

Erasmus School of Economics School Council 145

Date: Thursday 7 December 2017 at 10.00

Location: H 12-30

Draft Agenda

1. Welcome and adoption of the agenda
2. Announcements
3. Minutes of the 144th School Council (text) *(approval)* ./.
4. Follow up issues of the 144th School Council

EDUCATIONAL MATTERS

5. From Student Council:
 - Use of English within courses ESE *(discussion)* ./.
 - ESE's listing in guidebook (in Dutch: "keuzegids") *(discussion)*
 - Proposal merchandising *(discussion)*
 - Students with a disability *(discussion)*
 - "Challenge accepted" fund - investments *(discussion)*
6. Update Quality Impetus Project (QIP) *(information/discussion)* ./.
7. Milestone thesis detailed plans & *(discussion/approval)* ./.
 advices from three Programme Committees,
 the advice of the PC Economics of Taxation will be sent later

HR MATTERS

8. *Restructuring Secretariats* *(approval)* ./.

ORGANISATIONAL MATTERS

9. Resolutions Management Team October 2017 *(information)* ./.
10. *Postal Items* Management Team October and November 2017 *(information)* ./.
11. Any other business
12. Closing

For information:

- Advice from Programme Committee Economics and Business Economics on Skills Programme Economics
- *Advice from Programme Committee Econometrics on Skills Programme Econometrics*

* Update*

Draft Minutes of the Erasmus School of Economics School Council 144

Date: Thursday 9 November 2017 at 10.00, H 12-30

=====

Present:

Student Council: Sibren Iwema (SI, Chair), Elena Vollmer (EV), Nordin de Korte (NK), Seungwon Kim (SK), Abdurrahman Calkin (AC)

Personnel Council: Harry Trienekens (HT/vice-chair/chair Personnel Council), Vladimir Karamychev (VK), Rommert Dekker (RD), Brian Chung (BC) Ajay Bhaskarabhatla (AB), Lidewij Hickey (LH)

Other participants: Dean Philip Hans Franses (PHF), Vice- dean Ivo Arnold (IA), Margaretha Buurman (MB) Head Dean's Office, Elianne Baltus (PC EoT), Thomas Michelotti, President Faector, Secretary participation bodies Paula Endevelde (PE, minutes)

Not present: Student Council: Yasmin Chen, Veroniek Visser

=====

1. **Welcome** The agenda is adopted as proposed.
2. **Announcements**
 - The chair announces** that due to personal circumstances, Melissa Lin had to resign from the School Council. To start, the vacancy will be announced to all employees and ESE Election Office will follow the procedures to fill in the vacancy.
 - The dean announces that coming Saturday (11 November) the Bachelor Graduation Day will take place (two batches). LH adds that the events will be livestreamed.
3. **The Minutes** of the 143rd School Council are approved as presented.
4. **Follow up** issues of the 143rd School Council
 - *CFA*: IA: This is in the final stage and will be operational soon (remains on action list).
 - *Renovation Tinbergen building*: MB and PHF report situations that may result in some delay. Neighbouring residents have been complaining about the light from the renovated library and the expected inconvenience in this regard that the new top level will cause. Rising building prices may affect the tender and/or ESE's preferences for the building. Furthermore, due to the problems with the Polak building, building work at the campus may be prioritized differently. Related question: RD reports that due to the closed Polak building and limited elevator capacity in the T building, students come 10 minutes late into classroom. PHF replies that in these unforeseen circumstances, lecturers and students have to be as flexible as possible.
 - *Anti-virus software*: information from IT security officer has been shared with ESE community. This item can be removed.
 - *Privacy data on performance lecturers*. There is some misunderstanding as to what was meant here. Personal files of TA's are well protected in HR files (with restricted access). IA will check how the Teacher Academy, when collecting additional information on tutorials, will safeguard the personal information of TAs/lecturers. Related remark: EV notes that open comments are not (always) restricted, so students are able to see the open comments from other students. IA replies that this is not deemed desirable and will discuss this with the Education Service Centre.

EDUCATION

From Student Council:

NK announces that the Student Council is currently drafting a memo & proposal on the 'Use of English within courses ESE' since the Dutch programmes seem to use more and more English. This will probably be ready for discussion next SC meeting.

HR MATTERS

5. Letter Inspection Ministry of Social Affairs and Employment

MB explains that, after inspection, the Ministry imposes two main commitments on EUR.

Workload: A Plan of Action to reduce workload has to be established. MB informs the School Council that EUR wide, a working group is looking in depth into this. For ESE, the new allocation model is expected to bring major improvement.

RD remarks that not only the workload, but also the frustration is accumulating. Furthermore, workload varies from time to time and from employee to employee.

PHF replies that from the general employee survey, it was clear that workload is high. ESE employees, who feel that their workload is (at times) unacceptable, should discuss this in their Performance and Development meeting so that measures can also be taken on individual basis.

Aggression and violence:

Currently there is no clear system to report and register aggression and violence. This will be set up EUR-wide within 9 months.

VK remarks that the SC would like to receive information (as soon as it becomes available) on how common this is at ESE.

LH suggests that some form of (renewed) training on how to act when treated aggressively might be necessary. MB will look into this.

The School Council would like the MT to inform the employees (by regular e-mails and through the newsletter) on where they can report incidents and on how these matters will be addressed, in order to inform employees and to help them feel supported.

ORGANISATIONAL MATTERS

6. Erasmus School of Economics Strategic plan

PHF explains that this is an update of the Strategic Plan, actions that were achieved are removed and new actions added.

A discussion arises about the status and impact of this document. PHF explains that this strategy document entails the vision; details will be filled in and developed by departments and through projects. ESE will incorporate smart goals in the covenant with EUR Executive Board. This covenant will be discussed with the School Council as well as several projects that derive from this strategic plan.

Questions:

NK notes that on page 6 it is stated that ESE will continue to attract international students.

These students currently have huge problems finding homes.

IA replies that EUR wide Programme Directors have shared their concern regarding this topic with EUR executive board. Executive Board has promised to come up with a plan to arrange housing. IA adds that the quantity of ESE Masters may drop next year due to more stringent language criteria.

The School Council approves the Strategic Plan. The School Council would like to receive a list of changes compared to the last Strategic Plan.

7. Resolutions Management Team September

No remarks

8. Mailing list Management Team September & 1-15 October 2017

No remarks

9. Any other business

RD: would like to know whether ESE will provide staff members with laptops. MB replies that requests for devices can be discussed with the head of departments.

HT: Requests to send SC an evaluation of the Tenure Track system that was promised a few years ago. MB replies that this will be requested from the CBBA (through the secretary).

PHF: would like to ask the Student Council how the students' attendance of the Dies Natalis can be enhanced. The Student Council members will discuss this in their meeting.

10. Closing 11.25 hrs

Action Points

1.	Tenure track	- further adjustments CBBA criteria - is internal competitiveness felt? - student evaluations differ for male/female teachers?	MB	SC 148
2.	Quality Impetus	Update every other meeting	IA	SC 145
3.	CFA	Is ESE willing to be a partner in level 1 exam? Final stage, operational quite soon	IA	SC 145
4.	Renovation	Update when available	MB	2017/2018
6.	TA	When the TA collects data on tutorials, how will privacy of lecturers be safeguarded.	IA	SC 145
7.	TA	Request input from PC's on which kind of tutorials are preferred	Student Council (EV & SI)	SC 145
8.	ESE Sustainability	Draft a report with recommendations on how to improve/ be more visible	Student Council (SK)	SC 145
9.	Course evaluation	Open comments should not be visible for all students	IA	SC 145
10.	Evaluation Tenure Track	Will be requested from the Council for the Appointments and Promotions (CBBA)	MB	SC 146?
11.	Dies Natalis	How can level of student attendance be improved	Student Council	SC 145

SC 145 – Proposition use of English within ESE – by Student Council

Introduction

At the Erasmus University and especially our faculty, an increasing trend in the use of English is visible. This also holds for programmes with an English counterpart (Economie en Bedrijfseconomie versus IBEB, Econometrie versus Econometrics). We, as students of the faculty council, want to start a discussion regarding this tendency. We believe Dutch students, consciously choosing the Dutch programme, should not be forced into following half of their bachelor in English. Furthermore, if teaching a course in English is a last resort, the level in English of the teachers should be sufficient. For now, we focus on the Bachelor programmes offered by the ESE. Lastly, this subject is also important because of the increasing attention regarding this topic in the Dutch media and politics.

