



rijksuniversiteit
groningen

Programme Committee Handbook

Applies to all University of Groningen Bachelor's, Master's and Research Master's degree programmes

Valid from academic year 2017-2018

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1 Introduction

On 1 September 2017, the role of the Programme Committees (OCs) as defined in the Higher Education and Research Act (WHW: *Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*) changed. On that date, they became consultative participation bodies under the terms of the Act. The duties that the OC had before, are still the OC's responsibility: OCs not only advise about the *Onderwijs- en Examenregeling* (Teaching and Examination Regulations), they also give advice for guaranteeing and improving the quality of the degree programme. Furthermore, the right of consent concerning various elements of the OER has been added to the existing right of consultation, and the OC now has a statutory basis as an official consultative participation body, with the associated right to discuss proposed policies twice a year with the degree programme board.

Now that the OC is an official consultative participation body, it should be clear to all parties involved that its input and recommendations must be taken seriously by the degree programme board/director and the Faculty Board.

2 Role of the Programme Committee

It is the OC's duty to give advice on how to guarantee and improve the quality of the degree programme. This is stipulated in the Higher Education and Research Act (henceforth: WHW). More specifically, it lays down the following rights and duties of the OC:

- concerning elements of the Teaching and Examination Regulations (henceforth: OER):
 - right of consent regarding certain elements of the OER (for more details, see the table in Appendix 1)
 - right of consultation regarding other elements of the OER (for more details, see Appendix 1)
 - right to assess the implementation of the OER each year
- the task to issue solicited or unsolicited recommendations or proposals to the degree programme board and the Dean 'concerning any matters regarding the teaching within the relevant degree programme(s)'.

Therefore, the OC's purpose is to improve the quality of the degree programme(s). This means that anything related to the quality of the degree programme(s) may be a topic for discussion in OC meetings. During such discussions, the opinions of student members and staff members carry equal weight. Thus, 'novice' OC members need not be afraid to state their views and to participate in the discussions. Chairs of OCs must ensure that all members can have their say.

3 Position of the Programme Committee within the organization

The Programme Committee is a consultative participation body at degree programme level and supplements the consultative participation bodies at Faculty and University level. At Faculty level, this role is performed by the Faculty Council, which consults with the Faculty Board. At University level, the University Council consults with the Executive Board. See also the organogram in Appendix 6.

This means that a problem involving several degree programmes is a matter for the Faculty Council. Problems with an even wider scope – involving several faculties – must be discussed in the University Council. Therefore, the OC should know how to address the Faculty Council and, if necessary, the University Council. However, there are also other Faculty bodies involved in matters concerning degree programmes. The following is a list of bodies and officials (and their roles) which the OC may have dealings with.

Faculty Board

The Faculty is governed by the Faculty Board (henceforth: FB). This board comprises a Dean, a Treasurer and a Member for Education. The latter is the obvious person for the OC to keep in touch with, and the FB is the official body to which the OC addresses its recommendations from which it receives requests for advice and consent.

Degree programme board/director

Even more than the FB and its Member for Education, the degree programme director (or degree programme board) is involved with the teaching within the degree programme. Although the FB is the official consultative body where the OER is concerned, this does not mean that good contacts with the programme director cannot be very useful too. An OC can invite anyone to attend its meetings. However, the formal procedures for advising the FB and giving consent must be followed. In non-OER matters, the OC can give unsolicited advice, either to the FB or to the programme director/board. It can also receive requests for advice from both bodies.

Student assessor

The FB's student assessor can also provide OC members access to the FB. The student assessor is an advisory student member of the FB. He or she participates in FB meetings and is allowed to advise the FB. In addition, he or she is the go-to person for students where Faculty policies are concerned.

Faculty Council

As we have seen above, the Faculty Council (henceforth: FR) is the consultative participation body involved with Faculty matters. Thus, the FR is the body the OC should contact in connection with issues that cannot be resolved at degree programme level. In addition, the FR has right of consent in many matters in which the OC has right of consultation (see Appendix 1 for more details).

Board of Examiners

The Board of Examiners is an independent body within the Faculty that determines, in an objective and expert manner, whether individual students satisfy the conditions set out in the OER with regard to the knowledge, understanding and skills that are required to obtain a degree. The Board of Examiners also adjudicates individual requests submitted by students such as complaints about course units, examinations or lecturers. Such signals concern the quality of education and are therefore relevant to the OC. Thus, the OC should have regular contacts with the Board of Examiners about such matters.

4 The OER and the right of consent and consultation

The OER contains all rules and regulations affecting the degree programme and the examination requirements. These include the content of the degree programme and its variants, the requirements to be met by students to obtain a degree, and the way in which course units must be completed.

