

## Student success at the heart of 2024



### Annual Report of the General Council 2024

August 2025

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## Foreword by the Chair

Participation is a human endeavour. That is why it is fitting to start by paying a huge compliment to all those staff members and students who have worked hard for THUAS. Participation improves decision-making. The active and substantive contribution of so many people is indispensable in this regard. So, thank you very much!

There have been some major issues: the educational vision, the framework letter (including an addendum with additional and binding agreements between the General Council and the EB), discussions about efficiency plans and reorganisation, the future of research at THUAS and the participation regulations. I would like to briefly highlight the latter two topics here.

Research is becoming increasingly prominent at THUAS. Two elements require special attention in this regard. On the one hand, there is the focus on linking education and research. Too often, research takes place in isolation, and students and staff struggle to find connections with the educational programmes. Fortunately, there are positive examples, but there is still much to be done to ensure that education and research reinforce each other at THUAS.

On the other hand, there is the method of managing research. The EB has opted for a reinforced matrix, in which the management of lecturers and lectureships remains divided. The General Council is critical of this and has made this clear on several occasions. The knowledge domain benefits from more unambiguous management and, moreover, one in which the distribution of resources is not entrusted to people who themselves have an interest in this. Let lecturers and their researchers do what they do best and leave the management tasks to someone who has been specially selected and appointed for this purpose.

At the request of the EB, the General Council began to consider the participation regulations. An initial discussion on this topic became bogged down in differing views on improvements to the regulations and the relinquishment of powers exceeding those required by law (a wish of the EB). The General Council therefore began to consider what it would like to see. A more readable version is important, but so is a seat for research on the General Council. In addition, there were practical aspects surrounding the organisation of the participation elections that could be modernised. The most important thing was that the GC (in a unanimous decision) did not want to relinquish any powers beyond those required by law. This was also discussed at length with colleagues from the decentralised participation bodies.

Although the GC and the EB did not have the same starting points, both parties felt it was worthwhile (on the advice of the SB) to embark on a joint process. It was then agreed to engage Ms Saskia Lasseur and colleagues to supervise this process. After many discussions, she presented a proposal for revised regulations and a supplementary covenant setting out improvements to the participation culture. This work formed the basis for further discussions between the General Council and the EB, which continued in 2025. The aim of producing a new version of the regulations by 2024 has therefore not been achieved. It has now become clear that it will not be possible to reach any agreement on the participation regulations without relinquishing powers that exceed those required by law, which the GC is not prepared to do. More on this in the 2025 annual report.

I would like to take this opportunity to express my great appreciation for the high-quality, honest and pleasant support provided to the participation at THUAS by the Registry team. I would also like to thank the EB and its support staff for their cooperation.



Participation is people work, and participation improves decision-making. Let this be clear to everyone within the community of THUAS, and may everyone responsible for this continue to strive to do what is best for our wonderful school.



Diederik Brink, Chair of the General Council 2023-2025



# 1. Introduction

Before you is the annual report of the General Council on Participation, reflecting on a year of constructive cooperation, dedication and advancement.

The General Council thereby fulfils its legal obligation to report annually in writing on its activities, but above all, this document is intended to contribute to informing all stakeholders. This annual report covers the calendar year 2024 and thus encompasses two academic years, the second part of 2023-2024 and the first part of 2024-2025.

Over the past year, the members have worked to promote the interests of students and staff, contributing critical and proactive input on policy-making, educational improvement and organisational developments within THUAS.



This report contains facts and figures, as well as an overview of the most important themes, successes and challenges that have been experienced. From strategic policy choices to practical improvements, the council has done its utmost to ensure that the voices of students and colleagues are heard loud and clear.

*Members of the General Council during the start conference in August 2024*

# 2. General Council 2024

Because the terms of office follow the academic year and not the calendar year, the composition of the General Council changes annually on 1 September. This concerns the academic years 2023-2024 and 2024-2025.

## 2.1. Composition

As of 1 January 2024, the council consisted of 19 members. One of the student members resigned on 1 June 2024 due to starting a full-time final internship, which could not be combined with the work of the General Council. This vacant seat was filled by the next candidate on the reserve list. From 1 September 2024, the composition changed as a result of the representative elections in May of that year, but the number of members remained the same at 19. After the installation meeting on 2 September 2024, 15 members started the second year of their term of office, one of whom was a student member with previous experience and four of whom were completely new.