The current situation

At the moment, the following Bachelor programmes are taught in Dutch and the ESE: Economie en bedrijfseconomie (Economie), Econometrie and Fiscale economie. The English programmes: Economics and business economics (Economics) and Econometrics. In the first year, Fiscale economie equals Economie, while in the second year these programmes are for the majority equal.

Next to these programmes, the ESE offers a few more double bachelor programmes (mr.drs. programme which combines economics with law, the double bachelor of economics and econometrics, and the double bachelor of economics and philosophy). However, these all have one or two major programmes which make up most of the combined programmes. Therefore, we will stick to the next four programmes: Economie, Econometrie, Economics and Econometrics.

Up to now, in the information for both Economie and Econometrie, nothing is stated about the use of English during the bachelor. In fact, it is communicated that the bachelor will be completely Dutch.

However, students will receive a lot of study material in English; slides of lectures and tutorials, practice tests e.g. Also, books which are mainly international, are also in English. A list with important terms which are important for the Dutch interpretation, are often not given to students. The most important reason for teachers to refrain from this, is the fact that Dutch students 'will understand English after all'. Sometimes it even happens that a course has a non-Dutch lecturer. This teacher will teach then in English.

Illogical situation

The ESE is in the fortunate situation that we have such popular programmes for students in and outside The Netherlands, such that we can offer both a Dutch and English programme. Both programmes do need to be exactly equal in terms of material, such that the material could be matched if translated via Google Translate.

Currently, we only see the Dutch programme using more and more English, decreasing the difference between both programmes. It would be logical if in the Dutch programme, everything except the book would be Dutch, while everything in the international programme would be in English.

Students should expect from lecturers to create Dutch study material, especially since the material of courses does not change frequently for most courses, such that for example practice exams can be used multiple years. Would teachers find this too time consuming, a student assistant could be used. That could be done by extending their contract.

For the English programmes, students should be taught in sufficient English. However, some lecturers have an insufficient knowledge of English

Proposition

1. As a start, we want the information regarding the programmes to be as honest as possible. This could be addressed by adjusting the website to indicate that parts of the bachelor are given in English and telling the ambassadors to inform interested students that English will be used during the programmes. This will make sure future students can make a more informed choice.
 - a. An example is a student choosing between Econometrics in Groningen (which is in English) and here, can make a more informed choice.

Because we also think that a Dutch programme is of great importance (also the point of view of for example the politics and the law), but do understand the logic of English in the third year of the bachelor when international and Dutch students are mixed for both the minors and majors, we want to propose the following:

2. The first two years of the bachelor of Dutch programmes will be in Dutch as much as possible. This means that the online available material such as slides and example tests should be in Dutch.
 - a. If it is too time consuming for the teachers of the courses to translate the online material, we propose that a TA of the course could translate it instead. Where this goal cannot be met (for example books), aid should be given (by for example using a translation list with concepts).
3. At this moment there are two courses that every third year econometrics student has to follow: Philosophy of economics and Mathematical economics. It would make sense if Dutch students would follow the Dutch course, especially since the first has a Dutch equivalent. The latter of course needs to have a different approach, as there should be a Dutch teacher to teach a Dutch equivalent, such that a new lecturer should be found for the Dutch students taking this course, if possible. If this is not possible, there should be a translated list of concepts and other important material could be translated by a student assistant.

This way, students can get used to English at the university less drastically, as they will use only English books in the first two years. In the third year, they will actively start using English and thus take a smaller step to the Master which is completely in English.

4. For courses taught in English, it is important that an eye will be kept on the proficiency of English of lecturers. There is no information that there are problems at this moment, but we strongly recommend that students will be questioned about this in for example the questionnaires at the end of every course.

Progress Report Programme Quality Impetus ESE

November 2017

Introduction

An overall evaluation report of the first two years Quality Impetus Programme will be presented to the School Council in the first meeting of 2018. For now you will find a short progress update below.

Progress Tutor Academy

The Implementation of the Tutor Academy has been completed. The evaluation of the Tutor Academy's first operational year, including recommendations for the future, has been discussed with management, school council and the staff of the Tutor Academy. The recommendations will be executed in the coming period. At the end of the current academic year the performance of the Tutor Academy will be reviewed once more.

Progress Innovation Hub and intensifying large scale courses

Implementation of the Innovation Hub (staff and website) is completed. In 2018 the additional funding for projects aimed at educational improvement will be continued. Since the last progress report (October 2017) we received 3 new applications for educational innovation projects.

The last months a lot of energy has been put into the introduction of ANS. This tool enables teachers to correct handwritten exams digitally. Besides this the innovation Hub team is actively involved in the introduction of Canvas. The first Canvas pilots have recently been realised.

As of 2018 the additional funding for projects to intensify large-scale courses will be available for all courses, not only for master courses. We encourage course coordinators who want to intensify a course to take the opportunity to simultaneously introduce other educational improvements/innovations.

Progress umbrella project/skills

The skills programme is renewed for all bachelor programmes. The renewed skills course has started this September for all Bachelor 1 students Economics (block 1-5) and Econometrics (block 1-2)). For Bachelor students Economics this new Academic skills programme will continue next year. For Bachelor 2 students Econometrics a new course Academic skills has already been developed. This course will start in block 4 this year.

Communication about QIP

Staff is informed by regular QIP newsletters or by means of the ESE staff newsletter. The last QIP newsletter has been sent in October 2017.

To encourage educational innovation the QIP Programme has recently initiated a new award; the Educational Innovation award. The aim of the Educational Innovation Award is to applaud lecturers or an educational team who are actively involved in improving and innovating education. A jury, consisting of 2 staff members and 2 students will select the winner of this award. The award will be handed out during the Christmas drinks on Tuesday 19 December 2017.

Milestone Thesis – Detailed plans

Education Management

Table of Contents

Summary of Milestone Thesis plans and reactions	2
Implementation planning	3
Differentiating the bachelor’s and the master’s thesis	3
Planning bachelor thesis	4
Defining each step in the bachelor thesis process.....	5
Kick-off	5
Student registration and assigning the supervisor and second assessor	5
Proposal	6
Meeting “Get on with your thesis”	6
Hand in draft thesis.....	6
Hand in final thesis.....	6
Thesis statement.....	7
The resit	7
Number of contact moments.....	7
Exemptions from deadlines	7
Planning master thesis.....	7
Kick-off	9
Student registration and assigning the supervisor and second assessor	10
Proposal	10
Hand in draft thesis.....	10
Hand in final thesis.....	10
The resit	10
Number of contact moments.....	10
Defence	11
Exemptions from deadlines	11
Postponing graduation.....	11
Communication and support	12
Thesis manual	12
Thesis Hub.....	12
Information for supervisors	13
Assessment	13
Thesis Workflow.....	14
Appendix 1 – Examination protocol Thesis.....	15

Although the broad contours of the new bachelor and master thesis process have been drawn, many details still need to be filled in. This report aims to do exactly that. It specifies in more detail what the new thesis process for both the bachelor and master will look like.

Summary of Milestone Thesis plans and reactions

The workgroup Milestone Thesis was asked to rethink the thesis process to address the following:

- Study delay caused by the thesis. On average ESE students need 25 months to finish their master, which is 7 months more than the EUR average of 18 months. Our 2-year success rate is low (67%) and we made agreements with the CvB to increase it. Also note that we only get paid for students once they graduate. The main cause of the study delay is the thesis, which thus makes a change in the thesis process necessary.
- There is subjectivity in assessment. The way in which the grade is determined for the thesis is currently a black box. The assessment criteria are very general and it is unclear how assessors weigh these criteria when determining the final grade. The role of the second assessor is also not clearly defined and might differ across departments.
- There are considerable differences between departments in how the thesis process is organized. As a result, students within the same programme are not treated equally and the different procedures can lead to confusion. The accreditation committee also specifically recommended to align the thesis processes and the thesis assessments across the specialisations and to establish more homogeneity in these processes.