For several of these OER elements, the OC has right of consent, which means that the FB cannot adopt the OER before the OC has been asked to consent to proposed changes of elements for which the OC has right of consent. In practice, this means that the OC will discuss the proposed changes; if it does not approve of the proposal, it will discuss this with the FB (either verbally or in writing), explaining why it cannot or will not agree to the change and perhaps make a counterproposal that it deems acceptable. In practice, this discussion can also be held with the Programme Director or another FB delegate. Ultimately, however, it is the FB's proposals which must be approved by the OC and the FB which adopts the OER. OC members should realize that an unqualified 'no' does not do any good. If the OC collaborates constructively, its influence will be much greater: not only will the OER not include what the OC does not want it to include, but this also creates opportunities for including items that were previously absent.

The OC has right of consultation for all OER elements for which it does not have right of consent. As with the right of consent, the FB cannot make decisions without first consulting the OC. However, if the OC deems a proposal to be unacceptable, the FB may decide (after explaining its viewpoint and reacting to the OC's objections) to still implement the change. Here, too, it is important that the OC provide arguments for its position so that the FB can look for an alternative that is acceptable to both the FB and the OC.

Appendix 1 shows the elements of the OER for which the OC has right of consent or right of consultation and the elements for which the FR has these rights. Each year the faculties will receive a model OER, including a historical overview showing which elements are governed by the right of consent and which by the right of consultation.

5 The importance of formal documentation and adequate transfer

The OC's duties have become more formal and thus more important. This means that its role may also be subject to scrutiny during accreditation reviews. In that case, the OC must be able to submit relevant documents. Adequate documentation can also contribute to better continuity; it will enable new OC members to become familiar with what concerns this specific OC more quickly. Finally, it is important to have a clear picture of the members' expectations at the start of the year; therefore, this must be documented. Adequate documentation means keeping the following documents up-to-date:

- the OC's Internal Regulations or Rules of Procedure (see sample document)
- a year plan (to be approved each year), including an administrative calendar containing what the OC may expect from or is supposed to deliver to other bodies such as the FB, the FR or other OCs. If this is coordinated properly at the start of the year, the OC can adjust its internal plan to this calendar (see Appendix 7)

- adequate minutes of each meeting. If a representative of the FB attends a meeting, it is important that the OC's recommendations and the FB's responses to them are well documented
- recommendations to the FB: it must be clear what were the OC's recommendations and consent decisions and on what these were based
- annual report/transfer document: this must be drawn up each year and be ready before the start of the new academic year so that it is available to new members. It may be advisable to choose a format in which the document is updated each year; however, this document should not become too large to be readable. For more details on what to include in the annual report, see Appendix 7

To realize all the above, proper support is important. Each OC is entitled to support. If this is not sufficiently available, the OC can request the FB to provide it.

6 Legislative amendment of 1 September 2017

On 1 September 2017, changes to the WHW came into force which have consequences for the role of OCs. This Handbook is based on this new role. However, below is a brief explanation of the differences between the 'old' and the 'new' for OC members who are curious about this.

The most important change is that the OC has been given a formal and thus more important role within the degree programme's quality assurance process. The OC has become an official consultative participation body, like the FR and UR (which already had this status). This means that the OC's views must be taken seriously by the FB both formally and informally. In addition to the existing right of consultation, the OC has been given right of consent regarding various elements of the OER. The FR also has right of consultation regarding these elements and right of consent regarding several elements for which the OC has right of consultation. Therefore, good contacts between FR and OC have become more important.

Because the WHW has been recently amended, it is quite possible that this will be a point of special attention during the next accreditation review, since this will involve an investigation of the quality assurance system, in which the OC has become more important.

Finally, the method for appointing OC members has changed. It is now possible to hold OC elections within the degree programme. This is not obligatory: Faculty Board and Faculty Council must decide on the method to be employed, and this decision must be included in the Faculty Regulations. Whether the method works or whether it should be changed must be decided each year.

Concluding remarks

The Board of the University supports the Programme Committees through the publication of this Handbook, peer feedback meetings (to be organized), training programmes and a 'RUG Programme Committees' environment on Nestor. Each Faculty has appointed a contact person who will give the OC members access to this environment. Any questions about the content of the OER should be submitted to Administrative and Legal Affairs, more specifically Rowanne Degenhart (r.degenhart@rug.nl). Please submit other questions or comments about this Handbook to Educational Strategy and Quality Assurance, more specifically Carina Santing (c.h.santing@rug.nl).

