

# Educational roles

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## 1. INTRODUCTION

This document describes the main duties and responsibilities of a number of roles within the science faculty related to the management and committees of a programme. Additionally, key points for appointment and the appointment process are listed for each role.

The description of tasks, responsibilities and appointment procedures is based on various sources, such as (statutory) regulations, university and/or faculty guidelines and memoranda. A list of all sources consulted can be found in Chapter 3.

## 2. EDUCATIONAL ROLES

### 2.1. PROGRAMME DIRECTOR

#### 2.1.1. DUTIES AND RESPONSIBILITIES

At the head of a programme is a Programme Director. The Programme Director:

- Is ultimately responsible for:
  - the content, structure, quality and profile of the programme;
  - implementation and improvement of education, including assessment;
  - the implementation of faculty and institution policies on education and assessment;
  - establishing a professional advisory board.
- Oversees periodic tasks such as the adoption of the annual planning and the Teaching and Examination Regulations (TER), the delivery of a programme annual report, keeping the assessment plan up to date, the implementation and follow-up of mid-term reviews and (re)accreditations and information activities.

- Liaises, and collaborates, with the Programme Committee, Examination Board and all teachers of the programme.
- Considers advice from Programme Committee and Examination Board and reports back whether and how the advice is adopted.
- Takes care of the day-to-day management of education, working with the Programme Coordinator.
- If a master's programme, is a member of the programme's admissions committee.
- Participates in the onderwijsberaad, the faculty consultation of programme directors.
- Is ultimately responsible for carrying out the following tasks in UAS: approve study guide and module texts, check teaching deployment, enter curriculum.
- Agree any special costs for training once to twice a year with the departments concerned.
- Advises the Faculty Board on strategic education policy (via the Onderwijsberaad)

### 2.1.2. APPOINTMENT

#### *Framework*

The dean is responsible for appointing a Programme Director. There is no legal right of consent or advice for the appointment. However, the candidate must have a number of qualifications. For instance, the Programme Director is preferably a professor, or at least an associate professor (UHD)<sup>1</sup>, substantively linked to the programme, and has at least a University Teaching Qualification (UTQ/BKO) and preferably a Senior Teaching Qualification (STQ/SKO)/Educational Leadership Programme (ELP/LOL) qualification and Senior Examination Qualification (SEQ/SKE) or is willing to acquire these. Generic qualifications are described in Appendix 1. More specific qualifications may apply per programme.

The appointment is for a period of four years. Reappointment for a second term is possible.

#### *Procedures*

Tables 1 and 2 set out the different actions and actors of both the appointment and reappointment processes.

*Table 1 procedure for appointment of programme director*

Who	What
Head(s) of department(s) involved in training	Takes into account the staffing of the role of Programme Director (expiring terms and possible successors) in the strategic staffing plan.
FB secretariat	Identifies the vacancy of the position in good time (3-6 months before expiry of the appointment) and informs the incumbent Programme Director and the head of the department in charge.
Head of department in charge <sup>2</sup>	Initiates consultation with relevant departments on the vacant position and possible candidates within the departments. In case of Joint Degrees, consultations are also held with the departments at the partner institution. Nominates a potential successor candidate on behalf of all departments concerned, including a brief rationale for the candidate's suitability.

<sup>1</sup> An exception can be made for an assistant professor (UD), but only if agreements on promotion to senior staff (UHD or D1) have been made in consultation between the head of department and the intended Programme Director and are described in a career path.

<sup>2</sup> A department in charge (penvoerende afdeling) has been designated for each programme. In principle, the head of this board is the contact person.

Director of Education	Recommends the candidate to the Faculty Board.
Faculty Board	The FB's portfolio holder for education interviews the candidate. Appoints, upon proven suitability, the new Programme Director, for a period of four years. In the case of a Joint Degree programme, consultation with the board at the partner institution is carried out before appointment; after agreement, joint appointment follows.
FB secretariat	Creates the appointment letter, signed by the dean. In the case of a Joint Degree, a signature is also required from the dean of the other faculty. Ensures communication: faculty newsletter, faculty overviews with Programme Directors, education office, HR (inclusion appointment letter in P-file).

*Table 2 procedure for reappointment of Programme Director*

Who	What
FB secretariat	Signals the expiry of the appointment in good time (3-6 months in advance) and informs the incumbent Programme Director and the head of the department in charge.
Head of department in charge and Programme Director	Evaluate performance of Programme Director and discuss reappointment. Inform the Director of Education about performance of the Programme Director (briefly) and desire for reappointment
Director of Education	Provides nominations to the Faculty Board.
Faculty Board	Reappoints the Programme Director for a four-year term. In the case of a Joint Degree programme, consultations are held with the board at the partner institution before reappointment; after agreement, joint reappointment follows.
FB secretariat	Creates the letter of appointment, signed by the dean. In the case of a joint degree, a signature is also required from the dean of the other faculty. Ensures communication: faculty newsletter and faculty overviews with Programme Directors. Sends cc to HR (recording appointment letter in P-file).