Throughout the year, Diederik Brink was the Chair of the General Council and Tjitske Irausquin-Land was the vice-chair for staff. The position of vice-chair for students was initially filled by Marjorie Miranda, who was succeeded by Colin Feiter after the summer.

The installation meeting and elections of the chairs were again led this year by the Registry, Gofrie



van Lieshout, under the supervision of the Chair of the Electoral Committee, Esterella de Roo. In December 2024, one of the members announced that they would be leaving THUAS. As the next candidate on the reserve list had already left THUAS, this seat was not filled.

[Appendix 1](#) shows the complete composition of the GC in 2024, for both academic years.

## 2.2. Ambitions & course

The transfer of files went smoothly, thanks in part to the large number of members who started their second term on 1 September 2024. Ambitions and priorities initiated in 2023 were taken on board and increasingly implemented. The approach of putting own initiatives on the agenda became increasingly structured in the course of 2024 and led to them actually being put on the agenda for decision-making. Topics that were in line with the 2024 management agenda were linked and thus reinforced.

Topics that were put on the agenda (in random order) on the initiative of the General Council with the EB and/or the SB:

**Sustainability** – On the initiative of the GC, discussions were held with relevant policy officers about accommodation, facilities and climate control, but sustainability aspects relating to personnel policy and terms of employment were also on the agenda. At the insistence of the GC, this is also addressed in the Framework Letter.

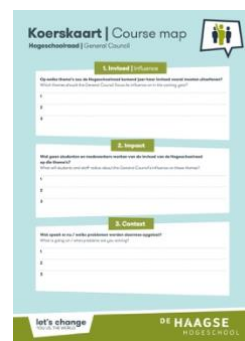
**Social safety** – For the General Council, social safety was a theme that ran through all discussions and was included in the preparation of all advice and decisions.

**Student housing** – Students brought the issue of student housing to the attention of the board. This led to discussions between students and policy officers. Ideas were shared, the need was emphasised, and it is now on the agenda.

**Student Community Fund** – Students from the General Council have ensured that this fund for student initiatives has been put back on the map. Agreements have been made about assessment and budgeting, and the fund is once again 'operational'.

**Focus on inclusivity around holidays and commemorative days** – at the request of the General Council, a pilot project has been launched to focus on Islamic, Hindu, Chinese and Jewish holidays in addition to Christian holidays when planning school activities such as examinations and days off.

**Student assistant vacancies** – at the insistence of students on the General Council, the visibility and accessibility of vacancies for student assistant positions has been improved.



### 3. Impact achieved & challenges

In 2024, a great deal of time and energy was spent gathering input from the constituency in order to carefully consider and formulate the requested decisions and advice. This sometimes led to heated discussions due to differing perspectives, delays or rejection of intended decisions. Ultimately, the dialogue always contributed to improving the decisions and the support for them.

#### 3.1. THUAS in general

Political developments in 2024, in particular the internationalisation policy, the language issue and the announced cuts in higher education, had an impact on developments within THUAS. They also influenced the context in which the dialogue was conducted on various general themes, such as:

**Contraction** – In 2024, the Executive Board announced that, in view of the declining number of students, declining government funding and the discontinuation of temporary resources, substantial measures were needed. The General Council was involved in this and remained critical of the choices made in all decisions taken in this light.

**F/IT reorganisation** – The informal discussions between decentralised employee participation bodies and directors (HRM and relevant service department) initiated by the General Council and the Registry had already been set in motion in 2023 and continued in 2024. This approach led to successful cooperation. Thanks to timely consultation, everyone was well informed and there was mutual understanding of each other's possibilities and limitations. At the request of the General Council, an additional section on communication was added to the reorganisation plan.

**Participation regulations** – In 2024, the modernisation of the participation regulations was taken up again, as was also included in the signed cooperation agreement between GC and the EB. The discussions on this subject did not lead to new, widely supported regulations, and the dossier will be put back on the agenda in 2025.

#### 3.2. Education, Research & Student affairs

The [appendices](#) contain a complete overview of all decisions and advice made in 2024. A selection of the topics relating to Education, Research & Student affairs:

**Educational vision** – There was much discussion with the support base, administrators and policy officers about the implementation of the educational vision adopted in 2023. Throughout the year, the General Council was kept informed about the progress of the implementation, both in terms of the process and the impact achieved.

