Educational roles and responsibilities in the Faculty, a closer look.
Decided upon in the Faculty Board meeting of May, 21 2019

Aim of this paper
The Faculty wants to realize her educational goals and ambitions in the best way possible for everyone involved. Well defined roles and responsibilities will help us to do just that.

Context
The law, being the Higher Education and Research Act [Wet op het Hoger Onderwijs en Wetenschappelijk onderzoek] (WHW), gives ruling on the organization of education in universities. With this law in mind, the university executive board draws up the Administration and Management Regulations (in Dutch: Bestuurs- en beheersreglement). These regulations give guidelines to the Faculty Boards on the organisation and coordination of the exercise of their powers.
The faculty executive board then draws up the Faculty regulations. These give guidelines for the Faculty on the organisation and coordination within the faculty\(^1\). The regulations, from 2017 were the main source for this paper, focused on de educational responsibilities only. This paper has been discussed with Department Chairs, the Programme Director Education, the chair of the Education Committee, the Faculty council. This paper now reflects the way the faculty organizes education and the regulations of 2017 will be adjusted accordingly.

Content
The Faculty distinguishes the following bodies with responsibilities towards education.
1. Faculty Board
   - Dean
   - Portfolioholder Education
   - Executive Dean
   - Portfolio holder research
   - Student Assessor
2. Department chair
3. Programme director Education
4. Lecturer and teaching assistant
5. Head of the Education office
6. Faculty committees and education
   - Education committee
   - Board of examiners
   - UTQ (BKO) committee\(^2\)
   - Work field committee
   - Admission committee
7. Faculty Council
8. Advisory council

Appendix 1: summary of roles and responsibility based upon faculty regulations
Appendix 2: organizational chart

\(^1\) Article 47. Interpretation In the event of a difference of opinion about the interpretation of one or more articles in these regulations, the Faculty Board will decide.
\(^2\) This role is not described in the Faculty Regulations
Description of the educational roles

1. Faculty board

- The Faculty is led by a Faculty Board. The Faculty Board (FB) consist of:
  - the Dean of the Faculty (who is also the chair) and four other members,
  - portfolio holder for education
  - the research portfolio holder
  - the operations portfolio holder (Executive Dean)
  - a student (advisory vote in the meetings of the Faculty Board).
- The FB is responsible for the administration and organisation of the Faculty in terms of education and academic practice.
- The FB is responsible for the management of the Faculty, the Faculty Board may establish guidelines for the departments and research groups. The FB will make teaching resource available and give clear direction on the teaching capacity/efforts of staff members.
- The FB will fulfil its responsibilities and it aims to achieve the broadest possible support for its decisions, in extensive consultation with the department chairs and the heads of research.
- The FB will determine to which department each member of the academic staff of the Faculty belongs and who his/her supervisor will be.
- FB meetings are not open to the public. The documents relating to the Faculty Board meetings are publicly available, unless the board decides otherwise.
- The FB will regularly produce an overview of the subjects discussed and decisions taken in these meetings for the information of the Faculty Council, the Programme Committee and the Research Committee, unless this conflicts with the important interests of the University or of those involved in a given issue.
- The FB will establish Course and Examination Regulations for all the Faculty’s programmes. These regulations will govern, at a minimum, the topics referred to in Article 7.13 of the WHW. In so doing, the guidelines for the University model Course and Examination Regulations will be taken into consideration. The Faculty Board will ensure that these regulations are assessed regularly.
- The FB will appoint the members of the Board of Examiners on the basis of their expertise in the undergraduate, master's and/or research master’s programmes. At least one member will also be a lecturer within one of the programmes. At least one member will be appointed from outside the Faculty programmes.
- The FB will ensure that the frameworks and protocols established by the Executive Board with regard to the design and use of the quality assurance for teaching and research are implemented within the Faculty.
- The FB is responsible for ensuring that it receives regular reports about both how the quality assurance is being implemented and the quality of the teaching and research carried out within the Faculty. The board will bring these reports to the attention of the Faculty Council. The FB will draft an action plan to address any shortcomings in the quality of the teaching and research highlighted in the reports.
- FB has end-responsibility for all education in the Faculty.