## **2.2. PROGRAMME COMMITTEE**

### **2.2.1. DUTIES AND RESPONSIBILITIES**

Every programme (or group of programmes) has a Programme Committee. Its duties and responsibilities are largely defined by law. The Programme Committee:

- Is tasked with advising on promoting and ensuring the quality of training.
- Has the right of consent with respect to the subjects in the education and examination regulations referred to in Article 7.13 WhW (Wet op het hoger onderwijs en wetenschappelijk onderzoek, Higher Education and Scientific Research Act), second paragraph, under a1, b, c, d, e, g and v.
- Has the task of annually assessing how the education and examination regulations are implemented.
- Has advisory rights regarding the teaching and examination regulations with the exception of the subjects in respect of which the committee has the right of consent.

- Has the task of advising or making proposals to the Programme Director when asked or on its own initiative.
- Has the task of discussing the independent quality inspection report.
- Makes an annual report on the past academic year before 1 November. According to a format made available, this report contains recommendations, both requested and given of its own accord, the legally required review of the implementation of the TER and a reflection on the programme evaluations.
- Appoints a chairperson, this is typically one of the lecturer members. The chair acts as a contact person and point of contact for the Programme Committee.

Some Programme Committees find it desirable to appoint an (official) secretary. It is up to the Programme Committee to choose a secretary, possibly in consultation with the department in charge and/or the Programme Director. Below are some suggestions for tasks of a secretary:

- Planning meetings.
- Preparing draft agenda and ensuring circulation of meeting documents.
- Taking minutes of meetings, maintaining action and decision lists, taking care of reporting.
- Monitor appointments made and decision lists.
- Drafting of correspondence.
- Managing/accessing the archive.
- Contributing to the creation of the annual report, taking care of editing and ensuring its implementation and distribution.

### 2.2.2. APPOINTMENT

#### *Framework*

The Faculty Board establishes Programme Committees and appoints their members. An overview of all Programme Committees in the faculty, as well as the total number of members per committee, can be found in Appendix 4 of the Faculty Regulations. Half of the committee consists of staff members (lecturer members) and half of student members. Members of the Faculty Board and Programme Directors of one of the programmes for which the Programme Committee has been established cannot also be members of the committee. The term of office of lecturer members is three years and can be extended. The term of office of student members is one year and can be extended twice.

#### *Procedures*

The appointment procedure for Programme Committee members is laid down in the faculty regulations. Tables 3a, 3b and 4 below set out the various actions and actors of both the appointment and reappointment procedure.

*Table 3a. Procedure for appointing lecturer members of Programme Committees*

<b>Who</b>	<b>What</b>
FB secretariat	Identifies the vacancy of the position in good time (3-6 months before expiry of the appointment) and informs the Programme Committee, the Programme Director, and the head of the department in charge.
Programme Committee and Programme Director	Decides who is responsible for recruitment. Programme Committee or Programme Director looks for a candidate, possibly involving the department in charge.
Chairperson Programme Committee or Programme Director	Makes nomination to Faculty Board (via FB secretariat).
Faculty Board	Appoints lecturer members for a period of three years.

FB secretariat	Creates the appointment letter, signed by the dean. In the case of a Joint Degree, a signature is also required from the dean of the other faculty. Ensures communication: faculty overviews with Programme Directors, education office, HR (inclusion of appointment letter in P-file).
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*Table 3b. Procedure for appointing student members of Programme Committees*

Who	What
Faculty Student Council and Programme Committee	Make a call to students for Programme Committee membership and also involve the Programme Director and Programme Coordinator in recruitment.
Programme Committee	Assesses candidates and nominates student members to the Faculty Board (via FB secretariat).
Faculty Board	Appoints student members for a period of one year.
FB secretariat	Prepares the letter of appointment, signed by a representative of the faculty board. Ensures communication: faculty overviews with programme committees, education office.

*Table 4. Procedure for reappointment of Programme Committee members*

Who	What
FB secretariat	Signals in good time (3-6 months in advance) the expiry of the appointment and raises with the chairperson whether the incumbent members, whose appointment expires, can be reappointed.
Chairperson of Programme Committee	Consults with the relevant (sitting) teacher or student member on reappointment and informs the FB secretariat.
Faculty Board	Reappoints lecturer members for a period of three years. Reappoints student members for a period of one year. There is a maximum of two consecutive reappointments for student members.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board.