**Model EER** – The model EER, which replaced the BSA with a DSA (Urgent Study Advice), met with considerable resistance. Because there was insufficient support within the organisation for this change, the GC insisted that the 'old' BSA be reinstated, which was then consented to. The EB and GC agreed that the coming year would be used to start a dialogue with each other in order to arrive at a supported advice for student success.

**Research** – Where possible, the General Council provided critical but constructive feedback, both solicited and unsolicited, on planning and decision-making relating to the theme of connecting education and research. Examples include the research group portfolios, the organisational matrix and agreements on the position of lecturer-researchers and leading lector.



### 3.3. Business Operations

The [appendices](#) contain a complete overview of all decisions and advice in 2024. A selection of the topics relating to Business Operations:

**Framework letter 2025** – The intended decision on the framework letter 2025 failed to convince the members of the GC to consent before the summer recess of 2024. Among other things, the lack of realistic objectives and the imbalance between ambitions and execution power were reasons for rejecting the framework letter. The details of the assignment letters to directors, which were intended to lead to more efficient processes (so-called DOP lines), were also not yet available. After the summer, the GC was informed about this in confidence and intensive discussions led to the drafting of an [addendum to the 2025 framework letter](#). This addendum contains additional agreements that will be monitored jointly by the GC and the EB during the calendar year. After this was adopted, the green light was finally given for the 2025 Framework Letter.

**Workload policy & Professionalisation plan** – Both dossiers were dealt with in line with the framework letter, and the GC did not consent to these intended decisions before the summer either. The members felt that insufficient attention was paid to the (further) development of the professional component and internal mobility in the professionalisation plan. With the amended Professionalisation Plan 2<sup>nd</sup> submission, consent was given just before Christmas. The work pressure policy was upheld by the EB and postponed until 2025.

**Budget 2025** – In December, the GC consented to the budget after a number of commitments by the EB, such as that there would be no changes to the structure of the faculties during the period of the Institutional Plan 2023-2028 and that there would be no organisation-wide reorganisation in 2025.

## 4. Work processes and collaboration

### 4.1. Decision-making cycle

Each academic year is divided into five periods (decision-making cycles) in which decisions and advice are made and prepared. The General Council receives the intended decisions of the Executive Board via the Registry with a request for advice or consent. In addition, the General Council also receives adopted decisions for information. Decisions are taken during the last meetings of each cycle, the Internal Meeting (IM) and Official Meeting (OM). Prior to this, the GC committees for Education, Research & Students (ER&S) and Business Operations (BO) consult with the relevant portfolio holders of the EB (with or without their advisers). During these committee meetings, substantive questions are asked and discussions are held in preparation for the OM. The decision made in 2023 to move from six to five cycles has had a positive effect.





There is more time for preparation, less pressure to meet, and in general, documents are submitted to the GC department on time before the agreed deadline. In 2024, members of the committee also met more often outside of the formal consultation moments, which improved decision-making. Additional information sessions by colleagues from service departments involved in policy implementation also contributed to this.

(click on the image for the meeting schedule)

The current meeting schedule can always be found on the [General Council's intranet page](#).

## 4.2. Working method

The practice of starting each cycle with a meeting between the chairs of all sub-councils and the daily board of the GC was continued in 2024. Those present inform each other, the chair can provide an update on matters that are relevant to the GC, and the signals and questions that are relevant to the sub-councils are collected.

During the first work meeting of the GC, the files received from the EB are assigned to the committees, agreements are made about the preparation, and all other current issues are discussed.

In order to carefully deal with the number of intended decisions and the variety of topics, the files were divided between the two committees mentioned above. After the committee meeting, the chairs presented their advice to the other members of the GC during the second work meeting. During this meeting, all decisions were discussed in plenary. Additional questions or decisions already taken were sent in writing to the EB via the Registry. The response could then be included in the joint meeting, the OM. In between, the EB and the DB met for a brief preliminary discussion of current issues and to set the agenda.

This meeting was always a valuable one because neither board shied away from difficult topics and any communication issues were tackled here.

In the meantime, colleagues could always be called upon to explain files in short sessions or presentations in preparation for decision-making. In 2024, GC had no specific work groups outside the committees described.