In the Milestone Thesis report three key areas for improvement were identified. In the table below we shortly summarize the key recommendations in each area and discuss the changes made following the comments of the PC's, examination board, faculty council and academic directors.

	Recommendations Milestone Thesis	Proposed changes
Structured process	<ul style="list-style-type: none"> - Uniform processes for each programme. - Strict deadlines (registration, final thesis, resit). - Resit with a maximum grade 6. - If students fail the resit → restart with new topic and supervisor. - Central allocation of supervisors and 2nd assessors. - Standardized assignments for the bachelor thesis. - Two starting moments for the master thesis. 	<p>A standardized bachelor thesis will not be obligatory. Programmes can also opt for a “traditional” bachelor thesis.</p> <p>The deadlines for the master thesis will be extended by three months to alleviate concerns about students having too little time for their thesis and to prevent the peak workload for supervisors in the summer period.</p> <p>Because of the extended deadlines, there will be only one starting moment.</p>
Communication and support	<ul style="list-style-type: none"> - Yearly thesis manuals for each programme available at the start of the academic year. - Thesis kick-off events for the major and master. - Thesis hub on LMS with all thesis related information, including online modules, FAQ, workshops, etc. 	None

Assessment	<ul style="list-style-type: none"> - Introduce Rubrics. - Strengthen role of second assessor by independently providing a grade prior to the defence. - Separate ceremony from defence. - Limited influence of the defence on the grade. 	<p>The combined individual defence and graduation ceremony will remain.</p> <p>Based on comments of the examination board, no limit will be set on the influence that the defence can have on the grade.</p>
------------	--	--

Implementation planning

The detailed plans should first be reviewed by the programme committees and faculty council before implementation starts. After approval and any necessary modifications of the plans, three implementation workgroups will be installed. The task of these workgroups is to fill in the final details of the new thesis process and to make all the preparations for a smooth start of the new thesis process in 2018 – 2019. Planning is as follows:

Review by programme committees: <ul style="list-style-type: none"> - Economics and Business Economics - Econometrics - Economics and Taxation - Accounting, Auditing and Control 	October – November (depending on date meetings) <ul style="list-style-type: none"> - Mid – End October - Mid November - Start - Mid November - Start - Mid November
Detailed plans presented to academic directors	End October
Review by school council	December 7
Update plans + make assignments for workgroups	December 8 - 22
Implementation workgroups <ul style="list-style-type: none"> - Assessment - Thesis Process - Thesis Hub 	January – August <ul style="list-style-type: none"> - January – April (assessment procedure + TER changes ready in March, final Rubrics in April) - March – August (final design plans ready in May, implementation ready in August) - March – August (final design ready in May, Thesis Hub operational in August)

The implementation workgroups will be overseen by an umbrella workgroup which guards the contents of the plans, is responsible for communication within ESE and with other involved parties (such as the exam administration), and arranges training of faculty or secretaries if necessary.

Differentiating the bachelor's and the master's thesis

The bachelor and master thesis are currently perceived as quite similar. The workgroup suggested to follow the route taken by Econometrics and transform the bachelor thesis into a simpler, more standardized project. The programme committees of the other programmes, however, had doubts about this. The general feeling is that BA3 students should be able to find their own topic and define appropriate research questions and hypotheses. We are happy to accommodate this request to keep the “traditional” bachelor thesis, but at the same time we feel that it's important to differentiate the bachelor thesis from the master thesis, as the former is worth 8 credits and the latter 16 credits. Currently, the differences between the bachelor and master thesis are described in our Examination Protocol, which can be found in Appendix 1. The described differences are rather small. They need to be made more concrete in order to be able to use them in assessment and in the thesis guidelines

for students. Note that the differences in scope in the bachelor and master thesis are currently not visible at all in the assessment criteria and assessment forms. It will be part of the task of the workgroup assessment to define the differences between the bachelor and master thesis more clearly.

Econometrics has already implemented standardized bachelor thesis assignments, and we feel there is no need for them to change this. Programmes will be free to select their own preferred type of bachelor thesis, either a standardized assignments or a “traditional” thesis. In both cases, it is important that the theses written by the students satisfy the criteria as outlined in the Examination Protocol. Note that the choice for a standardized or traditional thesis is made on a programme level, and specialisations within the programme will thus need to follow that choice.

Planning bachelor thesis

For the academic year 2018-2019 we made the planning for the bachelor thesis. This planning is based on a “traditional” bachelor thesis.

2018-2019 Bachelor Thesis - Suggested planning based on changes committees				
Block	Week	W/C	Special	Planning – resit AFTER master application deadline
Blok 3	Week 1	Jan-07		
	Week 2	Jan-14		
	Week 3	Jan-21		Bachelor thesis Kick-Off
	Week 4	Jan-28		Students register at the secretariat of the department* ¹
	Week 5	Feb-04		
	Week 6	Feb-11		Students are assigned to a predefined assignment / topic, supervisor and second assessor* ¹
	Week 7	Feb-18		
	Week 8	Feb-25	Exams	
Blok 4	Week 1 - 5			
	Week 6	Apr-08		
	Week 7	Apr-15		Students hand in proposal*
	Week 8	Apr-22	Exams	
	Week 9	Apr-29	Exams	Students receive feedback on proposal*
Blok 5	Week 1	May-06		Meeting “Get on with your thesis”
	Week 2	May-13		
	Week 3	May-20		
	Week 4	May-27		
	Week 5	Jun-03		Hand in draft thesis
	Week 6	Jun-10		
	Week 7	Jun-17		Deadline providing feedback draft thesis
	Week 8	Jun-24	Exams	
	Week 9	Jul-01	Exams	Hand in final thesis*
	Week 10	Jul-08	Resits	
	Week 11	Jul-15	Resits	
	Week 12	Jul-22	Resits	Deadline providing feedback final thesis* Deadline for thesis statement*
Summer	Week 1	Jul-29		
	Week 2	Aug-05		Hand in resit version thesis*

Week 3	Aug-12		
Week 4	Aug-19		Deadline providing feedback resit version thesis*

*Fixed final deadlines. The other deadlines are suggested deadlines which means that the student and supervisor can make different arrangements.

¹Programmes can decide to have the kick-off and registration later if this is feasible. For example in case of a standardized thesis or in case the bachelor thesis preparations are part of a course.

With the proposed planning, the resit would take place after the enrolment period for the master has closed. Having the resit before August 1 would however make the planning extremely tight. We therefore propose to keep the current practice of the thesis statement. Based on the final thesis, the supervisor will judge whether the student is likely to pass the resit, and if this is likely, (s)he can provide a thesis statement, which the student can then use for provisional enrolment in the master.

The deadline for the supervisor to provide the student with feedback is 14 days after the student has handed in his / her work. To avoid an extreme peak workload after all students have handed in the final thesis, the feedback period for the final thesis is 21 days.

Defining each step in the bachelor thesis process

While writing the bachelor thesis both the supervisor and the student go through a series of steps. Below we discuss each step.

Kick-off

The bachelor thesis will be written in the context of the major. This means that the kick-off is preferably organized on a major level. Majors are free to organize the kick-off event in their own preferred way. For example, it can be a separately scheduled lecture but it can also be part of a seminar. As there is quite some time between the date on which students register themselves and the date they actually start writing the thesis, we suggest to have both a kick-off event and a “Get on with your thesis” event. With two events, the kick-off should mainly contain information about registration and the proposal. The following topics should be discussed:

- The planning of the bachelor thesis
- Consequences of missing deadlines
- How to find a topic
- Procedure for signing up and assignment to a supervisor and second assessor
- Requirements and assessment proposal

As the majority of the information that needs to be provided is defined on a programme level, the bachelor (thesis) coordinators will make a set of standard slides available with all the required information. The bachelor thesis coordinators can add their own information to this set, such as the topics the student can choose, tips and tricks for data analysis, suggested literature, etc. The slides of the kick-off of each major need to be made available on the Thesis Hub.

Student registration and assigning the supervisor and second assessor

Students register themselves at the secretariat of the department that organizes their major.