## **2.3. EXAMINATION BOARD**

### **2.3.1. DUTIES AND RESPONSIBILITIES**

Every programme or group of programmes has an Examination Board. Its duties and responsibilities are largely defined by law. The Examination Board:

- Objectively and expertly determines whether a student meets the conditions set by the education and examination regulations with regard to knowledge, insight and skills required to obtain a degree (diploma).
- Supervises quality of assessments and exams and secures the assessment and examination policy.
- Establishes, within the framework of the Teaching and Examination Regulations (TER), guidelines and instructions to assess and determine the results of assessments and examinations.
- Designates the examiners authorised to conduct an examination.
- May grant exemption from taking one or more examinations.

- Ensures the quality of the organisation and procedures around assessments and examinations.
- May, if a student or external student commits fraud, deny the person concerned the right to take one or more assessments or examinations, for a maximum of one year. In case of serious fraud, the board of the institution may, on the proposal of the Examination Board, permanently terminate the enrolment in the programme of the person concerned.
- Establishes rules on the performance of its duties and powers and on the measures it may take in that regard.
- May determine, under conditions it may set, that not every assessment needs be passed in order to establish that the examination has been passed.
- Is authorised to grant permission for a free-form bachelor's and master's programme and designates the programme with which the free-form education programme is legally deemed to be associated.
- Can delegate executive tasks to an assessment committee, which carries them out independently but under formal responsibility of the Examining Board.
- Prepares an annual report of its activities.

### **2.3.1.1. Assessment committee**

For a number of programmes, or groups of programmes, the Examination Board has set up an assessment committee. The Examination Board has delegated a specific task to the assessment committee, namely that of monitoring the quality of assessments. The Examination Board can give specific instructions to the assessment committee on how to perform this task and subsequent reporting.

### **2.3.2. APPOINTMENT**

#### *Framework*

The Faculty Board appoints members on the basis of their expertise in the field of the relevant programme (or group of programmes). At least one member is attached as a lecturer to the programme concerned or to one of the programmes belonging to the group of programmes. At least one member is from outside the relevant programme or one of the programmes belonging to the group of programmes. Members of the institutional or faculty board or persons who otherwise bear financial responsibility within the institution are not appointed.

The term of office is three years, reappointment is possible.

#### *Procedures*

The appointment procedure for members of the Examination Board is laid down in the faculty regulations (d). In addition, conditions are mentioned in the WhW. Tables 5a, 5b, 5c, 6a and 6b set out the various actions and actors of both the appointment and reappointment procedure.

*Table 5a. Procedure for appointment of chair of faculty examination board*

Portfolio holder for education at the FB	Signals the vacancy of a position in good time (3-6 months in advance), brings the vacant position for chair to the attention of BETA faculty academic departments, and programme directors, and asks the departments to nominate candidates.
Departments of the BETA faculty	Nominate one or more candidates to the portfolio holder for education at the FB, including a brief rationale for the candidate's suitability.
Portfolio holder for education at the FB	Conducts interview with candidates. Consults the Director of Education and department heads on the proposed candidate. Provides nominations to the Faculty Board.

Faculty Board	Appoints the chairperson for a period of three years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board. Ensures communication: faculty newsletter, faculty overviews with Examination Boards, education office, HR (inclusion appointment letter in P file)

*Table 5b. Procedure for appointment of chairperson and members of sub-committee Examination Board*

Who	What
Director of Education	Identifies the vacancy of a position in good time (3-6 months in advance), brings it to the attention of the Examination Board, the head of the department in charge, and the Programme Director, and asks for candidates to be nominated.
Examination Board	Recommends one or more candidates to the portfolio holder for education at the FB (with in cc the official secretariat of the Examination Board).
Portfolio holder for education at the FB	Provides nominations to the Faculty Board.
Faculty Board	Appoints members for a period of three years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the faculty board. Ensures communication: faculty overviews with examination boards, education office.

*Table 5c. Procedure for appointing assessment committee members*

Who	What
Examination Board	Asks candidates to sit on the assessment committee and informs the FB secretariat (with in cc the official secretariat of the Examination Board).
FB secretariat	Creates the letter of appointment, signed by a chairperson of the Examination Board.

*Table 6a. Procedure for reappointment of chairperson and members of the Examination Board<sup>3</sup>*

Who	What
FB secretariat	Signals expiry of appointment in good time (3-6 months in advance) and asks the incumbent chairperson or member for agreement to reappointment.
Faculty Board	Reappoints the chairperson or member for a period of three years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board.

*Table 6a. Procedure for reappointment of members of the assessment committee*

Who	What
Examination Board	Asks sitting members for consent to reappointment and informs FB secretariat
FB secretariat	Creates the letter of appointment, signed by a chairperson of the Examination Board.

<sup>3</sup> Concerns both the faculty Examination Board and the sub-committee of the Examination Board



## 2.4. ADMISSIONS COMMITTEE MASTER'S PROGRAMME

### 2.4.1. DUTIES AND RESPONSIBILITIES

The power to admit students to a programme is legally vested in the institution's management. The VU's institutional board has transferred this power to the Faculty Board. The Science Faculty Board has transferred admission to master's programmes to an Admissions Committee for each master's programme.

The Admissions Committee examines whether candidates meet the entrance requirements of the master's programme.

### 2.4.2. APPOINTMENT

#### *Framework*

The Admissions Committee of a master's programme consists of at least two members, including at least the Programme Director. Logical other members are the programme and/or specialisation coordinator(s). To keep the powers of the Admissions Committee and Examination Board separate, members of the Admissions Committee cannot also be members of the Examination Board.

Members are appointed by the Faculty Board for a period of four years (equal to the appointment term of the Programme Director), with the possibility of reappointment.

#### *Procedures*

Tables 7 and 8 set out the various actions and actors of both the appointment and reappointment processes.

*Table 7. Procedure for appointing members of the Admissions Committee for master's degree programmes*

Who	What
FB secretariat	Signals expiry of appointment in good time (3-6 months in advance) and calls on the Programme Director to nominate candidates. When Programme Director changes: inform that the new Programme Director will be a member of the Admissions Committee.
Programme Director	Nomination of one or more candidates to the FB secretariat.
FB secretariat	Handles the nomination of members to the Faculty Board
Faculty Board	Appoint members for a period of four years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board. Takes care of communication: faculty overviews, education office.

*Table 8. Procedure for reappointing members of the Admissions Committee for master's degree programmes*

Who	What
FB secretariat	Signals expiry of appointment in good time (3-6 months in advance) and asks the Programme Director whether incumbent members can be reappointed. In case of positive response: nomination of members to the Faculty Board.
Faculty Board	Reappoints members for a period of three years.

FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board.
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## 2.5. BSA COMMITTEE

### 2.5.1. DUTIES AND RESPONSIBILITIES

Issuing a study advice is the responsibility of the Faculty Board. At the Beta Faculty, the Binding Study Advice Committee, the BSA Committee, issues the advice on behalf of the Faculty Board. The BSA Committee:

- Issues the BSA on behalf of the Faculty Board to undergraduate students before the end of an academic year, in compliance with the VU framework BSA and the TER of the relevant programme.
- Handles requests for postponement of the BSA and, if necessary, investigates whether the student was unable to meet the standard due to personal circumstances, as defined in Article 2.1 of the WHW Implementation Decree.
- Gives students the opportunity to express their own views through hearings.

### 2.5.2. APPOINTMENT

#### *Framework*

To keep duties and powers distinct, student advisers and members of the Examination Board cannot be members of the BSA Committee. Members are appointed by the Faculty Board for a period of three years, with the possibility of reappointment.

#### *Procedures*

Tables 9 and 10 set out the various actions and actors of both the appointment and reappointment processes.

*Table 9. Procedure for appointment of BSA committee members*

Who	What
Director of Education	Signals expiry of appointment in good time (3-6 months in advance) and approaches potential candidates. Nomination of members to the Faculty Board, including a brief rationale for the candidate's suitability.
Faculty Board	Appoints members for a period of three years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board. Takes care of communication: faculty overviews, education office.

*Table 10. Procedure for reappointment of BSA Committee members*

Who	What
FB secretariat	Signals expiry of appointment in good time (3-6 months in advance) and asks incumbent members if they wish to be reappointed. In case of positive response: nomination of members to the Faculty Board.
Faculty Board	Reappoints members for a period of three years.
FB secretariat	Prepares the letter of appointment, signed by a representative of the Faculty Board.

## **2.6. PROGRAMME COORDINATOR**

### **2.6.1. DUTIES AND RESPONSIBILITIES**

A Programme Coordinator supports the Programme Director. The tasks and responsibilities of a Programme Coordinator are not defined in legal regulations, but are dictated by the design of education, administrative systems, and (to a large extent) the needs of a the department appointing the Programme Coordinator. A number of tasks are logically assigned to the Programme Coordinator; these are described below. These tasks are emphatically optional and for inspiration for the drafting of the actual appointments. However, it is strongly recommended that the tasks and responsibilities be agreed upon and recorded in mutual consultation between the Programme Director and the Programme Coordinator.

The Programme Coordinator:

- Supports the programme director in the planning, organisation, information and quality (care) of the programme, and the implementation of teaching and assessment. This includes: changes in curriculum, learning outcomes or other aspects of the programme; drafting the annual planning and Teaching and Examination Regulations (TER); drafting and maintaining the assessment plan; preparation, implementation and after-care of mid-term reviews and (re)accreditations; annual delivery of a programme annual report; information provision and information activities.
- Performs actions in UAS on behalf of the Programme Director, such as: approving study guide and module texts, checking teaching allocation, and entering curriculum information.
- Coordinates and/or organises programme-specific activities, such as teacher meetings.
- Identifies bottlenecks within a course and suggests possible solutions.
- Working with the Programme Director, takes care of the day-to-day management of the programme.
- Liaises, and collaborates, with the Programme Committee, Examination Board, all teachers in the programme, and the education office.
- Participates in faculty consultation of Programme Coordinators.

With regard to internships, research projects and final projects, there may be additional tasks. A programme may decide to appoint a specific internship coordinator for these tasks and not include the tasks as part of the Programme Coordinator's package. These may include the following possible tasks:

- Inform students about internship projects within the programme, such as content, scope, procedure and where/how to find an internship placement.
- Responsibility for validating the level and content of the project, supervisors, agreements made, assessors and final grade.
- Organising internships.
- Helping students find a project.

At the time of writing this version of the memorandum, a faculty internship regulation is being drafted, which will include tasks for an internship coordinator. Once the faculty internship regulation is adopted, the tasks for the internship coordinator will be included in this memorandum.

### **2.6.2. APPOINTMENT**

For the role of Programme Coordinator, there is no appointment procedure nor a fixed term of appointment. A Programme Coordinator can be part of the academic staff or support and management staff and is appointed by a department. For this, the department draws up a framework and procedure. It is obvious that the Programme Coordinator is appointed in consultation with the Programme Director and the departments involved in the programme. In doing so, it is recommended to agree how long the role of Programme Coordinator will be instituted (temporary, with what term, or indefinitely).

It is important to inform the education organisation of the appointment. The department or Programme Director preferably sends a message to the education office

(onderwijsprocessen.beta@vu.nl) immediately after the appointment of the Programme Coordinator. The education office informs stakeholders within the faculty (such as FB secretariat, policy team, student advisors), ensures that faculty overviews are updated and that the Programme Coordinator is given access to education process systems (such as UAS) where necessary.

### 3. SOURCES CONSULTED

- a. VU Handboek Onderwijskwaliteit, H. 1 Onderwijsorganisatie [Link](#)
- b. Procedure werving en benoeming Opleidingsdirecteur BETA VU
- c. Profiel opleidingsdirecteur BSc Biomedische wetenschappen BETA VU
- d. Faculteitsreglement BETA VU
- e. Kwaliteitszorg Onderwijs BETA VU
- f. Wet op het hoger onderwijs en wetenschappelijk onderzoek (WhW) [Link](#)
- g. VU Beleid Mastertoegankelijkheid
- h. Proces-workflows-actoren in UAS
- i. Bestuursreglement VU
- j. TER section B1 Master programmes BETA VU 21-22
- k. OER deel A bacheloropleidingen BETA VU 21-22
- l. VU Kaderregeling Bindend Studieadvies (BSA)
- m. Uitvoeringsbesluit WHW [link](#)
- n. Reglement Medezeggenschap Faculteit
- o. VU Handreiking voor Opleidingscommissies 2017

## **ANNEX 1 FRAMEWORK QUALIFICATIONS PROGRAMME DIRECTOR**

Desired qualifications.

- Has a clear relevant vision of the curriculum of the relevant programme and conveys it.
- Has demonstrable affinity with the field xxxx.
- Shows operational leadership (management, coordination, organisation).
- Displays personal and inspirational leadership in managing (teams of) employees.
- Is a team player, steers for cooperation and has an eye for diverse interests.
- Encourages and initiates continuous improvement based on advice and evaluations obtained.
- Takes initiative and is visible.
- Communicates timely and clearly with all stakeholders.
- Holds a University Teaching Qualification (UTQ/BKO) and preferably a Senior Teaching Qualification (STQ/SKO)/Educational Leadership Programme (ELP/LOL) qualification and Senior Examination Qualification (SEQ/SKE) or is willing to obtain them.
- Functional knowledge of Dutch, at least receptively.
- Maintains a wide network of contacts.
- Has a broad outlook that extends beyond her/his own area of expertise.