**Participation at THUAS**

Council / committee	Subjects	Discussion partners
General Council	The General Council considers general central issues that affect all THUAS. This gives you influence on the administrative and strategic course of THUAS.	Executive Board and Supervisory Board
Faculty Council	Organisation of the own faculty.	Faculty director
Services Council	Organisation of services.	Service directors
Centres of Expertise Council	Organisation of the Centres of Expertise.	Leading lectors
Degree Programme Advisory Committees	Influence on the content and quality of your programme.	Programme managers



### 4.3. Cooperation and connection with decentralised participation, the EB and the SB

**Decentralised participation** – apart from during the Daily Board's meetings with the chairs of the sub-councils, in 2024 the GC established more contact with its constituents than in previous years. The position of the representatives of an organisational unit in the GC (both staff and students) was utilised more and better by actively communicating that they function as a point of contact for the GC. This was done both when gathering feedback/input on files and when requesting attention for issues that are relevant to decentralised participation. In general, the constituency was able to reach the GC well and vice versa.

**EB** – In mid-2024, it was jointly decided to schedule regular informal dialogue sessions in addition to the formal meetings, during which the Executive Board and the Chair of the EB would discuss issues that are not formally on the agenda but are nevertheless important to discuss. These discussions were considered pleasant and important by the Executive Board.



*Members of the GC, EB and SB during the kick-off conference in August 2024*

In July 2024, a joint reflection session was organised for all members of the GC and the EB. Experiences and expectations were shared in an open atmosphere. Topics discussed included communication, the need for informal moments and the extent to which people 'on the work floor' feel heard and seen by the directors. The results were later shared with the aim of further strengthening cooperation.

**Supervisory Board** – In 2024, two formal meetings were held with the members of the SB. Insights and experiences were exchanged and the more complex issues in particular were discussed. The member who sits on the SB on the recommendation of the GC announced her departure in 2025. The GC will be involved in the recruitment of a successor in 2025.



## 5. Participation elections 2024

From 27 May to 9 June 2024, elections were held at THUAS for the 188 vacant seats on the councils and committees. With 257 candidates, elections were held in 32 electoral districts.



*Announcement of results 12 June 2024*

### 5.1. General considerations

In 2024, the online election process was again supported by WebElect. This process was evaluated with them and the points for improvement and development will be taken into account for the 2025 elections. The results of the elections led to an objection being lodged with the appeals committee.

With the start of the Pabo/Halo, quality seats were established at the DPAC Halo and DPAC Pabo for this Dual Degree, so that the participation could be well organised. Despite the good preparation, this still led to an appeal by the DPAC Pabo and FC SWE against the election results and the course of events. The appeals committee was unable to rule due to the expiry of the appeal deadlines, but did issue urgent advice to enter into discussions about the structure of the representative body for this variant. Partly as a result of this, the GC pointed out the importance of paying attention to how the representative body should be organised for new variants (representative body follows decision-making power).



## 5.2. Facts & Figures

The overall turnout in 2024 was 8.5%. This was higher than in 2023, when it was 7.6%. The increase in the turnout among students was remarkable in comparison to the decline among staff.

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

- General Council 95%
- Faculty Councils 95%
- Services Council 100%
- Centres of Expertise Council 100%
- Degree Programme Advisory Committees 81%

For the first time in years, in 2024, both the Centres of Expertise Council and the Services Council were fully staffed after the elections. The General Council remained at 95% occupancy, unchanged from 2023. In contrast, occupancy in the faculty councils and degree programme advisory committees improved slightly.

In [its evaluation report](#), the Electoral Committee identifies the points for attention in 2024, supplemented with advice for 2025. This report has been submitted to the GC as the client of the Electoral Committee.



## 6. Strengthening the quality of participation: facilitation and support

### 6.1. Professionalisation

During the start conference in August 2024, the new GC members took part in the training course Introduction to participation in university of applied sciences. This start conference marks the start of the participation year and the two days were entirely devoted to getting acquainted, discussing the course and ambitions, and initiating cooperation with the EB and the SB.

As the majority of the members were entering their second term, there was plenty of opportunity to reflect on the first year. Together, they looked at the successes and lessons learned to take forward. The EB and the SB joined in and discussed current issues, each other's roles and mutual expectations. The start conference was well received by all participants.



*Student members of the General Council during the start conference in August 2024*



*Staff members of the General Council*

The feedback provided by the participation council members during the evaluation meeting on the professional development programme has been incorporated into the programme for 2024-2025. GC members mainly made use of the shortened advanced modules offered, such as 'Influencing policy' and 'Conversations with impact'. In a small GC committee, the trainer prepared the content of the practical session of the Finance training course in a more intensive and targeted manner, so that GC could be better prepared for the discussion of the University College budget for 2025.

