- The sandwich year will start 2016-2017; we budget for 40 participating students, total cost for 2016 is 40 k€; total cost for 2017 will be 120 k€. As we may apply with this proposal for the University Innovation Fund, this amount is not included in the quick wins;
- The RSM BSc Honours Programme has started 2015/2016. Operating costs are paid for by RSM, extra setup costs are 10 k€ in 2016 (additional structural costs are 50 k€ in 2016 and in 2017).

## Structural funds

- Provide redesigned courses with a structural contribution to reduce group size, organize more feedback or more intelligent ways of giving feedback or a combination of these. Per course 26 k€ = 416 k€;
- Sandwich year: expansion to 120 students would imply 380 k€ annually (40+80+160) (financed differently);
- Honours programme: 50 k€ annually.

# Proposal for 'studievoorschotmiddelen' MSc programmes, RSM

The proposal assumes:

- The availability for RSM MSc programmes of max 490 k€ quick win funds to be spend in 2016
- The availability for RSM MSc programmes of max 325 k€ structural funds to be spend in 2016 and again that sum in 2017. This sum is expected to grow in later years.

Consultation has taken place with the Programme Committee, the Faculty Council and the Academic Directors. Goals that were mentioned most frequently are:

- Small scale teaching by reducing group size (requiring investments in more teachers) or using flipped classrooms or blended learning (requiring investments in support and design, e-learning facilities), or a combination of these two;
- Improved training for teachers / improved support / improved incentives / incentives for innovations;
- Master thesis supervision;
- Improved connection to labour market / career services / personal development skills.

## Quick wins

- Use the quick win funds to alleviate the pressures of mass education in the 6 largest MSc programmes (FI, AFM, BIM, MM, SCM, SM). Each programme will receive funds to introduce a flipped classroom in two of its core courses;
- 6 programmes x 2 courses x 36,5 k€ investment<sup>1</sup> = 438 k€;
- Programmes can either work with the same class size, whereby the flipped classroom concept will allow for more interaction, or programmes may want to split classes (but no extra funds for additional teachers are available from this budget).

## Structural funds

- Provide MSc programmes with a structural contribution per student, to fund innovative teaching materials, provide extra incentives for teachers to redevelop courses, to hire teaching support when necessary, etc. This budget would be up to the discretion of the department to utilize;
- Fixed fee per programme<sup>2</sup> 15 K€ + variable sum per student = € 100. Projected costs at intake 2015 levels (1500) = 315 k€.

A further future increase in structural funds would not be directed towards this purpose, but rather towards an increase in master thesis supervision.

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<sup>1</sup> Based on calculation by our RSM e-learning team

<sup>2</sup> 11 one year programmes.

## Appendix A : proposals versus EUR criteria

		Quality of education	Strategic project	Collaboration faculties	Quality Evaluations	Minimum 10% support
BSc						
Redesign courses		main goal	D=N	shared learning	evidence based	didactical support
Sandwich		extension	internationalization	partnering	evaluations	setup & organize
Honours		extension	differentiation	H-portfolio	evaluations	setup & organize
MSc						
Redesign courses		main goal	D=N	shared learning	evidence based	didactical support
Innovation funds		main goal	Innovation lab	shared learning	reports	implementation support