In case the programme works with standardized assignments, students indicate their preference for an assignment. In case the programme has a “traditional” bachelor thesis, students indicate their preference for a topic. Departments are free to provide students with a list of suitable topics, but this is not mandatory. If no topics are provided, students should provide their own topic when

signing up. Allocation of all students goes via the secretariats under responsibility of the bachelor thesis coordinator.

In all cases, departments should strive to allocate students as much as possible to their preferred topic. In case too many students have chosen a certain topic, it should be determined randomly which students get their preferred topic and which their second preferred topic. The second assessors are allocated to the students at the same time as the supervisors. This is done to prevent fixed “supervisor – second assessor” couples and to equally distribute second assessor workload. In addition, doing this in an early stage can prevent that students lose time later when searching for a second assessor.

Proposal

As a good research question and design are vital for the quality of the thesis, and since the planning for the bachelor thesis is very tight, we feel it is important to set a fixed deadline for handing in the proposal and a timeframe in which the supervisor should provide feedback on the proposal. The bachelor thesis proposal should approximately contain 3 to 5 pages and should include the following elements:

- Topic
- Background of the problem the student wishes to explore.
- Research objective, main research question and sub questions.
- Provisional conceptual model. What are the main concepts and how are they related in theory?
- Research design. Which dataset will be used? If data needs to be collected, how will this be done? How will the data be analysed?
- Planning
- Provisional literature list

Meeting “Get on with your thesis”

The students need to write the thesis in a short period of time. To make sure they are off to an excellent start, we suggest to have a “get on with your thesis” meeting. In this meeting additional information about the thesis can be provided, such as:

- The planning of the bachelor thesis
- Consequences of missing deadlines
- Requirements and assessment thesis
- Specific information about data collection, referencing, etc.

To motivate students to get started, they can also be asked to give a short presentation about their proposal.

Hand in draft thesis

The draft thesis should be handed in *latest* three weeks before the deadline for handing in the final version. This is however not a fixed deadline. If the student hands in the draft thesis later, this means they will have less time to incorporate the feedback. The supervisor needs to give feedback on the draft thesis latest fourteen days after the student has handed it in.

Hand in final thesis

The date for handing in the final thesis is fixed. If the student is too late, he or she will no longer be able to hand in the thesis and will have to start over. Immediately after the student had uploaded the thesis in sin-online, it will be made available to the supervisor, second assessor, and the

secretariat. Preferably, the thesis is automatically uploaded to the plagiarism checker (e.g. Turnitin) to save the secretaries time on the plagiarism check.

The supervisor and second assessor need to provide the grade and feedback latest 21 days after the student has handed in the final thesis. If the grade is sufficient, the student should receive the grade and a short explanation what is good and less good about the thesis. In case the grade is insufficient, the student should receive detailed feedback on what needs to be improved.

Thesis statement

In case the final thesis of the student is not sufficient, but the supervisor expects that the student will be able to hand in a thesis of sufficient quality at the resit opportunity, (s)he can provide the student with a thesis statement.

The current practice is that with a thesis statement the student is automatically allowed access to the master. There is no check if the student actually managed to complete the thesis with a sufficient result before September 1st. This means that currently the supervisor should only give a thesis statement when (s)he is almost a 100% certain that the student will be able finish the thesis on time. With the new process, the supervisor will have to judge whether the student will pass the resit, which is a difficult decision to make. We therefore propose that the thesis statement will only give the student provisional access to the master. The final decision whether or not the student can start in the master will be made once the resit grades are known.

The resit

In case the grade is insufficient, the student can participate in the resit. Note that the student can only participate in the resit if (s)he handed in something on the deadline for the final thesis. In the resit, the grade can be no higher than a 6.0. The reason to put a cap on the grade is to prevent that students use the resit as an opportunity to extend the time they can work on their thesis and to prevent that the resit is used as an opportunity to increase the grade. The supervisor and second assessor need to let the student know whether they passed or not latest 14 days after the student handed in the resit thesis. The student should also receive a short explanation detailing why the thesis is now good enough / still not good enough.

In case a student fails the resit he or she will need to start over again with a new topic and a new supervisor the next academic year.

Number of contact moments

The student is entitled to at least 3 meetings with the supervisor.

Exemptions from deadlines

For the bachelor thesis, exemptions for ambitious projects and internships are NOT possible. The bachelor thesis is a course which needs to be completed in the set timeframe. Only in case the student met unfortunate circumstances beyond his or her control (such as illness) can the Examination Board decide to extend the deadlines by a maximum of one month in consultation with the supervisor.

Planning master thesis

One of the main comments on the Milestone Thesis report was that in many cases it will not be feasible for students and supervisors to finish the master thesis within the academic year. To accommodate these concerns, we therefore propose to extend the deadline from August to November. In the table below, the master thesis planning for 2018-2019 can be found. Note that the

table contains two different timelines. The first will be communicated to students, the second contains the final deadlines. The master is a 1-year programme and hence students are expected to hand in their final thesis in August. If however they cannot make this deadline, for example because of an internship, they can postpone handing in their final thesis to latest mid-November.

			2018-2019 Master Thesis - Suggested planning based on changes committees	
Block	Week	W/C	Planning – communicated to students	Planning – final deadlines
Block 2	Week 6	Dec-03	Master thesis kick-off	Master thesis kick-off
	Week 7	Dec-10		
	Week 8	Dec-17		
Blok 3	Week 1	Jan-07		
	Week 2	Jan-14	Students register online by handing in a pre-proposal*	Students register online by handing in a pre-proposal*
	Week 3	Jan-21		
	Week 4	Jan-28	Students are assigned to a topic, supervisor and second assessor*	Students are assigned to a topic, supervisor and second assessor*
	Week 5	Feb-04		
	Week 6	Feb-11		
	Week 7	Feb-18		
	Week 8	Feb-25		
Blok 4	Week 1	Mar-04	Students hand in full proposal	Students hand in full proposal
	Week 2	Mar-11		
	Week 3	Mar-18	Students receive feedback on proposal	Students receive feedback on proposal
	Week 4	Mar-25	Students start writing thesis	Students start writing thesis
	Week 5 - 9			
Blok 5 + Resits	Week 1 - 9			
	Week 10	Jul-8	Hand in draft thesis	
	Week 11	Jul-15		
	Week 12	Jul-22	Feedback draft thesis	
Summer	Week 1	Jul-29		
	Week 2	Aug-05	Hand in final thesis	
	Week 3	Aug-12		
	Week 4	Aug-19		
	Week 5	Aug-26	Providing feedback final thesis	
Block 1	Week 1 - 5			
	Week 6	Oct-07		
	Week 7	Oct-14		Hand in draft thesis
	Week 8	Oct-21		
Block 2	Week 1	Oct-28		Provide feedback draft thesis
	Week 2	Nov-04		
	Week 3	Nov-11		
	Week 4	Nov-18		Hand in final thesis*
	Week 5	Nov-25		
	Week 6	Dec-02		
	Week 7	Dec-09		Provide feedback final thesis*

	Week 8	Dec-16		
Block 3	Week 1	Jan-06		
	Week 2	Jan-13	Final deadline - hand in resit thesis*	Hand in resit thesis*
	Week 3	Jan-20		
	Week 4	Jan - 27	Final deadline - Provide feedback resit thesis*	Provide feedback resit thesis*
	Week 5 -8			

*Fixed final deadlines. The other deadlines are suggested deadlines which means that the student and supervisor can make different arrangements.

In the original Milestone Thesis plans, we had two dates (January and September) on which the student could start with the thesis. With the extended deadline, we feel that one start date will be sufficient. In case students fail the thesis resit in January, they can immediately start over with a new topic and supervisor. The extended deadline should also allow for sufficient room to combine the thesis with an internship or for an ambitious project. Last, RSM also offers only one starting moment for the master thesis, which provides clarity for both supervisors and students.

The deadlines indicated in the planning are the *final* deadlines. The student is free to hand-in the thesis earlier. The supervisor is expected to provide feedback no more than 21 days after the student handed in the final thesis and 14 days after the student handed in the resit thesis. In case the student has handed in the final version of the thesis before the final deadline and the student needs a resit, the student is free to determine himself / herself when to hand in the resit thesis, as long as it is before the final resit deadline.