Portfolio holder Education

- Is responsible for educational strategy, vision development (end responsibility is FB as a whole)
- Facilitates department chairs and programme director in their role
- Will hold proposed changes in the curriculum against the educational strategy

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3 The guidelines on educational capacity is being set up. These guidelines are not part of this paper.
2. Department Chairs

- The Faculty is divided into three departments: Archaeological Sciences, World Archaeology and Archaeological Heritage and Society. Each academic staff member is appointed to at least one department and at least one research group. The department is headed by a department chair.

- The department chair is responsible for the implementation of the board’s policy within the department. For each term of office, the department chair will formulate one outline strategy for the department, based on the Faculty strategy document. This departmental strategy will consider the future of education, research and service to the community, taking into consideration its viability and opportunities for interdisciplinary cooperation within and outside the Faculty.

- The department chair will head the department and coordinate the tasks of all departmental employees with regard to education within the Faculty. The department chair will receive the yearly educational programme, including the staffing, of the programme director. The Programme Director Education will inform teaching staff. In the event of a staff member, not able to fulfil their assigned course, this staff member will discuss this timely with the department chairs and they will actively seek for solutions. The directions of the Faculty Board on the teaching capacity/efforts of staff members⁴ are binding.

- The department chairs are responsible for the teaching qualifications of the staff members charged with providing the programmes.

- The department chair receives educational quality information (the programme director is responsible for the Faculty’s educational quality system). The department discusses and may give directions about the way in which these staff members should improve the quality of teaching and the implementation of the Course and Examination Regulations.

- The department chair will exercise his/her responsibilities without prejudice to the full professors’ responsibility for their own research group and line of research, and without prejudice to the ultimate responsibility of the Faculty Board for the Faculty’s education, academic practice and management. The department chair is accountable to the Faculty Board. He/she will provide the Faculty Board with any information as requested.

- The Faculty Board will hold a meeting annually with each department. The meeting will be convened with the department chair, the heads of that department’s research groups and the programme director education. It will review the developments in the department in terms of personnel, finances, education, research, valorisation and facilities, and the meeting will look to the future of these areas.

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3. Programme Director Education

- The Faculty provides undergraduate, master’s and research master’s programmes with their majors or specializations which, according to the Leiden University Register of Study (including the extracurricular Honours Courses).
- The Faculty Board has appointed one programme director for the management of all educational programmes.
- The programme director is appointed by the Faculty Board for three years.
- The programme director teams up with the portfolio holder Education, who is responsible for the educational strategy, reports to the dean of the faculty and participates in the meeting with the departments chairs.
- The programme director receives support from the Education Office, according to an agreed support agreement, which include planning according to the WHW and University time-lines.
- The programme director’s responsibilities are:
  - in current programmes:
    - responsible for high quality programmes that contribute to the educational strategy of the faculty and in accordance with applicable laws, regulations and University policy
    - responsible for the (re-) accreditation of the programmes
    - responsible for the educational quality system (which evaluates the programmes/courses), share outcomes, discuss improvements of educational practises, so the department can discuss and may give directions about the way staff members should improve the quality of teaching
  - sets up yearly curricula including the staffing and informing the staff, for each programme
  - sets up the TER/OER for each programme, each academic year
  - regular consulting with department chairs, teaching staff, the programme committee and others involved in education
  - asks timely formal advice to the programme committee (representing the teaching staff and students) according the rules laid down in the WHW
  - designing new programmes, follow a different time-line, because of time needed for (red)design, consultation with all parties involved and the Faculty Board’s decision-making process.

5 Making use of the guidelines on educational capacity/efforts of staff members.
4. Lecturers and teaching assistants

- Lecturers are not part of the faculty management and therefore described in the Faculty regulations.
- This will be made clearer in a separate document (under construction).