New to the 2024-2025 professional development programme was the Leadership in Participation training course, aimed at (vice) chairs and secretaries. Two members of the daily board and the Chair of the E,R&S committee took part in this training course.

### 6.2. Provision of information

GC members have access to the 'participation' intranet pages, where all relevant information can be found. The [digital environment](#) was completely revamped in 2024 and [newsletters](#) were sent out regularly, per cycle.



In 2024, communication between GC members and the Registry about procedures and practical matters took place largely via Teams. All documents were also shared here in the various channels. As usual, the agenda items were posted in iBabs, which all GC members have access to.

### 6.3. Participation budget

The budget for 2024 amounted to **€1,405,000**, including the additional funds made available by the Ministry of Education, Culture and Science to strengthen participation. The majority of the available budget for participation is earmarked for personnel costs.

**€1,334,000 Personnel costs**

Staff hours, student allowances, electoral committee and Registry support team (Registry staff are seconded from the Office of the Board).

**€ 71,000 Other:**

- Professionalisation (including the start conferences, central kick-off and programme training courses).
- Communication tools (design and purchase of campaign materials, photo shoots, translation agency).
- Other facilities (interpreters, minute-takers, catering, hire of AV equipment).
- Elections.

As expected, the budget for other facilities was insufficient and was exceeded.

For 2024, the budget was drawn up by BA&C in the same way as in previous years. The Registry submitted a proposal to enable more specific budgeting, providing greater insight into the resources available for fixed and variable items.

A new facilities scheme came into effect on 1 September 2024, resulting in an increase in costs, particularly for the sub-councils. However, the costs remained within budget because not all available seats on the councils and committees were filled.

### 6.4. Participation regulations and facilities

Apart from a minor technical change, no amendments were made to the participation regulations in 2024, as mentioned earlier in this report. The facilities regulations were updated, however. This was prepared in 2023 and came into effect on 1 September 2024. The unequal distribution of hours between students and staff was rectified and the instructions in the collective labour agreement were also followed in these amended regulations.

### 6.5. Registry team

The support provided by the Registry for participation in general and the role of the registrar as advisor to the GC in particular was no different in 2024 than in the previous year. The registrar and the Daily Board held weekly meetings, and the team prepared and coordinated all facilities for the GC.



## 7. Appendices

1. Composition of the General Council
2. Decisions and advice 2023-2024
3. Decisions and advice 2024-2025
4. Reflection of the General Council on SVM



## 1. Composition of the General Council

Until 1 September 2024, the following members sat on the GC:

Electoral district	Staff	Student
BFM	Sudhan Balakrishnan	Elsa Decruppe (until 1 June) Vlad Polienov (from 1 June) Collins Matthew
PLS	Remmelt de Weerd	Marjorie Miranda Marijn Rijk
HNS	Christine Kick	Jelle van Lier Jacques Bourgeois
ITD	Petra de Rijk	Youri Hemelop
M&O	Diederik Brink	Colin Feiter
SWE	Tjitske Irausquin-Land	Jermano van Engelen
TIS	May Almuhsinawe	Lara Gomaa
Service departments	Evert Treur Chantal van der Horst Vacancy	N/A

From 1 September 2024, the following members will sit on the GC:

Constituency	Staff	Student
BFM	Sudhan Balakrishnan	Vlad Polienov Collins Matthew
PLS	Remmelt de Weerd	Marjorie Miranda Marijn Rijk
HNS	Christine Kick	Jelle van Lier Jeffrey van Loon
ITD	vacancy	Akram Achahboun
M&O	Diederik Brink	Colin Feiter
SWE	Tjitske Irausquin-Land	Jermano van Engelen
TIS	May Almuhsinawe	Lara Gomaa
Service departments	Chantal van der Horst Brigit Koek Frederiek Lammers	N/A

Until 1 September 2024, the following members were elected to the Daily Board and as Chair of the committees:

Body	Elected	Role
Daily Board	Diederik Brink Tjitske Irausquin-Land Marjorie Miranda	Chair Vice-Chair, Staff Vice-Chair (students)
Business Operations Committee	Youri Hemelop Chantal van der Horst	Chair Vice-Chair
Education, Research & Student affairs Committee	Remmelt de Weerd Marijn Rijk	Chair Vice-Chair

The following change in the chairmanship of the Executive Board and committees took place on 1 September 2024.