As working independently and learning to make a good planning and sticking to it, are also important skills for a student to learn, the master thesis process is less structured than the bachelor thesis process. Although we provide suggested deadlines for handing in the proposal and the draft thesis, the students are free to decide themselves, in consultation with the supervisor, how they want to plan their thesis process.

Kick-off

The Kick-Off is organized by the master specialisation of the student. As the master thesis is an important part of the master, we strongly encourage to plan a separate session in which there is sufficient time for explanation and questions.

The kick-off should contain the following information:

- The planning of the master thesis
- Consequences of missing deadlines
- Procedure for signing up and allocation of supervisor and second assessor
- Finding a topic
- Requirements pre-proposal and proposal
- Requirements thesis
- Assessment criteria proposal and thesis
- Availability of online modules / information about literature search, writing, referencing, etc.

As much of the information that needs to be provided is defined on a programme level, a standard set of slides with all the required information will be made available. This will be done by the master thesis coordinators for Econometrics and Economics and Taxation. The person who makes these slides for Economics still needs to be defined. Departments / specialisations can add their own information to this set, such as the topics the student can choose, tips and tricks for data analysis,

suggested literature, etc. The slides of the kick-off of each master need to be made available on the Thesis Hub.

Student registration and assigning the supervisor and second assessor

Registration for the master thesis follows the same procedure as registration for the bachelor thesis, with one exception, students need to hand in a pre-proposal. The goal of the pre-proposal is to help the thesis coordinators assign the students to the right supervisors. In the pre-proposal the student needs to indicate:

- Topic
- Background
- Research objective
- Initial ideas for the research design

Proposal

As the timeline for the master thesis is less condensed as for the bachelor thesis, the student and supervisor are free to make their own arrangements regarding when the proposal is handed in. The master thesis proposal should at least contain the same elements as the bachelor thesis proposal. Additional requirements can be defined on a programme level.

Hand in draft thesis

De draft thesis preferably is handed in at least four to five weeks before the deadline for handing in the final version. This is however not a fixed deadline. If the student hands in the draft thesis later, (s)he will have less time to work on the feedback. The supervisor needs to give feedback on the draft thesis latest 14 days after the student has handed in the draft thesis.

Hand in final thesis

The date for handing in the final thesis is fixed. If the student is too late, he or she will no longer be able to hand in the thesis and will have to start over.

Immediately after the student has uploaded the thesis in sin-online, it will be made available to both the supervisor, second assessor, and the secretariat. After the student has handed in the final thesis, the supervisor and second assessor have 21 days to determine the preliminary grade (not communicated to the students) and provide feedback.

Supervisor and second assessor independently assess the thesis and indicate a preliminary grade in the Thesis Workflow. In case these grades are different, the supervisor and second assessor should discuss the thesis together and agree on one preliminary grade, which is then input in the Thesis Workflow by the supervisor. If this grade is sufficient, the student can request the defence, if not, the supervisor needs to provide feedback regarding what needs to be improved in the thesis.

The resit

The procedure is the same as for the bachelor thesis. After the student has handed in the resit version of the thesis, the supervisor has 14 days to provide feedback. The maximum grade in the resit is 6.0. In case a student fails the resit he or she has to start over again with a new topic and a new supervisor in January.

Number of contact moments

The student is entitled to at least 5 meeting with the supervisor.

Defence

There is a strong preference to keep the individual defence and graduation ceremony as it is. As the timeline for the master thesis has been extended to November, we feel this should be feasible. The only worry is that the majority of defences will probably take place in December (because of the deadline in November), which might not be feasible in terms of planning and capacity. In that case, some students might need to defend in January and we need to make sure that students do not have to pay tuition fee for the additional “waiting” month.

In addition, we would like to investigate if it is possible to no longer let students pay tuition fee for the month in which they have to wait for their defence. Currently, only students who defend in September don't have to pay tuition fee for the waiting month. Especially for international students the additional month of tuition fee can be a heavy financial burden.

The defence and ceremony itself will not change. Right after the defence, the supervisor and second assessor determine the final grade.

Exemptions from deadlines

In the communication to students, we will stress that the thesis should be written within the nominal duration of the master programme, hence, it should be handed in in August. If the student however needs more time, for example because of an internship or ambitious project, they can hand in their thesis latest in November. Hence, the possibility of handing in the thesis in November will already be communicated to students as a possibility for extension. Nonetheless, in case of a very long internship or a lengthy data collection process, the thesis coordinator can, in consultation with the supervisor, decide to grant an additional extension of a maximum of three months. The request for extension will only be considered if the student has a verifiable, logistic reason that he or she cannot finish the thesis on time. Such evidence could include an internship contract that extends beyond November or a detailed fieldwork planning. Procedure for requesting an additional extension:

- When handing in the proposal (March) the student needs to indicate if (s)he needs more time and why this is the case. A detailed planning and evidence that the student cannot finish in November (such as an internship contract) also need to be provided.
- The thesis coordinator decides in conjunction with the supervisor whether or not the request for the extension is granted.
- The secretariat updates the thesis workflow with the new deadlines.

In case the student met unfortunate circumstances beyond his or her control (such as illness) the Examination Board can decide to extend the deadline by a maximum of three months in consultation with the supervisor.

Postponing graduation

At RSM, students have the opportunity to postpone their graduation, giving them the opportunity to do an internship after they have finished their courses and thesis. As we now only have one start moment for the master thesis, this might be a good option for ESE as well. In order to give students the possibility to delay their graduation, they should have the opportunity to decide themselves when they request their defence. In other words, the defence should not automatically be requested after the supervisor and 2nd assessor have given their preliminary grade in the Thesis Workflow. The possibility to delay graduation is also important for students doing two master specialisations.

Communication and support

Thesis manual

Each year the procedures and rules concerning the thesis will be updated and published on the Thesis Hub using a process that is similar to the publication of the Teaching and Exam Regulations. When approved, the Thesis Manual cannot be changed during the academic year. The responsibility for the yearly update and release of the Thesis Manuals should lie with one administrator. There will be 7 documents in total:

Bachelor thesis Economics & Business Economics	Master thesis Economics & Business Economics
Bachelor thesis Econometrics	Master thesis Econometrics
Bachelor thesis Economics and Taxation	Master thesis Economics and Taxation
	Master Thesis Accounting, Auditing and Control

Besides the deadlines, administrative procedures, and assessment criteria, the Thesis Manual will contain among others the plagiarism policy, minimum and maximum number of words / pages for the thesis, what to expect from the supervisor (response time, number of meetings) and second assessor, and what is expected of the student.

Thesis Hub

The Thesis Hub will be the central location on which students can find all information regarding the thesis. Any additional information that departments provide to students, needs to be made available through the Thesis Hub. The Thesis Hub will be provided to students within their regular Learning Management System (Canvas). It is still to be decided whether there will be one hub for all students or whether separate Hubs will be made. Materials that will be added to the Thesis Hub:

- Small online modules about writing, data-analysis, and other thesis related topics. Our recommendation is to provide multiple short online modules about specific topics. The materials for the online modules will be closely linked to the materials in the Skills programme from Bachelor 1 and 2.
- An elaborate frequently asked questions section.
- Useful links to for example the University Website for data source courses, the E-Learning modules of the University Library, and to RePub for examples of other theses.
- A number of face-to-face workshops/lectures for which students can register in case they need more information on the particular topic. In addition, these workshop can be made specific for certain master specialisations as is currently the case for Financial Economics. All currently existing workshops need to be made available on the Thesis Hub and be accessible to all students. If needed, a maximum number of participants can be defined.
- A forum on which students can ask each other for help and talk about thesis related issues. The questions on the forum will not be answered by academic staff. The moderator of the forum will also not answer question but will keep the forum organized.
- Announcements of thesis related events, such as thesis awards and graduate conferences.

Requirements for the Thesis Hub:

- A dedicated Thesis Hub manager who makes sure that the content is up to date, chases people in case information is missing or outdated, and actively seeks out new content.
- Intensive cooperation with the Skills course to make sure that information regarding research methods, academic writing, referencing, etc. is up to date and in line with what students learn in the Skills course.