5. Education Office

6. The Education office is not part of the faculty management and therefore not described in the Faculty regulations.

- The Faculty has a Faculty office, led by the Executive Dean, to provide support for management, education and research;
- The Education Office is part of the Faculty office (lead by Executive director).
- The Education office has a “dienstverleningsovereenkomst/service level agreement“ which describes the support, the cost and the boundaries of the services provided.
- The services of the Education Office (EO) offers, are agreed upon by the Faculty Board, after consultation with the Programme Director, Departmental Chairs and Chairs of Educational committees.
- In short: The Education Office supports the Programme director, the Faculty Board, and the chairs of committees. The main tasks of the Education office are:
  - Curriculum coordination and administrative support (including exchange)
  - Study advice
  - Educational Quality and development support and advice
  - Committee support

6. Faculty committees and education (5)

The education committee (EC): The responsibilities of de EC are laid down in the WHW.

- The Faculty Board will institute a single Education Committee for all Faculty programmes.
- The EC will carry out the duties established in the WHW. The EC’s aim is to help further improve the educational quality of the programmes.
- The EC advises the programme management (the Programme director, as appointed by the Faculty Board) on all educational programmes.
- The EC will advise either on (timely) request or of its own volition.
- The programme director will inform the EC of the conclusions it reaches relating to the Board’s advice.
- The programme director will make it possible for the EC to consult him/her/them before the Education Committee gives advice or makes a judgement.
- The programme director will engage in structural consultation with the EC about all matters concerning the educational programmes. The chair of the EC will also participate in active communication.
- The EC has the right of consent to specific part of the Course and Examination Regulations. The draft of the this CER will be made available by the programme director according to an agreed time-line.
- The EC will submit its advices to the Faculty Council for the council’s information.
- The ECs reports will be made available.
- The EC’s meetings are open to the public.
The EC will consist of eight members, half of whom will be students. They will be elected for a year by and from among the students of the relevant programmes, and on this basis they will be appointed by the Faculty Board. Students will be selected in elections organised by the Faculty Board; the election will be organised in such a way that the students who are elected represent as many different programmes as possible.

Half the members of the EC will be lecturers. The staff members of the EC will be appointed by the Faculty Board for a period of three years from the staff responsible for providing the educational aspect of the relevant programme(s). It is possible for members to be reappointed.

The Faculty Board will appoint lecturer members of the EC on the recommendation of the programme director and students of the programme(s) concerned.

The EC will choose a chair from among its members.

The study adviser has an advisory vote in Education Committee meetings.

The members of the EC entitled to obtain the training they need in order to carry out their duties. Staff members will receive the said training during working hours and without prejudice to their salary. The number of hours of training per year will be established beforehand between the Education Committee and the Faculty Board. The Faculty board will also provide administrative support.

**The Board of Examiners**

- The responsibilities of de BoE are laid down in the WHW.
- The Faculty Board will appoint the members of the Board of Examiners (BoE) on the basis of their expertise in the undergraduate, master’s and/or research master’s programmes. At least one member will also be a lecturer within one of the programmes. At least one member will be appointed from outside the Faculty programmes.
- Before a member is appointed, the Faculty Board will consult with the members of the BoE. If a member does not invoke his/her right to be consulted within 30 working days after receiving the request, that member will be considered not to object to the proposed appointment. If a majority of the members of the board object to the proposed appointment, the Faculty Board will submit an amended proposal to the Board. The BoE will choose a chair from among its members. Membership of the BoE is incompatible with membership of the Faculty Board, the position of department chair, the position of programme director and membership of the Board of Admissions.
- The Faculty board guarantees the independent and professional functioning of The Board of Examiners.
- The BoE establishes, in an objective and expert manner, whether a student meets the conditions set out in the Course and Examination Regulations as regards the knowledge, understanding and skills necessary to obtain a particular degree.
- The BoE will establish rules governing the implementation of its duties and authorities and the measures it is permitted to take in this regard.
- Each year, the BoE will produce a report of its activities and will provide this report to the Faculty Board.
- The BoE will consist of an uneven number of members. The Board will have at least three and no more than five members. The members of the BoE will be appointed for a period of three years. It is possible for members to be reappointed.