Body	Elected	Role
Daily Board	Diederik Brink Tjitske Irausquin-Land Colin Feiter	Chair Vice-Chair, Staff Vice-Chair (students)
Business Operations Committee	Christine Kick	Chair
Education, Research & Student affairs Committee	Akram Achahboun	Chair





## 2. Decisions and advices 2023-2024

Cycle	Document no.	Intended decision	GC decision
3	24uit00935	Annual plan 2024-2025, second submission to GC	Approved
	23uit00908	Adjustment to EB portfolio distribution	Positive advice
	24uit00289	Regulations for enrolment and deregistration from publicly funded programmes 2024-2025, second offer	Approved
	23uit00665	Revised Facilities Regulation for Participation, including extension of hours in accordance with the collective labour agreement	Approved
	24uit00269	Participation elections 2024: Classification of electoral districts (for information) and amendment to the Participation Regulations (for consent)	Approved
4	24uit00346	Processing of 2023 results	Approved
	24uit00316	Update ICT Regulations	Approved
	24uit00317	Reorganisation plan for F&IT service department 2024	Approved
	24uit00315/ 24uit00542	Rules of conduct and disciplinary measures	Approved
5	24uit00711	Business cases for cross-sectoral university of applied sciences master's programmes: Transition to Health and Wellbeing Data-driven business Sustainability Transitions Human Capital Innovation	Approved
	24uit00710		Approved
	24uit00712		Agreed
	24uit00713		Approved
	24uit00714		Approved
	24uit00783	Framework letter 2025	Not consented to
	24uit00685	Workload policy and approach	Not consented to
24uit00686	Professionalisation plan THUAS 2024-2028: Staff representatives Student representatives	Not consented to Negative advice	



### 3. Decisions and advices 2024-2025

Cycle	Document no.	Intended decision	GC decision
1	24uit00826	Deed of amendment to the Statutes THUAS	Approved
	24uit01151	Framework letter 2025, second offer with addendum	Approved
	24uit01152	Strategic multi-year housing plan, Guide 2.0	Approved
	24uit01210	Memo on harmonisation of annual planning for 2025-2026	Approved
2	24uit01251	Business case Cross-sectoral master's programme AI Translator	Approved
	24uit01264	Business Case Applied Data Science	Approved
	24uit01229	Portfolio distribution by the EB as of 1 January 2025	Positive advice
	24uit01236	Mandatory leave days for staff in 2025	Approved
	24uit01265	University of Applied Sciences budget 2025	Positive advice
	24uit01323	Model Education and Examination Regulations (Model EER)	Approved
	24uit01252	Workload policy and approach, submission 2nd term	Not consented to
	24uit01253	Professionalisation plan for THUAS 2025-2028, 2nd submission Staff representation Student representatives	Approved Positive advice



## 4. Reflection on Student Advance Funds 2024

### Reflection of the General Council on the process and implementation of Study Advance Funding 2024

12-5-2025

The picture that is painted by the THUAS Management around the process and the distribution of the Student Advance Funds (Studievoorschotmiddelen, SVM) is generally recognized by participation councils. The dialogue with various participation bodies has been constructive. Sub-councils and programme committees were involved in the process and an overview has been made of the implemented plans. In addition, various faculty councils have also been proactively kept informed of the spending of the funds during the year, but this does not apply to every faculty to the same extent.

The student loan funds have led to extra time and attention for the described objectives. However, various sub-councils note that the exact impact, for example on extra capacity, was not always measurable or felt within teams.

There have been no major problems in the process. However, various participation bodies have reservations about both the process and its effect on the 'shop floor'. The most common of these are:

1. There has been the involvement of faculty councils, but the involvement of education teams or faculty offices was not a matter of course. This has impacted the support for the plans and the (correct) connection of initiatives to existing initiatives.
2. Within the available time sheets of employees, it was often difficult to find space for the implementation of the plans.
3. The (quality of the) intended goals and their effects (are the initiatives successful?) are and were not always clear to the councils involved.
4. Participation was involved in the planning, but was often sidelined in the monitoring, evaluation and adjustment of plans. Evaluation of the results is judged by various sub councils to be substandard.

Finally, the most important side note: with the disappearance of the funds, the question is whether there has been a lasting impact and quality improvement. Several participation bodies are not convinced of this, especially given the current shrinking financial framework at THUAS.