- Approval of the content of the materials by the bachelor and master thesis coordinators. The information provided to the students by the supervisor should be the same as on the Thesis Hub. For example, a supervisor should not ask a student to use a referencing method that is different from the methods described on the Thesis Hub.
- Clear division of roles regarding who is responsible for which materials.

Information for supervisors

Not only students need to be informed about what to expect when writing a thesis, also supervisors need to know what is expected of them when supervising a bachelor or master thesis. The thesis coordinator will be responsible for guiding new staff who do not yet have experience with supervising theses at ESE. In addition, an “information for supervisors” guide should be made available to all staff.

Assessment

The new assessment procedure will make assessment more objective and will strengthen the role of the second assessor. The following changes compared to the current situation are proposed:

- Rubrics for assessment of the quality of the thesis (Rubrics is a matrix which specifies different levels of achievements per criterion). A separate Rubrics will be developed for the master thesis and the bachelor thesis. It might also be necessary to make separate Rubrics per Programme (CROHO level) or to have one Rubrics but with additions specific to the subject area. It might also be necessary to differentiate between the traditional and standardized bachelor thesis.
- The second assessor needs to give the grade independent from the supervisor for both the bachelor and the master thesis. In case the grade of the supervisor and second assessor are the same, the student can request the defence, in case of a bachelor thesis, the grade will be sent directly to the exam administration. In case the grades are different, the supervisor and second assessor first need to discuss and agree on one grade before the student can move on to the next step. Currently, the role of the second assessor varies across departments. The workgroup Assessment will therefore further define and clarify the role of the second assessor.
- In case the grade is insufficient, the student can take part in the resit. The maximum grade that can be given in the resit is a 6.0. If no cap is put on the resit grade this can lead to strategic behaviour and various adverse effects as are currently experienced by RSM. Some departments at RSM allow (or even instruct) their students to only hand-in the title page on the deadline for the final thesis, and hence give their students more time to finish their thesis, leading to a very high number of resits. Other departments follow the rules and require their students to hand in their full thesis on the final thesis deadline. These differences between departments are unfair to the students. In addition, students also use the resit to increase their grade, which should also not be the purpose of the resit.
- For the master thesis, the defence and graduation ceremony will remain as is.
- For the master thesis, the final grade is determined right after the defence. The supervisor and second assessor should take the preliminary grade into account when determining the final grade. In case the final grade deviates more than 1 point from the preliminary grade, an explanation should be provided.

Thesis Workflow

The Thesis Workflow needs to be adapted to the new thesis process. The most important changes are:

- Students enrol themselves by filling in a digital form in sin-online. It will need to be investigated whether any changes need to be made to the existing format in sin-online. For the master thesis, this form also needs to include a pre-proposal.
- The fixed deadlines need to be coupled with specific dates. If a student is too late, the Thesis Workflow should no longer allow him or her to upload the thesis. The new workflow should allow for exceptions in case the student has special circumstances. Only the secretaries should have the rights to change dates.
- The supervisor should also be able to see in the Thesis Workflow how much time (s)he has left to give feedback.
- All written communication between student and supervisor needs to take place through the Thesis Workflow system.
- A system needs to be put in place that allows the supervisor and second assessor to provide their grade without being able to see each other's grades.

Appendix 1 – Examination protocol Thesis

Bachelor and Master theses must satisfy the same criteria to a large extent. However, there is a difference in level with regard to both the content and the conduct of the research. Furthermore, the size of the theses also differs.

Knowledge

Bachelor theses in Economics and Business must demonstrate that the student possesses substantial knowledge of (business) economics. In addition, bachelor theses in Economics and Taxation show that the student possesses knowledge of the structure of tax legislations and tax systems. Bachelor theses in Econometrics and Operations Research demonstrate that the student has thorough knowledge of econometrics and management science and is capable of using specialised methods and techniques.

Bachelor theses must show that students can reflect and interpret the most important concepts within the field of study.

Master theses must also demonstrate that the student has knowledge of a specialist subject within the field of study. Master students' knowledge must go further than that of Bachelor students, and Master theses must demonstrate in-depth and systematic knowledge of the field of study.

Insight

Bachelor students in Economics and Business are capable of analysing and explaining phenomena and problems in government and business economics by using scientific concepts, theories and research methods. They are able to analyse, explain and assess existing policies and current affairs. Bachelor students in Economics and Taxation are able to apply legislation and jurisprudence to phenomena and problems in Economics and Taxation. Bachelor students in Econometrics and Operations Research are capable of analysing and explaining phenomena and problems in government and business economics by using the theories and research methods of econometrics and management science.

Master students are capable of systematically analysing and explaining more complex economic problems, as well as analysing and explaining current problems from a variety of different perspectives.

Research skills

Bachelor students are capable of:

- formulating a main question and objective based on scientific concepts and theories.
- selecting research techniques that are appropriate to the main question.
- selecting suitable methods for data collection and processing.
- conducting literature study.
- drawing conclusions based on the results of their own research, and reflecting upon relevant social, scientific or ethical issues.

In addition to this, Master students are capable of:

- formulating a main question based on current scientific or societal developments. This main question must have never been answered before or it must be approached from a new perspective. The Master thesis must be of clear added value.
- using the latest research techniques and literature with a critical eye.
- reflecting on their own research with a critical eye. In doing so, Master students must take into account the basic principles and the limitations of the chosen methodology.

- establishing realistic recommendations and showing creativity and insight with regard to social and scientific standards and values.

Communication

Bachelor theses must demonstrate that the student is capable of producing a university-level written report.

Master theses must display that the student is capable of interpreting complex research and complex results both in writing (thesis) and verbally (thesis defence) in a way that is understandable to a wide audience.

Independence

Bachelor students carry out their research under the guidance of an ESE lecturer. Bachelor students can reflect on their own academic activities with a critical eye and can adjust their own conduct if necessary.

Master students are capable of conducting the research completely independently and displaying that they are capable of independent participation in scientific discussions.

it currently is not clear what level is expected of students in the bachelor thesis and what level is expected in the master thesis.

Prof. dr I.J.M. Arnold,
Programme Director ESE

Date
20-11-2017

Subject
Advice from Programme Committee
Econometrics
On detailed plans Milestone Thesis

Page
1/2

Appendix
none

Department

Visiting address
Erasmus School of Economics
Burgemeester Oudlaan 50
Tinbergen Building

Postal address
PO Box 1738
3000 DR Rotterdam
The Netherlands

T +31 10 408 1377
E paap@ese.eur.nl
W www.eur.nl/ese/english

Dear Professor Arnold,

Upon your request, the Programme Committee Econometrics discussed the detailed plans for the Milestone Thesis.

On behalf of the Programme Committee, I would like to inform you that The Programme Committee approves the general idea of the detailed plan for the Thesis.

However, we would like to share some of the comments and concerns that we discussed during the meeting.

The Programme Committee would like to stress the importance of informing the current & future master students as soon as possible that the thesis process will change. For example, it will not be possible anymore to start a master thesis in September 2018. Most likely, there will be students that have planned to start in September.

Also, we would like to see more flexibility for students with internships of more than six to eight weeks (which is often the case in Econometrics), for whom it is not be possible to finish their master in one year.

Furthermore, The Programme Committee would like to share the concern that the SIN ONLINE system might not be ready on time to implement this new workflow. You admitted that, if the plans will be implemented next academic year, it will be necessary to hire extra programmers.

We would also comment on some minor points:
- In the plans, the Ba Thesis is referred to as 'course'. If the Ba thesis will be viewed as a course, then students have the rights of resits as described in the Teaching and Examination regulations.

Page
2/2

Our reference
Error! No text of specified style in document.

Your reference
Error! No text of specified style in document.

- We feel that handing in a proposal in the first week of January is not possible for bachelor econometrics student. Currently bachelor students in Econometrics are obliged to finish the seminar case studies in block 4 sufficiently, before moving on to the bachelor thesis.

We also have some concerns regarding the work load for the staff when all master students have to start at the same time.