**Work field committee** (not described in the Faculty regulations)
Board of Admissions

- The Faculty Board will establish one or more committees which will be charged with the investigation referred to in Article 7.25 paragraph 4 of the WHW, the additional investigation referred to in Article 7.28, paragraphs 3 and 4, of the WHW and the admission examination referred to in Article 7.29 of the WHW (colloquium doctum). The Faculty Board will set out further rules in its institutional resolution regarding the size and composition of the committee or committees.

- The Faculty Board will establish further rules regarding the way in which exemptions referred to in Articles 7.25 paragraph 4, 7.28 paragraphs 2 and 4, and 7.29 paragraph 1 of the WHW may be obtained.

6. The Faculty Council

- The Faculty Board will require the prior consent of the Faculty Council for all decisions regarding establishing or altering: ..... 
  o c. regulations and policy regarding the quality assurance of education and research within the Faculty,
  o d. the Course and Examination Regulations for each programme within the Faculty, with the exception of: i. the regulations concerning the content of the programmes and examinations, ii. the achievement levels, iii. the design of the practical exercises, and iv. the study load. e. every decision about establishing or altering the main points of the faculty budget, f. the regulations regarding the subjects, designated in the Regulations for the University Council.

- The advice must be obtained at such a time as to ensure that it can significantly influence the decision to be taken. In the event that the advice is not followed, or is only partially followed, the Faculty Council will be informed of the reasons for the deviation from the relevant advice.

- The Faculty Council will consist of six members, of whom half are to be chosen by and from among the Faculty staff, and half by and from among the students within the Faculty.

7. Advisory council

- The Faculty includes an advisory council.

- The advisory council is charged with advising the Faculty Board on the main points of Faculty policy as regards education, research and operations.

- The advisory council will consist of a maximum of ten members from outside the Faculty community.

- The members of the advisory council will be appointed by the Faculty Board for three years; it is possible for members to be reappointed.

- The members of the advisory council may resign from the council at their own request.

- The advisory council will meet twice a year.
<table>
<thead>
<tr>
<th>Meeting</th>
<th>Goal</th>
<th>Members</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Executive Board and the Deans, the Education Council, the Research Council and the OBV/OBF.</td>
<td>Discuss university matters</td>
<td>Dean Portfolioholder Education</td>
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<tr>
<td>Faculty Board</td>
<td>Set up and discuss progress strategic plan Education</td>
<td>Faculty Board</td>
<td>monthly</td>
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<tr>
<td>Education trila Programme Director Portfolioholder Education Head of Education</td>
<td>Discuss progress Strategic Educational plan and results in more detail</td>
<td>Programme Director Portfolioholder Education Head of Education</td>
<td>2-weekly</td>
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<tr>
<td>Departmental Educational reviews</td>
<td>Discuss progress departmental plans on Education</td>
<td>Departmental Chairs Programme Director Portfolioholder Education Head of Education</td>
<td>Every 4 weeks?</td>
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<tr>
<td>Educational meetings</td>
<td>Discuss education, innovation</td>
<td>All involved in education</td>
<td>Twice a year</td>
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<tr>
<td>Consultation meeting</td>
<td>Discuss plan on education, course</td>
<td>Dean Programme Director Faculty Council</td>
<td>At least for 4 times a year</td>
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<tr>
<td>Education Committee</td>
<td>Process advice requests of programme director on education (programme quality, changes in courses)</td>
<td>Education Committee members Student advisor (advisory) (public meetings) By invite: Programme director</td>
<td>At least for 4 times a year</td>
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<tr>
<td>Board of Examiners</td>
<td>Processing students requests / Quality of exams and diploma</td>
<td>BoE members</td>
<td>See WHW</td>
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