Appendices

Appendix 1. Rights concerning the OER of the Faculty Council and Programme Committee

Elements of the Teaching and Examination Regulations (OER), Article 7.13.2 of the WHW	FR		OC	
	I	A	I	A
a. the content of the degree programme and its examinations				
a1. the way in which the teaching in the relevant degree programme is evaluated				
b. the content of the specializations/tracks within the degree programme				
c. the competences in the areas of knowledge, understanding and skills that students must have acquired by the end of the degree programme				
d. where necessary, the organization of practical exercises				
e. the student workload of the degree programme and each of its course units				
f. further regulations as referred to in Articles 7.8b.6 and 7.9.5 (BSA)				
g. Master's degree programmes to which Article 7.4a.8 applies (increased student workload)				
h. the number and order of examinations and when they can be taken				
i. whether the degree programme is offered in full-time, part-time and/or dual variants				
j. where necessary, the order, the periods and the number of times per academic year that examinations and final assessments may be taken				
k. where necessary, the validity period of successfully completed examinations, subject to the Board of Examiners' authority to extend this period				
l. whether examinations are held in written, oral or another form, subject to the Board of Examiners' authority to deviate from this in special circumstances				
m. the way in which students with a disability or chronic illness are given a reasonable opportunity to take examinations				
n. the public nature of oral examinations, subject to the Board of Examiners' authority to deviate from this in special circumstances				
o. the term within which the results of examinations must be announced, and whether and how it is possible to deviate from this				
p. how and when students may inspect their marked exam papers				
q. the way and the period during which interested parties can peruse the questions and assignments set within the framework of a written examination and the norms based on which the examination has been assessed				
r. the grounds on which the Board of Examiners may grant exemptions from one or more examinations on the basis of previously passed examinations or final assessments in higher education or knowledge and skills acquired outside the world of higher education				
s. where necessary, the fact that admission to examinations is subject to the successful completion of other examinations				
t. where necessary, the compulsory nature of practical exercises in order to gain admission to the relevant examination, subject to the Board of Examiners' authority to grant exemption from this requirement, possibly with alternative requirements				
u. study progress supervision and individual study support				
v. where relevant, the student selection procedure for special tracks in the degree programme within the meaning of Article 7.9b (Excellence track <i>within</i> a degree programme)				
x. the actual design of the curriculum				
<i>all other topics covered by the OER but not specifically mentioned in Art. 7.13 of the WHW under a-x.</i>				

The numbering matches that of Article 7.13.2 of the WHW

Abbreviations:

- FR: Faculty Council
 OC: Programme Committee
 I: Right of consent
 A: Right of consultation

Appendix 2. Year calendar

Below is an example of an administrative calendar for the OC, stating the various activities within the Faculty which the OC must be aware of or which it should actively pursue. It is recommended that OCs consider these when making their own year plan. Note that the activities mentioned below may happen in different months in different Faculties. Therefore, coordinate with the FB and other Faculty bodies to find out when the various activities take place. Obviously, this list of activities is not exhaustive.

September	<ul style="list-style-type: none"> • Appointment of OC members in accordance with the Faculty Regulations • Helping new OC members to settle in • Discussing the evaluations of the second semester • Drawing up the OC's year plan and making decisions concerning: <ul style="list-style-type: none"> ○ the course units to be evaluated during the academic year and the evaluation procedure, and communicating this to relevant parties ○ other goals to be set in addition to these evaluations ○ the duties of the various members, e.g. external communication (Facebook, Nestor, etc.), e-mail management, etc. ○ the number of meetings with the Faculty Board or its representatives
October	
November	<ul style="list-style-type: none"> • Teacher of the Year election (organized by the OC in some Faculties)
December-January	<ul style="list-style-type: none"> • Receipt of proposals for OER changes submitted by the FB or another body on behalf of the FB
February	<ul style="list-style-type: none"> • Discussing the evaluations of the first semester
March	<ul style="list-style-type: none"> • Submitting the OC's OER proposals and giving consent or making recommendations concerning proposed changes
April-May	<ul style="list-style-type: none"> • Elections for the Faculty Council
June	<ul style="list-style-type: none"> • Writing the transfer document/annual report
July	<ul style="list-style-type: none"> • Appointment of Faculty Board student member • Recruiting new OC members (students and staff) • Preparing for the election/appointment of OC members; finalizing the new OC's composition, preferably before 1 September

Appendix 3. Relevant articles from the WHW

Article 7.13. Teaching and Examination Regulations

1. The board of the institution approves a set of Teaching and Examination Regulations for each of the degree programmes or clusters of degree programmes taught at the institution. The Teaching and Examination Regulations contain clear and adequate information about the degree programme or cluster of degree programmes.
2. Without prejudice to any other provisions in this Act, the Teaching and Examination Regulations set out the applicable procedures and rights and obligations with regard to teaching and examinations for each degree programme or cluster of degree programmes. This includes at least the following:
 - a. the content of the degree programme and its examinations
 - b. the content of the specializations/tracks within a degree programme
 - c. the competences in the fields of knowledge, understanding and skills that students must have acquired by the end of the programme
 - d. where necessary, the organization of practical exercises
 - e. the student workload of the degree programme and of each of its course units
 - f. further regulations as referred to in Articles 7.8b.6 and 7.9.5
 - g. the Master's degree programmes to which Article 7.4a.8 applies
 - h. the number and order of examinations and when they can be taken
 - i. whether the degree programme is offered in full-time, part-time and/or dual variants
 - j. where necessary, the order, the periods and the number of times per academic year that examinations and final assessments may be taken
 - k. where necessary, the validity period of successfully completed examinations, subject to the Board of Examiners' authority to extend this period
 - l. whether examinations are held in written, oral or another form, subject to the Board of Examiners' authority to deviate from this in special circumstances
 - m. the way in which students with a disability or chronic illness are given a reasonable opportunity to take examinations
 - n. the public nature of oral examinations, subject to the Board of Examiners' authority to decide otherwise in special circumstances
 - o. the term within which the results of examinations must be announced, and whether and how it is possible to deviate from this
 - p. the way and the period during which students can peruse their marked exam papers
 - q. the way and the period during which interested parties can peruse the questions and assignments set within the framework of a written examination and the norms based on which the examination has been assessed
 - r. the grounds on which the Board of Examiners may grant exemptions from one or more examinations on the basis of previously passed examinations or final assessments in higher education or knowledge and skills acquired outside the world of higher education
 - s. where necessary, a statement that admission to examinations is subject to the successful completion of other examinations

- t. where necessary, the compulsory nature of practical exercises in order to gain admission to the relevant examination, subject to the Board of Examiners' authority to grant exemption from this requirement, possibly with alternative requirements
 - u. study progress supervision and individual study support
 - v. where relevant, the student selection procedure for special tracks in the degree programme as referred to in Article 7.9b
 - w. the actual design of the curriculum
3. The Teaching and Examination Regulations set out how people can use their right to proceed with their Bachelor's degree programme at a university of applied sciences as referred to in Article 7.8a.5 and which requirements they must satisfy to this end.

Article 9.18. Degree Programme Committees

1. Each degree programme or cluster of degree programmes has its own Programme Committee. It is the Committee's duty to give advice on how to improve and assure the quality of the degree programme. In addition, the Programme Committee has:
- a. right of consent with respect to the OER, as referred to in Article 7.13, with the exception of the elements listed in Article 7.13.2 under a, f, h through u and x, and with the exception of the requirements referred to in Articles 7.28.4, 7.28.5 and 7.30b.2
 - b. the task of annually assessing how the Teaching and Examination Regulations are implemented
 - c. right of consultation with respect to the Teaching and Examination Regulations, as referred to in Article 7.13, with the exception of the elements with respect to which the Committee has right of consent on the grounds of (a), and
 - d. the task to issue solicited or unsolicited recommendations or proposals to the degree programme board as referred to in Article 9.17.1 and the Dean concerning any matters regarding the teaching within the relevant degree programme(s).

The Committee will send the recommendations and proposals referred to under (d) to the Faculty Council for information purposes.

- 2. The provisions in the preamble to and sections b, c and d of Article 9.35 also apply to a recommendation as referred to in Article 9.35.1.
- 3. If the Committee submits a proposal as referred to in Article 9.18.1.d to the degree programme board or the Dean, the board or Dean respectively will react within two months of receiving the proposal.
- 4. Article 9.31.3 through 9.31.8 also apply to the Programme Committee. In consultation between the degree programme board or the Dean and the Faculty Council, the Faculty Regulations may stipulate a different procedure for selecting members of the Programme Committee than by vote. It will be decided each year whether the new procedure for selecting members will be continued.
- 5. The Programme Committee is authorized to invite the degree programme board or the Dean at least twice a year to discuss proposed policies on the basis of an agenda drawn up by the Committee.

6. If a Faculty has only one degree programme, the Faculty Regulations may stipulate that the duties and powers of the Programme Committee will be exercised by the Faculty Council as referred to in Article 9.37.

Article 9.31. University Council (sections 3-8 also apply to OCs, see Article 9.18.4 above)

3. Half of the members of the Council will be elected from and by the staff and half from and by the student body.
4. Members of the Board of the University, members of the Supervisory Board and Faculty Deans may not be members of the Council.
5. Candidates for the elections of the staff members of the Council can be nominated by staff members and by organizations of staff members.
6. Council members will be elected by a secret written ballot. A ballot to elect members of a section of the Council will only take place if the number of candidate members for the section is greater than the number of seats available for that section.
7. The Council will draw up internal rules of procedure and regulate the way in which resources made available by the Board of the University will be allocated to the Council and any Faculty councils and committees as referred to in Article 9.47.
8. The Council will elect a Chair and one or more Deputy Chairs from among its members or from non-members. The Chair – or in the event of his or her absence, a Deputy Chair – represents the University Council in legal proceedings.

Article 9.35. Advice (preamble and sections b, c and d apply, see Article 9.18.2)

If a decision to be taken on the basis of Article 9.33a or the University Council regulations in accordance with Article 9.34.3.b must first be submitted to the Council for advice, the Board of the University or the Supervisory Board must ensure that:

- b. the Council is given the opportunity to consult with them before advice is issued
- c. the Council is informed as soon as possible in writing of the way in which the advice issued will be acted upon, and
- d. if the Board of the University or the Supervisory Board do not wish to adopt the advice (either wholly or in part), the Council will be given the opportunity to consult with them before the decision is taken

Article 9.38. The Faculty Council's right of consent

(included for information purposes)

The Dean needs the prior consent of the Faculty Council for each decision to be taken regarding at least the enactment or emendation of:

- a. the Faculty Regulations as referred to in Article 9.14, and
- b. the Teaching and Examination Regulations, as referred to in Article 7.13, with the exception of the elements listed in Article 7.13.2 under a through g and v and Article 7.13.4, and with the exception of the requirements referred to in Articles 7.28.4, 7.28.5 and 7.30b.2

Article 9.40. Powers and procedure for the Consultative Participation Arbitration Board

1. The Arbitration Board as referred to in Article 9.39 is informed of conflicts between a consultative participation body and the Board of the University or the Dean:
 - a. regarding the drafting, changes to or application of the consultative participation regulations as referred to in Article 9.34, and
 - b. resulting from Articles 9.18, 9.30a, 9.32, 9.33, 9.33a.1, 9.33a.2 and 9.3a.3.b, 9.34, 9.35, 9.36, 9.38 and 9.38a
2. In the event of a dispute between the person or body with decision-making powers and the organ established on the basis of the consultative participation regulations as referred to in the second sentence of Article 9.30.3 or the University Council or the Faculty Council, the Board of the University will investigate whether an amicable settlement between the parties is possible. In cases where the Board of the University is the body with decision-making powers, the Supervisory Board will investigate whether an amicable settlement is possible. If an amicable settlement is impossible, the consultative body as referred to in the first sentence or the person or body with decision-making powers presents the dispute to the Arbitration Board.
3. If the dispute concerns a partial or full refusal to adopt the advice of a consultative participation body, the execution of the decision will be suspended for four weeks, unless the body concerned has no objections against immediate execution of the decision.
4. The Arbitration Board has the authority to achieve an amicable solution between the parties involved. If no amicable settlement is reached, the Arbitration Board will resolve the conflict by making a binding decision, for which it assesses whether:
 - a. the Board of the University or the Dean complied with the statutory requirements and the regulations as referred to in Article 9.34
 - b. the Board of the University or the Dean was able to formulate the proposal or make the decision on reasonable grounds after weighing up the interests involved, and
 - c. the Board of the University or the Dean acted negligently towards the consultative participation body concerned
5. If the Board of the University or the Dean has not obtained the approval of the consultative participation body for the proposed decision, the Arbitration Board may, in contravention of the provisions in section 4, request permission to take the decision. The Arbitration Board will only give consent if the decision of the consultative participation body to reject the proposal was unreasonable or if the proposed decision of the Board of the University or the Dean is necessitated by important organizational, economic or social reasons.
6. If this concerns decisions as referred to in Articles 9.30a.2 or 9.33a, 9.33b, 9.33c or 9.33d, the Arbitration Board will, subject to the second sentence of section 5, assess whether the Board of the University or another body was able to make the decision on reasonable grounds after weighing up the interests involved.
7. The consultative participation body may adopt a Programme Committee's advisory authority in order to lodge a dispute, to the extent that this is in line with the advice of the Programme Committee.

Article 9.48. Facilities and training

1. The Board of the University allows the University Council to use any facilities that are available and that may reasonably be deemed necessary to fulfil its duties.
2. The Board of the University will give the members of the University Council the opportunity to follow training courses which the members need to fulfil their duties for a period to be jointly determined by the Faculty Board and the Programme Committee. University staff members will be allowed to follow such training courses during working hours and with full pay.
3. This Article also applies to Faculty Councils and Programme Committees, with the proviso that the Dean takes the place of the Board of the University.

Article 9.51 covers the arrangement that (the financial support of members of) Programme Committees must also be included in the Graduation Fund. At the University of Groningen, this has been determined as follows:

University of Groningen Graduation Fund, Chapter 6. Degree Programme Committees

Article 28. Conditions

Students who are members of a Programme Committee during a given academic year are eligible for financial support if they meet the criteria set out in Article 2 of these Regulations.

Article 29. Amount of financial support

The financial support consists of a remuneration of €37 per meeting for a maximum of twelve meetings. Extraordinary circumstances may lead to compensation for more than twelve meetings.

Article 30. Request procedure

1. Requests for financial support for activities performed within the scope of Programme Committee membership must be submitted in writing to the relevant Faculty Board between 1 September and 1 February of the academic year following that in which the activities were performed.
2. Requests submitted after 1 February of the academic year following the year in which the activities were performed will not be processed unless the individual submitting the request can prove that the request was delayed due to force majeure.

Article 31. Documentary proof

The student must submit to the Faculty a declaration from the Chair of the Programme Committee, stating that the student was a member of the committee during the academic year to which the request pertains.

Article 32. Payment of financial support

Payment will take place once the academic year in which the membership occurred has ended.



Appendix 4. Example agenda for OC meetings

A standard agenda looks as follows:¹

- 1) **Opening:** the Chair welcomes the participants at the appointed time. This marks the official start of the meeting.
- 2) **Announcements:** absence notifications and announcements relating to topics relevant to the meeting are read. If any of these require discussion, they may be moved to Any Other Business, added to the agenda as separate items or postponed until a future meeting.
- 3) **Approving of the agenda:** sometimes items are removed from or added to the agenda.
- 4) **Minutes of the previous meeting:** the minutes will have been included in the documents sent to the members before the meeting. Usually, the minutes will be discussed. Participants may submit proposals for emendation or ask questions to clarify matters. Questions should not result in debate. It is the Chair's duty to ensure that this does not happen. The Chair will also discuss the list of action points, a list at the end of the minutes stating the activities to be performed concerning items covered in the meeting, stating who will do what and when.
- 5) **Documents received and sent out:** relevant documents are mentioned by the Secretary.
- 6) **Items:** the Chair or the person who placed the item on the agenda will give an explanation. How the item is dealt with will depend on its status, which depends on, for example, the difference between the right of consent and the right of consultation when discussing OER issues. To conclude, the Chair will summarize the outcome of the discussion and ensure that there is agreement on who will take what action, if the discussion warrants this. For example, who will draft the recommendations which the OC will submit to the FB. This will often be the Chair, if necessary with the help of the Secretary.
- 7) **Any Other Business:** items requiring extra attention during the meeting but which were not explicitly put on the agenda. If time is running out, these items will be put on the agenda for the next meeting.
- 8) **Questions before closure:** the Chair asks each participant whether he or she wants to add something to the meeting. This need not be a question, it may also be an announcement or comment.
- 9) **Conclusion:** the Chair makes a proposal for the date and time of the next meeting and closes the meeting.

Practical tips for effective meetings:

- A good decision is the result of a good discussion, which does not include personal attacks or repeating the same argument ad nauseam. Discussions need not be long, but they must be thorough. A good method is the BOB cycle, comprising *Beeldvorming, Oordeelsvorming en Besluitvorming*: getting the picture, forming an

¹ This example was adapted from an agenda included in the LSVb's OC manual.

opinion and making a decision. The first phase comprises brainstorming and collecting as much information as possible. In the second phase, the various points of view are listed and compared. Finally, a decision is made.

- Participants should not interrupt each other. Meetings may cause a lot of irritation if people feel that they are being cornered. If the debate becomes too heated, it may be wise to schedule a break.

The Chair may also consider the following to make meetings proceed as effectively as possible:

- Check whether the previous two recommendations are adhered to, and take participants to task in the event of infringement (during the meeting or, if this occurs regularly, outside meetings).
- Ensure that the most important items are at the top of the agenda, to prevent such items receiving too little attention or being postponed due to lack of time.
- Assign a specific time for the discussion of each item on the agenda. Although slight deviations from this schedule may be tolerated, people are inclined to formulate their thoughts more carefully and make decisions more quickly if there is a clear timeframe.
- If certain members often take centre stage, it may be an idea to explicitly ask the less outspoken members to give their opinions. This could also contribute to a better balance between the input of staff and students.

Appendix 5. Visibility of the OC

Introduction

The OC represents all people involved in the degree programme, students and staff. Of course, the student members of the OC must represent all the students, and the staff members all the staff in the degree programme. It is therefore important to both staff and students to know what is happening in the degree programme, also outside their own personal scope. This means that if staff or students encounter a problem or have an idea which is relevant for the OC, they will have to be able to convey this to the OC. Therefore, the OC should be accessible, and both staff and students should know how to get in touch with it. For this reason, we have outlined several best practices to increase both the visibility of the OC and people's access to it. In large degree programmes, the OC's visibility among students is extra important because there it is obviously more likely that a student who wants to report to the OC will not know any OC members personally or may even be unaware that the problem concerned is something the OC should know about. This makes it even more important that students are familiar with the OC. Therefore, consider the following tips and see which ones are already being used by your OC and which should be introduced or perhaps upgraded. Although promoting the OC among students is probably best done by its student members, the entire OC is responsible for promoting its visibility and accessibility throughout the degree programme.

Best practices

- Make the OC visible online, by placing regular *updates on Nestor*, for example, or creating a *Facebook page*. Ensure that each meeting the visibility and external communication is on the agenda, so that all members can think about what should be published.
- Ensure that the OC has a *general e-mail address*, from which messages can be forwarded to all members, for example, or only the Chair and the Vice Chair. Ensure that at least one staff member and one student member receive these messages, and that it is clear who will respond to certain messages and in which timeframe.
- The OC could also publish an *online newsletter* for distribution within the degree programme.
- By holding regular *evaluations* and doing so in different ways, the OC can show that it is interested in the teaching within the degree programme and what could be improved. After examinations, for example, an evaluation form to be completed after the exam could be alternated with an open request for evaluation sent out by e-mail. Note, however, that evaluations should not be held too frequently, since this might discourage students.
- Ensure that *feedback* is given about these evaluations via one or more channels of communication, to keep students motivated to participate in evaluations.
- Ensure that the OC has contacts with the Faculty *study association or associations*, which are also a source of information about the degree programme.
- In larger degree programmes, the *Year Platform* also offers opportunities for better contacts with students. Student members of the OC could *introduce* themselves and the OC's activities to *first-year students*, for example by *giving a talk* during a mentor group meeting or seminar. Another way of introducing first-year students to the OC is

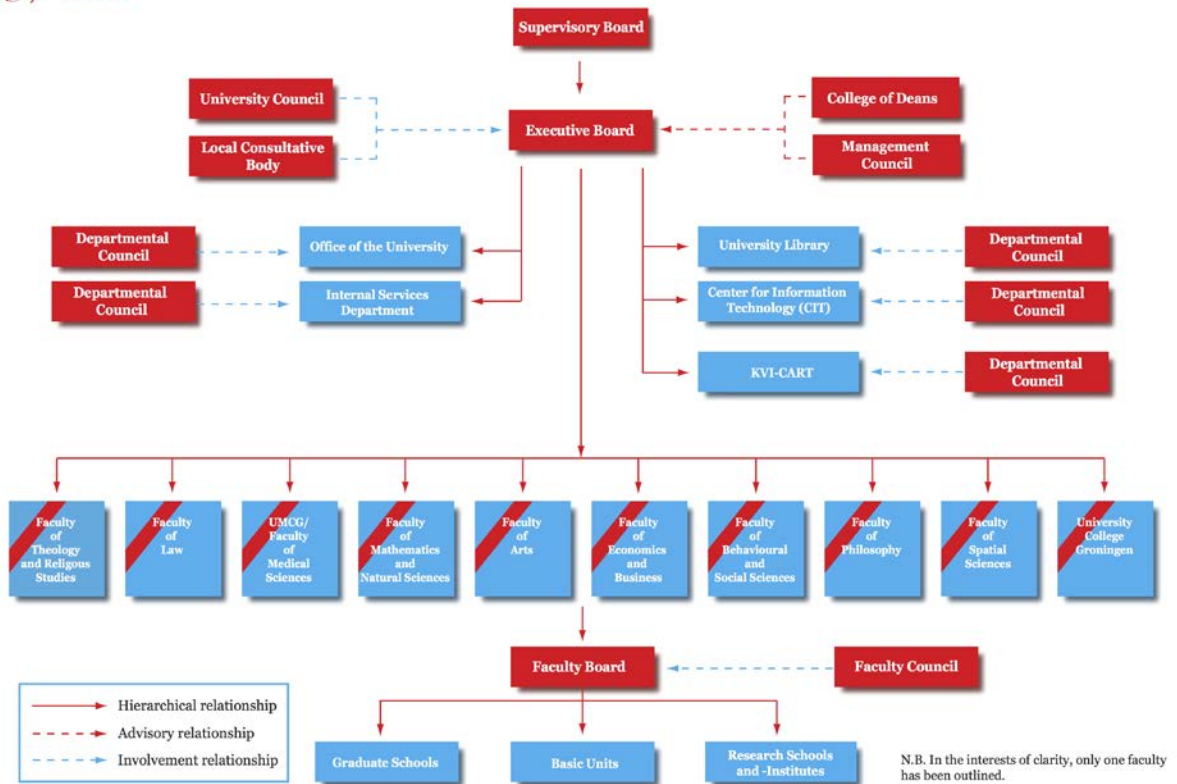
by holding an event to familiarize the students with all organizations and bodies that may be relevant to them.

- Early in the academic year or around examination periods, for example, you could *put up posters* to notify students that they can submit questions or comments about the degree programme to the OC.
- Also introduce the OC online, for example on Nester, with one or more photos and e-mail addresses (member addresses or the general OC address).
- In some Faculties, regular *meetings* are organized for the student members of the OC and the Faculty Council and the student assessor. This may increase this group's knowledge of affairs but also its visibility.
- Ensure that the OC has a *pigeonhole*, so that students can provide feedback, if necessary anonymously.



Appendix 6. Organogram of the University of Groningen

Organogram University of Groningen



Appendix 7. Annual report

Below are several rules of thumb and tips that may be used when writing the annual report to be sent to the FB. Note that this report covers an academic year, and write it with a view to the PDCA cycle. The following, at least, must be included in the report:

1. Composition, scope and functioning of the Programme Committee
List the composition of the Committee over the past academic year or provide a list of members and changes in membership in an appendix. Also state the names of the Chair (and Vice Chair) and the Secretary, and list which degree programmes are covered by the Committee. Briefly discuss the way the Committee functions.
2. Number of meetings and main agenda items
State how many meetings the Committee held and the main items discussed. If a Programme Director, Director of Education or Faculty Board representative attended one or more meetings, this should be noted too.
3. OER recommendations issued and approval/non-approval
Briefly state the OC's responses to the OER changes proposed by the FB or the Director of Education and whether the OC consented or not. Also list the recommendations issued. Briefly summarize how the FB or the Director of Education responded to these recommendations and what they have done with the OC's suggestions or proposals.
4. Advice (solicited and unsolicited) and resulting actions
List the signals given by the OC regarding the quality of the teaching and what actions were taken as a result. What persons or bodies have been addressed, and how has the Faculty Board, for example, responded to these signals and what have they communicated to the OC about them. This may include both advice requested from the OC and advice given of its own accord.
5. Review of last year's issues
Review last year's annual report and discuss what has since been done with the issues listed there.
6. General issues
List the issues that may (still) need attention after the past academic year or should remain open, for example, problematic course units.

Appendix 8. List of abbreviations and terms

BAC	Appointment Advisory Committee
BKO	University Teaching Qualification
Professor by special appointment	Professor who has been appointed by an organization outside the University with the University's approval
BSA	binding study advice: statement issued by the University that a student may continue his or her studies or should withdraw from the degree programme (positive or negative BSA)
CBE	Board of Appeal for Examinations
CIT	Center for Information Technology
CvB	Board of the University: the executive board of the University of Groningen
CvD	Committee of Deans
Dean	Head of a Faculty Board
Dr	Doctor (person who has been awarded a PhD)
FB	Faculty Board
FdL	Faculty of Arts
FEB	Faculty of Economics and Business
FGG	Faculty of Theology and Religious Studies
FR	Faculty Council: consultative participation council at Faculty level, elected from and by staff and students of the Faculty concerned
FRG	Faculty of Law
FRW	Faculty of Spatial Sciences
fte	full-time equivalent
FSSC	Financial Shared Service Centre
FWB	Faculty of Philosophy
FSE	Faculty of Science and Engineering
GMW	Faculty of Behavioural and Social Sciences
Graduate School	Organizational structure for the support and supervision of PhD students who follow advanced courses and perform research
ISB	International Student Barometer: international survey among students studying at a university outside their native country
KNAW	Royal Netherlands Academy of Arts and Sciences
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Netherlands Organisation for Scientific Research
OBP	Support and management staff
OC	Programme Committee
OER	Teaching and Examination Regulations
PDCA	Plan-Do-Check-Act (or Adjust)
Ph	<i>Portefeuillehouder</i> (e.g. ph Onderwijs: Member for Education)
Prof.	Professor
RFF	Rosalind Franklin Fellowships: a prestigious programme of the University of Groningen aiming to attract talented women PhDs (Rosalind Franklin Fellows) who wish to become professor
RUG	University of Groningen
RvT	Supervisory Board
SKO	Senior Teaching Qualification
SODOLA	Organizational structure for regular consultation between the research school directors
ReMa	Research Master
UB	University Library
UCF	University College Fryslân
UCG	University College Groningen

UD	Assistant Professor
UGCE	University of Groningen Centre of Entrepreneurship
UGY	University of Groningen Yantai
UHD	Associate Professor
UMCG	University Medical Center Groningen,
UR	University Council: consultative participation council at University level, elected from and by staff and students of the entire university
VSNU	Association of Dutch Universities
WHW	Higher Education and Research Act
WP	academic staff