Finally, the Programme Committee would like to recall their recommendation from the previous letter regarding these plans: to evaluate the implementation after a year.

We hope that the current plans and our remarks will lead to a better thesis process at ESE.

With kind regards,



Professor dr. Richard Paap,
Chair PC Econometrics

PS. this letter will be sent to the School Council for information

Prof. dr I.J.M. Arnold,
Programme Director ESE

Date
17-11-2017

Subject
Advice from Programme Committee
Accounting, Auditing and Control
On detailed plans Milestone thesis

Page
1/2

Appendix
Timeline thesis process AAC 2017-
2018

Department
ESE, PC AAC

Visiting address
Erasmus School of Economics
Burgemeester Oudlaan 50
Tinbergen Building

Postal address
PO Box 1738
3000 DR Rotterdam
The Netherlands

T +31 10 408 1377
E leung@ese.eur.nl
W www.eur.nl/ese/english

Dear Professor Arnold,

In our last meeting of 13 November, the Programme Committee Accounting, Auditing and Control discussed the report Milestone thesis. We highly appreciate your presence in our meeting to clarify the plans and reply to questions.

The Programme Committee generally approves the plans for the Thesis Milestone. Please find below some detailed comments.

Fixed dates Master thesis:

As remarked in the advice on the initial thesis report, introducing the suggested fixed deadline dates for thesis proposals complicates the procedure in the AAC Programme, where developing the thesis proposal is integrated in the seminars in blocks 2 and 3. Please find attached an overview of the dates for this academic year. We believe that delays in graduation for AAC students do *not* stem from delays in the assignment of supervisors, which has worked very efficiently so far and allows student to start writing their thesis with a supervisor at the start of block 4. Our concern is the suggested deadlines will unnecessarily disrupt the proposal writing and supervisor assignment process in AAC. We suggest adjusting the fixed dates into fixed periods and allowing some flexibility to accommodate existing processes that work well

Communication:

Since there will be major changes in the Thesis process and in what ESE expects from students and lecturers, the Programme Committee stresses the importance of good, timely communication (via Thesis HUB).

With kind regards, on behalf of the Programme Committee,

Our reference

Error! No text of specified style in document.

Your reference

Error! No text of specified style in document.

Dr. Edith Leung,
Chair PC AAC

PS. this letter will be sent to the School Council for information

enclosed: Programme AAC Thesis process' dates for 2017-2018

Prof. dr I.J.M. Arnold,
Programme Director ESE

Date
16-11-2017

Subject
Advice from Programme Committee
Economics and Business Economics
on report Thesis Milestone detailed plans

Page
1

Appendix
none

Department

Visiting address
Erasmus School of Economics
Burgemeester Oudlaan 50
Tinbergen Building

Postal address
PO Box 1738
3000 DR Rotterdam
The Netherlands

T +31 10 408 1377
E delfgaauw@ese.eur.nl
W www.eur.nl/ese/english

Dear Professor Arnold,

Upon your request, the members of the Programme Committee Economics and Business Economics discussed the detailed plans for changes in the Milestone Thesis process in their meeting of 31 October.


First, we would like to inform you that the Programme Committee is positive regarding the detailed plans for the Milestone Thesis, however, the members advise the Programme Management to monitor carefully the implementation. Especially on the following topics/concerns:

The concern whether the proposed process will be (too) strict and on what base exceptions are possible, **for instance with respect to the current practice of waiting to hand in the thesis and using this time to follow education elsewhere and/or a (non-supervised) internship.**

The proposal currently states that only the stricter schedule for master thesis deadlines will be communicated. The Programme Committee prefers that also the less strict schedule is communicated, clearly outlining that this is applicable only in very specific cases.

Regarding implementation of rubrics: these should be formulated such that there is enough room for students' creativity.

With kind regards, on behalf of the Programme Committee,


Dr J. Delfgaauw,
chair

PS. this letter will be sent to the School Council for information

Prof. dr I.J.M. Arnold,
Programme Director ESE

Date
6-12-2017

Subject
Advice from Programme Committee
Economics of Taxation on
Milestone Thesis Detailed Plans

Dear Professor Arnold,

Page
1/2

Appendix
none

Department

Visiting address

Erasmus School of Economics
Burgemeester Oudlaan 50
Tinbergen Building

Postal address

PO Box 1738
3000 DR Rotterdam
The Netherlands

T +31 10 408 1377
E tigelaar@ese.eur.nl
W www.eur.nl/ese/english

Upon your request, the Programme Committee Economics of Taxation discussed during their meeting the detailed plans for the Milestone Thesis. We acknowledge the benefits of an ESE wide process for the Bachelor and Master thesis. Deadlines that are more stringent will help students to finish their study in time.

The Programme Committee can not approve the proposal, until the members receive solutions/clarifications on the following concerns and comments.

The Programme Committee

- kindly requests clarity regarding the hand-in dates for Bachelor thesis resit and Master thesis. Since these are planned in August, we are concerned that lecturers will not be able to plan a holiday in August. It should be possible for supervisors and students to agree upon another planning together. For Bachelor and Master theses, supervisors should be able to point out at an early stage whether supervision during August is feasible for them.
- advises to clarify the consequences for missing fixed deadlines and requests to clarify the requirements of "special internships" and who decides when students can opt for the long trajectory.
- advises the workgroup to abolish the separate deadlines ("communicated to students / final deadlines").
- proposes to standardize the timeframe for the Master thesis resit (for example one month), in both the 'long' and the 'short' trajectory.
- acknowledges the benefits of a thesis coordinator allotting students to supervisors; it makes the process more transparent. The Programme Committee understands that

MEMO

ESE

To	School Council
From	MT
Approved by	HR Advice & Legal
Re	Formalising restructuring of secretariats
Date	23 November 2017

Start of the pilot project

In 2016, we started the Secretariat Restructuring pilot project. The aim of this project is to ensure efficient working procedures, top-quality services, improvement of support for directors of departments, focus on staff development, and improvement of the working atmosphere at the secretariats. The basic principle here was to appoint one manager for all five current secretariats. This indirectly affected the office managers as well since they were no longer in charge of the secretariats, and their range of duties focused more on providing support to the department director.

At the start of the project, we agreed to evaluate the pilot project in the autumn of 2017 and to formalise the situation if it emerged that the change implemented had achieved the desired result.

Evaluation

We held discussions with a number of the parties concerned in the summer of 2017. These included the directors of department, secretaries and office managers, all of whom told us they were very happy with the results of the pilot project. Various points of attention came up during these discussions, such as financing support for secretariats and maintaining personal contact, and we will be including these points in the procedure of formalising the situation. After holding consultations with HR, it emerged that we can implement formalisation as a restructuring of tasks. This means that we will execute an administrative amendment to the positions, although this will not affect employee's legal status.

Restructuring

We propose to transfer all secretaries currently assigned to the 'Support' organisational unit at each individual department to one organisational unit. Ramona Ligthart-van der Mast and Marianne van Holten-Manten (Manager and Assistant Manager at the Secretarial Support Office) will also be transferred to the same organisational unit. In principle, these secretaries will remain part of the department where they are currently employed and will remain in their present composition.

As far as the office managers are concerned, no changes will be made in their organisational assignment, although their job description will differ. This new job description will do justice to the tasks that office managers actually perform. In addition to amending the job description, this also refers to placing them in the correct UJC profile with the appropriate salary scale. The same construction will apply to the Manager and Assistant Manager. In brief, the main point here with

respect to these positions is to analyse the actual duties currently performed and to place them in the correct UJC profile. This will not have any radical effects on these employee's legal status.

Embedding in the structure

The organisational unit to be created will be placed within the hierarchy under the Head Dean's Office/ Director of Operations.

After consulting the Controller, we propose to reduce the budget for secretarial support for the departments to the amount required to cover the Office Managers personnel costs.

Focal points

When drawing up detailed plans for the restructuring, we will be taking the following points into consideration:

- Adjusting the job descriptions for the secretaries, office managers and the Secretarial Support Office Manager and Assistant Manager to fit in with the current situation;
- Arranging authorisation for the Secretarial Support Office Manager and Assistant Manager;
- Financing the organisational unit to be created (in principle, this is budget-neutral for Erasmus School of Economics) and drawing up the budget;
- Coordinating the demand relationship with heads of department and department directors with respect to secretarial support for their respective departments;
- Taking the Personnel Council's wish into consideration as specified in the initial approval of the pilot project, i.e. that on their return to the Tinbergen Building, the secretariats will remain situated with the department they work for.

Subsequent steps

Endorsement of formalisation of restructuring of the secretariats by the Personnel Council.

The MT and the directors of the departments are in favour of restructuring. In view of the previous consultations on the pilot project and prior to adopting the resolution to formal implantation, the Personnel Council is requested to endorse the proposed restructuring. The administrative restructuring can subsequently be started under the guidance of HR advisors. We anticipate that this procedure will be completed at the beginning of 2018.

Vision for the future

Formalising the restructuring is of course an important point for the next few months, although we should not lose sight of the objectives for this restructuring in the meantime. These objectives are efficient working procedures, staff development, and ensuring a pleasant working atmosphere and top-quality services.

Since the start of the pilot project, we have mainly devoted a great deal of attention to organising the foundations, i.e. improving secretaries' basic skills and streamlining the working procedures. These working procedures and all kinds of other information have been recorded in guidelines for secretaries and office managers and also in an informative package for new employees. Of course, we will be continuing this during the coming year.

During the past months, we have examined the required skills and competencies, thereby taking existing job profiles and duties into consideration. We will be devoting even more attention to this during the coming P&D interviews.

We would also like our employees to think thoroughly about their development paths: expansion, intensification, or further developing their career? Earlier this year we were able to transfer one employee to a temporary position at Erasmus Magazine, while another employee has taken up a new post at the Tinbergen Institute. We recently established contact with the mobility manager at Career in Progress, which will enable us to offer employees opportunities for examining the options available to them outside their own positions. Mobility entails a great many complications, but it also has many positive effects such as innovation at secretariats and a lot of enthusiasm and renewed motivation among employees.

We are happy to see that thanks to our step-by-step implementation, even those employees who are completely settled in their own positions, are accepting the changes. This inspires us to continue along our chosen path by devoting unremitting attention to staff development and more efficient performance, while continually monitoring the quality of our services.

We would appreciate the Personnel Council's consent to the proposed resolution for restructuring of the secretariats.

-/-

Page

2/2

Our reference

Error! No text of specified style in document.

Your reference

Error! No text of specified style in document.

programmes can decide whether to opt for this system. The assignment period (two weeks) seems to be rather short.

- is positive regarding collecting all information regarding the (Ma and Ba) thesis in one Thesis Hub, under the condition that information regarding the separate programmes will be separated clearly.

We look forward to receiving the Programme Management's replies regarding the items above.

With kind regards, on behalf of the Programme Committee
Economics of Taxation,

Dr. Yvonne Tigelaar-Klootwijk,
Chair PC Economics of Taxation

p.s. this advice will be sent to the ESE School Council for information

Decision number	Date	Document number (ese)	Decision
348-1	10/2/2017	36316	With respect to the Erasmus School of Economics Awards as they are traditionally handed out every year during the Christmas drinks, some changes are suggested concerning the Top Talent Researcher award and the Education Innovation award. The Management Team adopts all suggestions for change. The other 3 awards: Societal Impact Award, Support Award and Dean's Award, remain unchanged. The responsible persons will take care of all procedures as mentioned in the present regulations, which will be published on the website shortly.
349-1	10/9/2017	36344	The final design Renovation Tinbergen Building will be send for discussion to the meeting of the directors of the departments and the School Council. Both meetings take place on 12 October 2017. At this stage, only small changes are possible.
349-2	10/9/2017	36348	The MT approves of the MyFuture proposal consisting of: 1) MyFuture web page (expected one-time investment: €5000);2) inventory of and fill in opportunities in the current offered activities, in close cooperation with EFR/FAECTOR (expected yearly investment: €4000); 3) responsibility for MyFuture is with a permanent employee who will be (temporarily) supported by a teaching assistant (expected yearly investment: €5000).
351-1	10/30/2017	36405	On 9 October 2017 a meeting of the Research Advisory Committee (VCW) was held. In this meeting 20 PhD-projects (with 22 positions, for 2 projects are 2 PhD positions available) were discussed. In principle all projects will start at 1 September 2018 and recruitment will start as of 1 November 2017. There will be 3 PhD-projects for Dept. of Economics, 7 for Business Economics, 6 for Applied Economics and 4 for Econometrics. 2 candidates (current Mphil students) were already found for 2 of the projects. The VCW advises positive about these 2 MPhil candidates, provided they meet all required conditions. The MT adopts the advices of the committee and asks the secretary of the VCW to act accordingly.

**Overzicht poststukken Erasmus School of Economics
periode 01.10.2017 t/m 31.10.2017**

Stuknummer: ese0036341
Datum poststuk: 29/09/2017
Ref/Kenm:
Afzender:
Geadresseerde: decaan ese
Inhoud: call for nominations heinekenprize 2018
Actie medewerker: A de Rijk
Actie: afh
Deadline: 15/10/2017

Stuknummer: ese0036370
Datum poststuk: 04/10/2017
Ref/Kenm:
Afzender:
Geadresseerde: decaan ese
Inhoud: ms aleid barmentlo was appointed as chair of the university council as of 1.11.2017 for a period of 2 years
Actie medewerker:
Actie: tk
Deadline:

Stuknummer: ese0036373
Datum poststuk: 10/10/2017
Ref/Kenm:
Afzender:
Geadresseerde: decaan ese
Inhoud: jan brouwer scriptieprijsen 2018: economische wetenschappen. verzoek om voordrachten voor 1.1.2018 in te dienen.
Actie medewerker: education management
Actie: afh
Deadline:

Stuknummer: ese0036377
Datum poststuk: 11/10/2017
Ref/Kenm: cvb/aob/yd/274.249
Afzender: College van Bestuur
Geadresseerde: decaan ese
Inhoud: invitation, with partner, 104th dies natalis dinner 8 november 2017.
Actie medewerker: decaan ese
Actie: afh

Stuknummer: ese0036379
Datum poststuk: 13/10/2017
Ref/Kenm:
Afzender: onderwijsmarketing
Geadresseerde: decaan ese
Inhoud: uitnodiging erasmus open dag bachelor d.d. 21-10-2017
Actie medewerker: decaan
Actie: tk
Deadline:

Stuknummer: ese0036380
Datum poststuk: 17/10/2017
Ref/Kenm:
Afzender: Onderwijsmarketing
Geadresseerde: decaan ese
Inhoud: uitnodiging erasmus open dag master najaar d.d. 23-11-2017
Actie medewerker:
Actie: tk
Deadline:

Stuknummer: ese0036442
Datum poststuk: 26/10/2017
Ref/Kenm: cvb/kb/efr/273.911
Afzender: college van bestuur
Geadresseerde: decaan ese
Inhoud: lead your future initiatief op 15.11.2017
Actie medewerker:
Actie: tk
Deadline:

Stuknummer: ese0036443
Datum poststuk: 26/10/2017
Ref/Kenm:
Afzender: erasmus centrum voor valorisatie
Geadresseerde: decaan ese
Inhoud: beëindiging erasmus centrum voor valorisatie per 1.11.2017
Actie medewerker: hoofd bestuur en beleid ese
Actie: tk

**Overzicht poststukken Erasmus School of Economics
periode 01.11.2017 t/m 15.11.2017**

Stuknummer: ese0036445
Datum poststuk: 01/11/2017
Ref/Kenm:
Afzender: college van Bestuur
Geadresseerde: decaan ese
Inhoud: inventarisatie kerstpakketten 2017
Actie medewerker: secretariaat b&b ese
Actie: afh
Deadline: 17/11/2017

Stuknummer: ese0036516
Datum poststuk: 16/10/2017
Ref/Kenm:
Afzender: nvaio
Geadresseerde: decaan ese
Inhoud: def. besluit met positieve beoordeling opleiding wo-master executive
master of finance and control
Actie medewerker: education management
Actie: tk
Deadline: