

Annual Report 2025



PhD & EngD Network University of
Twente



March 2025

Muriel Holzreuter, *President*

Mira El Akkawi, *Ex-President*

Mario Boot, *Secretary*

Janike Bolter, *Treasurer*

Summary



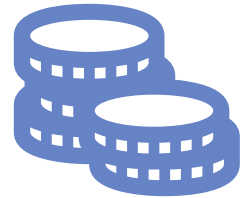
277 members
61 new members



50 events



5 meetings with TGS
2 meetings with the
rector



22'825.98 EUR
credit balance

Summary of statistics, results, and recommendations:

- This year, the P-NUT board underwent a restructuring with a clearer division into various committees with their own responsibilities to streamline our work. A P-NUT Manual (Draaiboek) was written to improve information flow, and the P-NUT statutes were updated to reflect the current status of the association. Further, P-NUT secured access to a storage space in the Carré building.
- Regular meetings were held with the Twente Graduate School as well as with the rector. The faculty representation initiative from last year was continued through the addition of an EEMCS faculty representative and regular meetings of the faculty reps with each other as well as with responsible people in their faculties. In an effort to increase our impact at the UT, we engaged closely with the Young Academy Twente. Additionally, a survey on promotion rights and supervision quality was conducted to provide informed feedback on the *Ius Promovendi* topic.
- To improve the P-NUT financials, a proposal was made to increase the annual membership fee such that the association relies less on external funding. Additionally, a search for external funding through advertisements and sponsoring was initiated. Funding was secured through the incentive fund for a neurodiversity project which will continue into the next board term.
- For the next board term, the following recommendations are made. Continue working with a qualified team coach. Expand the financial department to lessen the burden on the treasurer. Move to an online tool for membership registration and management. Seek opportunities for external funding and sponsorships. Expand the faculty representation and involvement in university bodies.
- The next sections describe board related matters, representation, membership administration, events, P-NUT Day, financials and recommendations in detail.

1. Board-related matters

The elected board of P-NUT of this year again consisted of four members instead of the three that are minimally mandated by our statutes. This constellation allowed us to have a more diverse look on P-NUT related matters which in turn helped us to make more well-considered decisions. Additionally, it resulted in a more manageable task load for the elected board members and provided more flexibility for task delegation when one person was temporarily unavailable. This was especially relevant from December 2024 onward after Mira el Akawi stepped down as president.

The team building sessions with team coach Vincent Hövels were very insightful, particularly for finding our superpowers, board structure and accountability division that works for us. They also created a positive and constructive environment that allowed for open communication and feedback. Nevertheless, the task division in the beginning of the year lead to some confusion because of the discrepancy of expectations before the election and the role descriptions that were decided on during the team building sessions. The role division of this board year can be found in the following:



President

- Ensure efficient and effective meetings by preparing the agenda and chairing the meetings
- Ensure board member contributions and compensation through regular check-ins with the committee heads and the distribution of confirmation letters at the end of the board year
- Introduce P-NUT to potential new members at TGS workshops and other university events



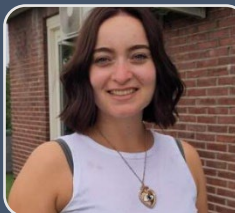
Vice-President

- Step in for the president in their absence
- Structure and documenting key processes such as email management, the Draaiboek and the statutes update
- Manage contact with TGS and the rector by preparing the agenda (together with the other parties)



Secretary

- Manage P-NUT memberships and board member access rights. Also improve associated processes.
- Take the lead on ensuring GDPR compliance
- Execute, manage and improve administrative processes like memberships and access rights
- Extract and share key information from meetings and conversations



Treasurer

- Manage P-NUT finances
- Collect annual membership fee
- Ensure bills are paid on time
- Explore new sources of income such as sponsors

We recommend that the next elected board takes these descriptions as guidelines to design their own task distribution at the beginning of their term. A more detailed description of the tasks was documented in the P-NUT Board Manual which was established this year to facilitate information preservation between boards.

This year, confirmation letters for active board members were issued again to ensure traceable proof for the efforts of the board. This will facilitate the process of requesting contract extensions and prevents fraudulent requests. This documentation should be continued by the future boards.

After long discussions over the past years, the elected board obtained access to a P-NUT storage space this year. This improves access of board members to P-NUT material.

Finally, the board of 2024/25 has updated the P-NUT statutes to reflect the status of our organization. Major changes include the change of the association name to include EngD candidates, the introduction of a sponsor membership, the official extension of the board term to one year instead of six months, and the gender-neutral language. The updated statutes will be put to a vote for approval during the general members meeting on March 6th, 2025.

1.1. P-NUT board

The elected board installed at the General Members Meeting (GMM) on March 8, 2024, consisted of Mira El Akawi (president), Mario Boot (secretary), Janike Bolter (treasurer) and Muriel Holzreuter (vice-president). Those who (partly) continued in their activity as commissioned board members from the previous year were Bram Kohlen, Kevin Redosado Leon, Verena Menzel, Anusha Moses, and Florentina Hager. This year, the board has done a great job in recruiting several new board members, namely: Anannya Devi (P-NUT Day), Arjun Chaudhuri (internal/external affairs), and Roberta Antognini (PR). To publicly appreciate the efforts of our board members and to make the P-NUT board also more accessible and visible to external parties, board members who gave their verbal consent were integrated with a picture and their function on the P-NUT website. Board members who did not agree with this were given the possibility to opt out.

Due to external pressure to make a clearer distinction between board members and committee members for compensation purposes, the board was restructured during this board year. In the new structure, the four elected board members as well as the heads of each committee are counted as board members. All active members that belong to one or more committees are counted as committee members.

Committee members that (partly) continued their activity from their previous year were Aljosa Marjanovic, Additya Pappu, Chaksu Gupta and Lea Berkemeier. The board this year also recruited several new committee members, namely: Isabella Cadoni, Siraj Anand, Anna Bandoni, Lauro Jeronimo Oliveira, and Vishal Tuli.

In the beginning of the board year, board meetings took place every two weeks in a hybrid manner. In June 2024, the meetings were split into two meeting types; on the one hand, board meetings with only the board members took place every four weeks and were focused on decision making. On the other hand, brainstorming sessions took place every four weeks. All board and committee members were invited to these sessions and the primary goal was to collect input on new ideas such that a proposal could be drafted afterwards. For each brainstorming session, one or two specific topics or issues were selected

for discussion. The attendance rate varied between 4-10 board and committee members for both meeting types. External guests from the UT such as representatives from pITCom and BMS PhD's for PhD's were occasionally also present in board meetings.

The board meetings took place in the pITCom room in the ITC building. For access to this room, a pITCom member needs to be present. Brainstorming sessions took place in the Vleugel building due to the larger room requirements.

1.2.1. EQUITY

Throughout the year, the EQUITY working group of P-NUT has been engaged in the organization of several impactful events. The aim of all the activities was to create awareness for inclusivity and diversity within the academic community.

The year started with a highlight: the organization and participation in International Women's Day 2024 in March 2024, where we established and strengthened the collaboration with multiple organizations within the UT (FFNT (recently rebranded to WANT), OBP, DE&I, Amnesty, Ambitious Women UT). Due to financial challenges already being apparent in spring, the decision was made to focus on a low-budget, sustainable and feasible exhibition of art and information. The initiative was wildly successful, with two prominent exhibition locations in the foyer of Ravelijn and the much-frequented hallway Diagonaal. This led to exposure and engagement beyond dedicated diversity, equity and inclusion advocates. The coordination of the next International Women's Day is already in progress, again streamlined by EQUITY. The financial crisis and increased workload of participating parties remains a challenge for this next edition.

On another note, the seasonal book club founded by EQUITY became self-steering in 2024, with members of the book club stepping up to coordinate the organization of meetings and choosing the next read. Furthermore, the former period product pilot (launched in 2022) has been evaluated and deemed successful by the UT and is being rolled out as part of regular operations by CFM and the DEI office. Already, period products are now freely available in a total of 8 buildings on campus.

During P-NUT Day 2024, EQUITY offered an informative booth about on-going work and supplied a moderator for the main stage.

Another highlight of the year was the Inclusive sports day organized by EQUITY with financial support provided by a 5973 € incentive grant. The day offered four workshops (2 wheelchair basketball clinics, 1 sitting volleyball clinic and 1 vogue workshop), free dinner and a panel discussion highlighting a broad range of perspectives on social safety and accessibility in sports spaces. With a total of 60 registrations (40 people attending) the event was a definite success. Next to doctoral candidates, also students and staff managed to be made aware of the event, as in line with the incentive fund proposal. One main success of the day was that EQUITY managed to attract people beyond the usual suspects dedicated to diversity, equity and inclusion. Especially the practical workshops were popular and high energy ways to step outside of one's own bubble. The biggest issue in communication was timing. In the same week as the sports day, another (P-NUT independent) incentive fund project was executed, the Women's Sportsday. This created confusion for those exposed to advertisements for both events. Furthermore, the Batavierenrace, Inspiration weeks, Grant week and Whitmonday were all in the same week too. All of this made promotion hard. For future events like this, EQUITY recommends staying away from planning them in May/June, though in the case of the sports day it was unclear for a long time whether or not a subset of activities would be held outdoors. Furthermore, at the start of any

event held at the sportscentre, we recommend walking up to the reception and briefing them about it. Although no parallel events were held that day, the reception was not able to send participants to the right location or even know that an event was taking place in their facilities when being asked about it.

As follow-up to the successful neurodiversity event leading up to P-NUT Day, P-NUT wrote (and got granted) another Incentive fund to organize a series of community building events surrounding neurodiversity, where EQUITY was involved in both the application process and the organization of the kick-off event in early fall 2024.

Furthermore, EQUITY co-wrote an incentive fund application with among others Th!nk with Pride. Under the working title Social Justice Summit, the applying consortium wants to organize an event show-casing the variety of initiatives and diversity of community interests across the UT. This latter application is still under review.

In the light of the financial crisis, EQUITY organized a sit-and-talk session for doctoral candidates to share their concerns. As general advice, such sessions should be registration free and low-stakes, as even providing a platform to one additional peer is a valuable contribution to the P-NUT community. To provide a general platform, EQUITY also organized a walk-and-talk and plans to offer more such events in the future.

Finally, EQUITY managed to recruit 2 new members into its ranks. Welcome! We are glad to have you.

Through these past and following initiatives, EQUITY contributes significantly to the promotion of equality and inclusion within and beyond the P-NUT community.

1.2.2. Events

Since last board year, P-NUT has continued to strengthen its Event Team delegation. This year, the focus has been maintained on diversifying event offerings, improving participation, and addressing financial sustainability, with P-NUT now recognized as an organization that actively involves PhDs and EngDs in various activities.

The Event Team for this year was led by board member Kevin Redosado, maintaining regular monthly lunch meetings with team members. These meetings allowed the team to gather feedback on past events and plan future activities effectively. Building on the previous board's structure, this year introduced an emphasis on creating a more sustainable and inclusive event strategy while keeping a consistent monthly meeting schedule.

A significant effort has been made to expand the variety of events and attract more participants. While sports and outdoor events have grown in frequency, they sometimes incurred unexpected costs due to lower attendance. To address this, an upfront payment policy was introduced, along with charges for late cancellations. Additionally, a payment account with an online provider was opened to ensure pre-payment before events, to reduce financial strain on P-NUT's accountability. The downside of this method is the loss of registration information regarding how many members and non-members attend the event. These changes, in varied activities offered, have positively impacted P-NUT's image among doctoral candidates. The Event Team has also strengthened its reach by supporting and collaborating with other P-NUT Teams (EQUITY and Include-U) and promoting local events, especially the Expat Center's monthly meeting.

Reports were made for most events, ensuring the proper documentation on the accountability of the actual number of attendees per event, but some events did not produce a report. Additionally, two events had a report but were not officially registered through the P-NUT's event website and thus no proper tracking of participants, and the accountability of number of members and non-members interested in said events could be recorded. Finally, some events registrations failed to ask whether the attendees were members or non-members, making data collection less accurate.

Even though there were some incidents concerning inappropriate behavior, the board has taken these matters with immense importance and is actively working on improving measures to prevent, address, and appropriately respond to regrettable behavior. This commitment ensures a safer and more inclusive environment for all participants and reinforces P-NUT's dedication to its social and networking mission. Although challenges like attendance and cost remain, the Event Team's adaptability and proactive measures have ensured a successful and productive year for P-NUT.

1.2.3. Public Relations & Communication

Since October 1, 2024, the P-NUT PR & Communication Committee has grown from one member to three, enabling the team to take on more responsibilities. This expansion has allowed the committee to oversee key public relations platforms, including WhatsApp, Instagram, Facebook, LinkedIn, the newsletter, and the website. While some responsibilities are still transitioning from previous handlers, the committee expects to fully manage these platforms by early 2025. The current engagement of our followers across platform is the following:

- WhatsApp: The Sports Group was closed due to low activity, but the overall community remains active with 513 members (last year: 338).
- Instagram: 519 followers (last year: 382).
- Facebook: 315 followers (last year: 310).
- LinkedIn:
 - o Personal page: 1,617 connections (last year: 1576).
 - o Professional page: 149 followers (last year: 134).

Looking ahead, here are our objectives for 2025:

- WhatsApp: Maintain an engaging and safe community space.
- Instagram/Facebook: Post updates about social events and create creative, eye-catching content to attract new followers.
- LinkedIn: Grow the professional page's audience by sharing learning events and posting engaging content for academic and professional audiences.
- Newsletter: Add photos from past events and include interviews with PhD and EngD candidates from the University of Twente.
- Website: Restructure the information architecture to improve usability and navigation.

The committee is excited to continue building a strong and engaging digital presence for P-NUT in the coming year.

1.2.4. Newsletter

P-NUT aims to distribute a newsletter once every month at least. During the year 2024, exactly one newsletter was sent every month, with the exception of December, in which a placeholder newsletter was sent with limited content.

With the newsletter, the P-NUT board aims to inform the doctoral candidates of the University of Twente about events, achievements, updates and more both by P-NUT and other organizations if it is relevant for doctoral candidates. The newsletter is sent to all e-mail addresses provided by Hora Finita through Pronuntio of the university's Webhare system.

We have inspected the interaction with the newsletter this year. The Pronuntio system allows us to inspect per link the number of clicks and the number of unique clicks (i.e. the same person clicking a link multiple times will be counted only once). We count the number of unique clicks per link. This means that one person can be counted multiple times if they click multiple links. Given the data provided by Pronuntio, we think that this is the most appropriate metric to measure interaction. We have compared the current year with the previous year. In the figure below, month 1 is January 2023 (blue)/2024(orange) and month 12 is December 2023/2024.

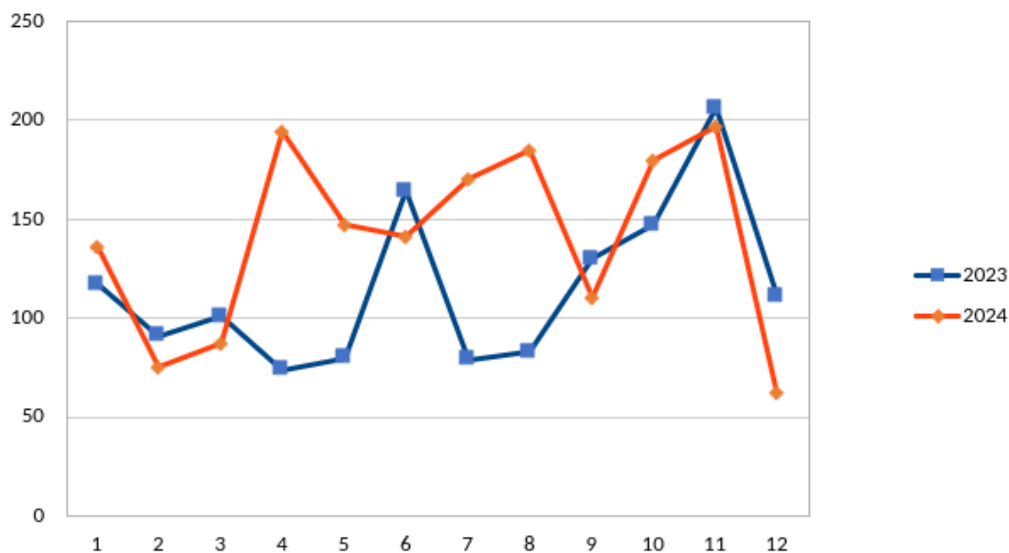


Figure 1: Interaction with the P-NUT newsletter for the years 2023 and 2024 measured by unique clicks per link

Interaction with the newsletter varies per month but has stayed comparable to last year. With about 100 to 150 interactions per newsletter on average, the newsletter has shown itself to be a useful addition for informing the community.

In 2023 we mentioned a complaint where unsubscribed members were resubscribed. We have reworked the unsubscription feature so that it does not happen again. Additionally, due to the new system, people now unsubscribe themselves automatically without intermediate actions required by the newsletter team, causing less overhead. We have not received any further complaints and passive monitoring confirmed that the problem is indeed resolved.

The newsletter has been edited by Bram Kohlen from March 2022 to December 2024. The editor position was supposed to be transferred in December 2024 but due to personal circumstances of the intended newsletter editor for December 2024 onward, no new editor has been appointed. It is suggested that the current (term 2024) and new board (term 2025) actively monitor the situation with the PR & communication team to ensure that this position is filled.

1.2.5. Internal & external affairs

One achievement of the internal & external affairs committee of 2024 has been the successful onboarding of jong-TNO as a collaborative partner. This partnership aims to expand P-NUT's professional network and has already yielded substantial results. Notably, jong-TNO has been secured as a featured speaker for P-NUT Day 2025, a development that promises to enhance the event's prestige and impact.

The committee has also tackled other pressing challenges, most notably the long-standing issue of housing. By spearheading the creation of the P-NUT Housing WhatsApp Group, the Internal & External Affairs team has provided members with an additional platform for exchanging information and securing housing solutions. While this initiative cannot solve the housing crisis, it strengthens the sense of community within P-NUT and offers an additional opportunity to doctoral candidates who are searching for housing. .

In addition to resolving immediate challenges, the department is focusing on long-term initiatives to enrich the P-NUT experience. A key project currently in development is a proposal to promote corporate events within the organization's network. This initiative aims to establish clear terms of collaboration, including financial frameworks, event durations, and partnership conditions, to create a sustainable model that benefits both P-NUT members and external collaborators.

Sustainability has also become a core priority for the committee. In collaboration with GreenHub Twente and the Climate Centre, the team is working to integrate sustainable practices into P-NUT's offerings. The Internal & external affairs committee has actively been providing feedback on a sustainability course that is being developed by the Climate Center. P-NUT has also been involved in promoting the University of Twente's Climate Centre Event 2024 and was invited to present a poster about our work. These efforts reflect a commitment to equipping members with the knowledge and tools to address critical environmental challenges while aligning P-NUT with broader sustainability goals.

The committee's contributions extend to improving internal operations as well. Recognizing the challenges associated with onboarding new members, the team has been working closely with HR to streamline processes and address logistical hurdles. These efforts aim to provide a smoother and more welcoming experience for new members, fostering stronger engagement from the outset. This work however is still ongoing and in progress.

1.2.6. Include-U

After having (re)started the project in late 2023, first events took place to foster inclusivity for international PhD candidates at the University of Twente. Building on the plans outlined last year, two events specifically tailored to international PhD students were organized:

Celebrating Interculturality – 11th April 2024

- This well-attended event brought together PhD candidates to discuss their experiences navigating Dutch culture. The P-NUT board introduced themselves and shared their personal stories, fostering an open dialogue about cultural adaptation and inclusion.

Cultural Crossroads – 26th September 2024

- Prof. Erwin Hans reflected on his years of teaching at UT, highlighting the evolving inclusivity of the university's culture. He emphasized the importance of mutual understanding and proactive communication between international students and the university community.

Besides events, the committee has also been busy with other projects:

- Following up on the international student handbook, the P-NUT website was revised with input from Include-U, ensuring that information is more accessible and relevant to international PhD candidates. Further improvements are planned in the future, but are currently on hold due to the reorganization of the Public Relations & Communications Committee
- Initial discussions took place regarding a follow-up study on inclusion, aiming to assess the impact of previous measures and explore potential improvements. Also, this project is currently on hold in accordance with the elected board due to the sheer number of surveys being sent around at the moment.
- Formally complaining to HR about not requesting the 30% rule for more complex cases. The formal complaint letter has been drafted, and further steps will be taken in accordance with the elected board.

Looking ahead, Include-U will continue its efforts to enhance the experience of international PhD students by organizing new events, improving communication channels, and addressing key challenges in inclusion.

1.2.7 Incentive Fund Neurodiversity

P-NUT aims to be an inclusive organization where people with diverse personalities, skills and mindsets are valued. To achieve part of this long-term vision, we received a grant aimed at supporting people with neurodiverse conditions. We received signals that events about neurodiversity would be highly appreciated and aligned with recommendations to foster a more inclusive culture at the UT. By facilitating the sharing of experiences, connections, and knowledge, we aim to cultivate a sense of belonging and friendship while leveraging expert knowledge to address challenges. Simultaneously, these events aim to raise awareness among neurotypical individuals about neurodiversity, fostering a more inclusive and diverse atmosphere at UT.

P-NUT is thankful to the [Incentive Fund](#) for accepting our funding proposal for a series of events to promote neurodiversity. The full proposal can be read on this page. The budget breakdown is as follows:

Item	Current Cost	New Cost	Description
Student Assistant	€2000	€2500	+/- 6 months, +/- 4 hours per week
Communication Agency	€750	€1750	Professional support with advertising & PR
Event Catering and Fees	€1500	€3500	Catering, venue costs, speaker charges
Attend EUA Conference	€750	€1000	Disseminate in global context
Miscellaneous	€250	€250	
Total	€5250	€9000	

At the moment of publishing this annual report, one event has been organized as part of this Neurodiversity project. A “Co-Creation Brainstorming Event” was organized in October 2024. The event had about 35 participants. They enjoyed a keynote from an award-winning lieutenant in the Dutch army, who was recognized for his efforts in making the military forces more inclusive. Especially their efforts towards establishing a neurodiversity expertise centre are inspiring. Furthermore, various subgroups brainstormed about what can be done at the UT on themes like inclusive course material, encouraging ambassadors, and links to identity and culture. The discussion of each theme was led by a facilitator, who can be contacted for further details and implementation.

Furthermore, a student assistant started a +- 50-hour assignment in February 2025. The assignment is to organize more events to foster a sense of belonging among neurodiverse people on the UT and increase awareness about the benefits and challenges of being neurodiverse.

1.3. Faculty representation

1.3.1 ET faculty

The faculty representation for ET was managed by Lauro Oliveira for this board year. Meetings and communication lines were established with Nicole Torka, the research faculty advisor for TNW. P-NUT was invited, through Tjerkje van der Veen and Maria Kamp, to participate at the faculty’s Research Day with a booth to present the association and its work to the faculty’s community. Also, talks about the increase of bilateral information exchange between the faculty and P-NUT were initiated with the objective of increasing cooperation and synergy in future actions and events.

1.3.2 TNW faculty

The faculty representation for TNW was managed by Vishal Tuli for this board year. Meetings and communication lines were established with Nicole Torka, the research faculty advisor for TNW. P-NUT was encouraged to share TNW specific material via the S&T research newsletter, also managed by Nicole Torka. Ideas for future board years include a TNW specific wellness survey as well as increasing the bilateral information exchange between the PhD official administrative bodies and P-NUT.

1.3.3 EEMCS faculty

This board year, the faculty representative for EEMCS was Muriel Holzreuter. Biannual meetings with the dean of the EEMCS faculty were set up. Additionally, a meeting with the research support specialist of EEMCS was held to discuss options for a closer collaboration between P-NUT and the EEMCS faculty. P-NUT was also present with a poster at the EEMCS Networking Day on September 16. Ideas for future board years include getting involved in the faculty council and collaborating with the student advisor on the faculty board.

1.3.1. BMS PhD’s for PhD’s

Unfortunately, the BMS PhD's for PhD's initiative was discontinued at the end of last year due to a lack of interest and follow-up. The responsibility has been brought back to BMS research support. For the next board term, it is recommended to find a faculty representative within P-NUT for the BMS faculty.

1.3.2. *pITCom*

PITCom board has been actively engaged in improving the PhD experience at ITC, fostering communication and advocating for their needs. Throughout the year, the board went through structural changes, with a substitution of the Scientific representative in July and of the Chair in August. The board held regular meetings with the ITC dean, advisory members and a few P-NUT representatives. A structured annual workplan was introduced in July 2024, yet, due to logistical challenges, social events were limited to the ITC PhD Day, leaving room for future boards to enhance community engagement.

In terms of communication and outreach, PITCom used multiple channels, including WhatsApp, a newly introduced newsletter system (Pronuntio), and MS Team. The board attempted to establish a Discord server for information PhD discussions, but due to low engagement, it was discontinued. The board also noticed that distributing printed flyers and utilizing ITC display screens proved to be more effective in reaching PhD candidates. Yet, updating the website remains a key recommendation to improve engagement and transparency.

PITCom joined PNUT discussions including concerns about the lack of formal Hospitality Agreement, which causes much trouble to PhDs that have not finished on contract period. Efforts were made to seek clarity on the 30% ruling policy for tax benefits, but engagements with ITC HR remained limited. The board also participated in the PhD Graduation criteria and exit qualification discussion.

Half of the term in 2024 was dedicated to the issues of the room booking system for PhD rooms at ITC. A survey was created and conducted to assess the effectiveness of the current booking system, revealing concerns about missing equipment, lack of clarity in reporting issues and uncertainty about handling no-shows. A new system (Planon) is about to be introduced in February 2025 considering the plead for dedicated desks and handling better no-shows.

A major highlight of the year was the ITC PhD Day, held on November 28th. The event focused on networking and skill-building, featuring a 3-Minute-Thesis (3MT) training session led by Dr. Heather Handley, a mapping exercise using Miro to connect PhDs based on research areas, and a community-building word cloud activity. The event attracted 23 participants who provided positive feedback post-session.

1.4. Recruitment of new board members

New board members were recruited through several channels this year. Firstly, we placed ads for open positions in the WhatsApp community, newsletter, social media channels and on our website. Secondly, a form on the P-NUT website allows interested members to submit their contact information together with a note of their interests. Upon receipt of this information, an elected board member would reach out to set up a short meeting. Finally, we organized another "Meet the Board" event during which each committee pitched their work. After the presentations, we provided free food and drinks at the Theater Café for socializing.

Continuing the efforts of the previous board, we finetuned the onboarding procedure for new board members to ensure that they receive the right information on time.

2. Representation

2.1. PhD supervision guidelines

Both the previous board as well as the current board provided feedback on the PhD supervision guidelines published in April 2024 by TGS. The guidelines aim to facilitate communication and expectation management between the doctoral candidates and their supervisor.

2.2 Ius Promovendi

P-NUT created a survey in August-September 2024 to assess the opinions of the PhD candidates regarding the granting of *ius promovendi* and to gauge their level of satisfaction with their supervisory team. At the time of the survey, the *ius promovendi* right was only conferred to full professors and Associate Professor 1. The UT wanted to revisit the criteria for granting the *ius promovendi*, and possibly extend the right to promote to others in teaching/supervision capacity.

Based on the results of the survey, P-NUT represented the opinions of the PhDs in a meeting with concerned stakeholders on 17/09/2024. P-NUT was represented by Janike Bolter and Anannya Devi at this meeting.

2.3 Intended Learning Outcomes (ILOs)

The exit qualifications are the criteria a PhD candidate is expected to fulfil to graduate. However, the current exit qualifications were drafted several years ago and do not completely capture the necessary skills and competencies required for success in today's academic landscape. As a result, the Doctoral Board and TGS wanted to update these exit qualifications. P-NUT organized a survey to gain a better understanding of what PhD candidates think of the current exit qualifications and how they would like them to change. Through the results of the survey, P-NUT was able to represent the opinions of the PhD candidates in this endeavor.

2.4. PhD/EngD handbook

In late 2023, initial steps were taken to enhance the availability of information for international PhD and EngD candidates. One of the ideas discussed with TGS was to expand and update the relevant section in the international student handbook. However, due to a complete restructuring of the handbook in 2024, there was limited opportunity to incorporate dedicated content for PhD candidates.

Given the new format of the handbook, it was decided to focus on expanding the information available on the P-NUT website, providing direct links to the student handbook where relevant. To support this effort, a collection of useful links and documents for PhD and EngD candidates has been initiated. Once the Publications & Social Relations committee has settled, the website's information section will be further updated and expanded.

2.5 Rector Magnificus

Meetings with the Rector Magnificus, Tom Veldkamp, took place every six months. In these meetings, he provided good insight and is able to point us towards the right people for various requests. In this regard, his help and official support was invaluable in our search for a P-NUT space. Additionally, he is currently assisting us with the request for free rent of university rooms.

For future boards, it is important to keep in mind that while the Rector Magnificus knows many people and the background information, he does not have active power. His role is in guiding ideas. Additionally, we have found it to be helpful to come to him with specific action points instead of general requests.

2.6 EngD representation

For long, the focus of the association was aimed at the PhD, majority of the doctoral candidates. Therefore, this year, through the creation of the EngD representation headed by Lauro Jeronimo Oliveira, P-NUT set to increase the integration of the EngD candidates to the association and to join the policy shaping for this group. In the direction of candidate integration, actions such as the creation of the WhatsApp group for EngDs under P-NUT to serve as a forum for discussions, connections and integration and the ongoing development of a survey on the candidates' positive and negative experiences as well as their wellbeing in the program were taken. On the policy shaping side, Lauro contributed with reviewing the new unified EngD Student Guide and Charter.

2.7 Young Academy Twente (YAT)

This board term, a regular exchange with the Young Academy Twente was established. As a network of young assistant professors, they have an insightful point of view on many issues. Topics such as the *Ius Promovendi*, TGS courses and budget cuts were discussed.

2.8 PhD Network Netherlands (PNN)

The Internal/External Affairs team has actively represented our university in various initiatives and events led by the PhD Network of the Netherlands (PNN). Below is an overview of the contributions:

2.8.1 Representation in PO Days

The Internal/External Affairs team participated in the PhD Organization (PO) Days, which provide a platform for discussions on pressing issues affecting PhD candidates across the Netherlands. Key topics addressed included employment conditions, academic integrity, and fostering national collaboration. P-NUT's representation ensured that the perspectives and concerns of the University of Twente's PhD community were effectively communicated.

2.8.2 Involvement in Demonstrations and Protests Against Academic Budget Cuts

The team actively joined PNN-organized demonstrations opposing cuts to academic budgets. Recognizing the detrimental impact of reduced funding on research quality and opportunities for PhD candidates, P-NUT collaborated with PNN to advocate for sustainable investments in higher education. This involved promoting participation in coordinated protests, the development of public statements, and meetings with stakeholders to emphasize the critical role of research funding.

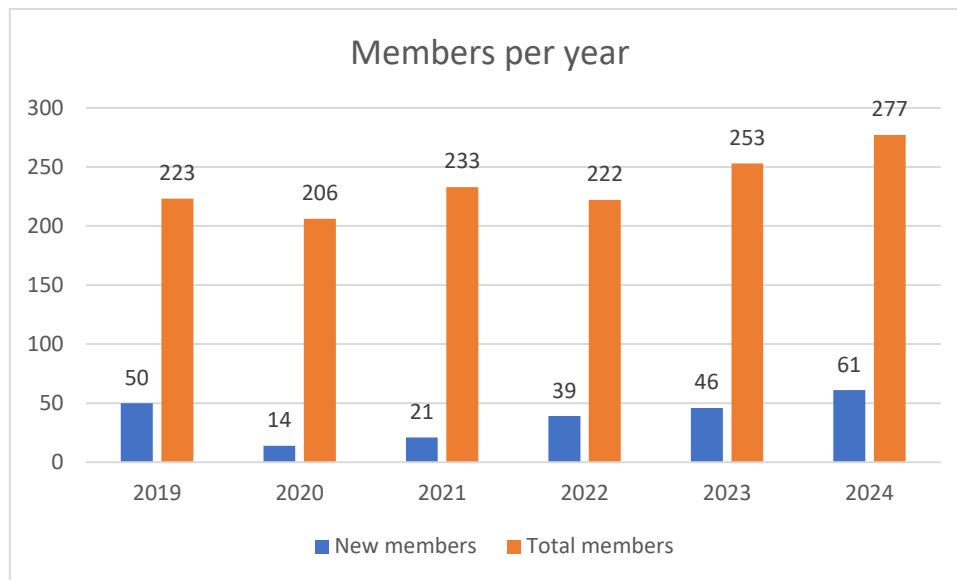
2.8.3 Contribution to the Social Safety Fund Initiative

The Internal/External Affairs team played a significant role in discussions surrounding the establishment and promotion of the Social Safety Fund, spearheaded by PNN. This fund aims to support PhD candidates facing financial or personal crises that could jeopardize their wellbeing or research progress. P-NUT representatives actively provided feedback on fund policies and advocated for their implementation to ensure fair access and transparency.

It is recommended to the next board to follow up in this as plans become more concrete on PNN's site. It is a unique opportunity for change all over the Netherlands.

3. Membership Registrations

By the end of 2024, P-NUT had in total 277 registered members, covering +- 12% of all doctoral candidates at the UT. Recruitment in 2024 has been very fruitful, with the highest numbers of new and total members since 2019:



Large clean-ups of the membership administration have been conducted by the secretary at the start and end of the board year. It was discovered that the membership administration contained several errors. For example, for some members the bank account details and registration date had not been registered correctly. Other members had deregistered but had not been removed correctly from the membership list.

The tools and processes for the P-NUT membership administration are in place and work to an extent, however with several limitations and extensive manual work. Several things are missing: an online tool where members can register and deregister and update their membership details, and where the Board can create management reports; a process to verify whether the IBAN is correct upon registration; and a link with UT HR system to receive a notification when a PhD candidate graduates, which should trigger deregistration. Therefore, recommendations are made in the final chapter of this report.

4. Events

4.1 General Overview

The Board of 2024/25 organized a total of 50 events, as shown in **Table 1**. This marks an increase from the 41 events in 2023/24, reflecting the board's dedication to providing a wider range of activities. The total number of registrations (≈ 827) also indicates higher engagement compared to the previous year's (≈ 648).

Key Observations:

Event Diversity: The board prioritized a variety of activities, including but not limited to, social gatherings, active outdoor events, and networking opportunities. Large-scale events like the Halloween Party and Summer BBQ were particularly successful.

Gaps in Event Reporting: Despite consistent efforts to file event reports, some events lack data. These missing reports create gaps in the overall data gathered and hinder the ability to fully analyze attendance trends. For example, information such as total registrations or the show-up ratio is incomplete for several events.

Irregular Events: Certain events were not organized through the standard registration channels, as highlighted in **Table 2** (*red font*). This inconsistency in the registration process has contributed to further widening the data gap. Event reports have been filed, but there exists no other proof of them being official P-NUT events.

Member vs. Non-Member Data Gaps: Some events did not ask participants whether they were P-NUT members or non-members. This omission creates further gaps in the data collected.

Event Registration by a Third Party: The Halloween Party used a different platform for registration that only allowed us to know the number of registrations and not to know the affiliation of the person that signed-up.

Misbehavior in events: P-NUT strives to be a safe and inclusive space for everyone, but unfortunately, an incident of misbehavior occurred during one of our events. The situation was handled promptly and in strict alignment with our zero-tolerance policy for any form of misconduct that affects the well-being of our community members. In response, the team has been actively discussing and implementing new measures to prevent and punish such behaviors in the future, ensuring that P-NUT remains a welcoming and safe environment for all.

Collaboration with Other Teams: A few events were organized by other P-NUT teams, such as Equity and Include-U, but were promoted or supported by the main event team. These collaborations extended P-NUT's reach and demonstrated the board's commitment to inclusivity.

Participation Trends: As shown in **Table 1**, the average registrations per event (10–30) remained consistent with prior years. Free or low-cost events, such as monthly drinks, continued to attract high turnout, while higher-cost events experienced moderate participation relative to their expenses.

Opportunities for Improvement:

Standardized Registration: Ensuring all events follow the same registration process would improve data accuracy and enable better planning.

Consistent Event Reporting: Addressing the gaps in event reporting would provide a more complete picture of participation and engagement.

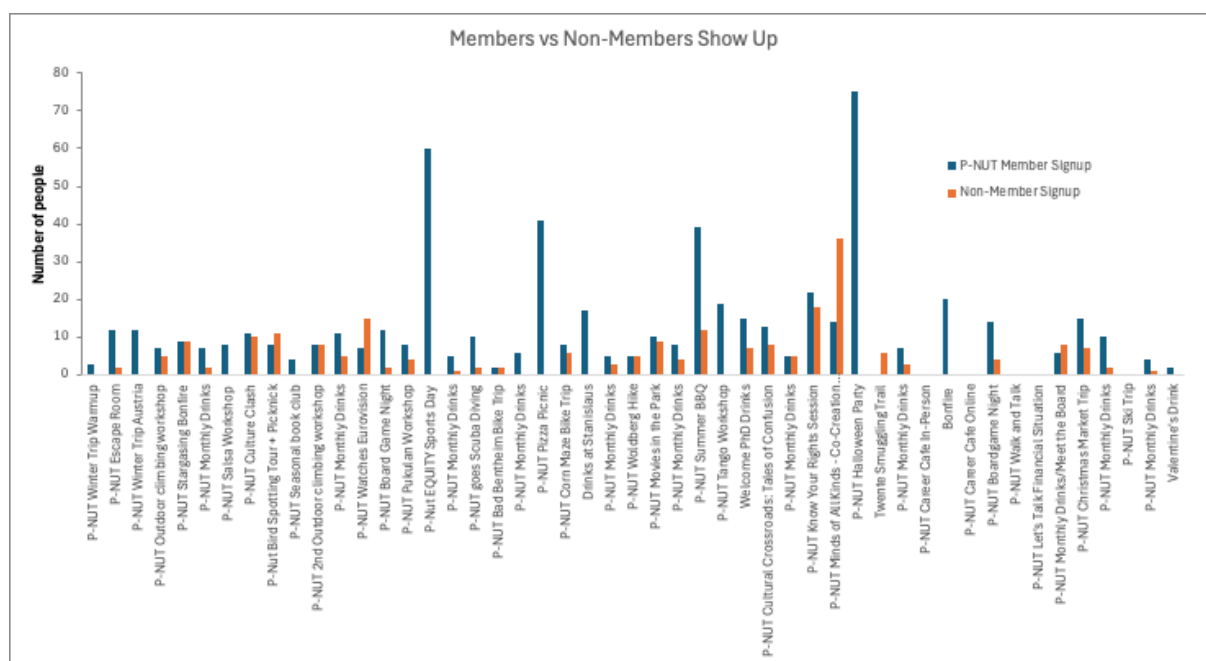
Member Data Collection: Including member/non-member questions in all event registrations would enhance the understanding of audience demographics.

Summary: The 2024/25 board successfully increased the number of events and overall registrations while fostering inclusivity through collaborations. However, addressing gaps in event reporting, registration processes, and data collection will be crucial for improving future event management. For irregular events and missing registration data, refer to Table 2.

Table 1: Overview of the number and registrations of events throughout the years

P-NUT Board of	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Total Number of Events	15	13	41	30	41	50
Total Number of registrations (Approx.)	292	245	830	853	648	827
Average Nr. Registration per event	10-20	10-21	20-30	20-30	10-30	10-30
Nr. Registrations PhD & EngD Day / P-NUT Day	51 (offline)	80 (online)	149 (hybrid)	113 (offline)	123 (offline)	

Figure 1: Overview of Members vs. Non-Members Participation for 2024/2025



4.2 List of Events 2023-2024

Table 2: Overview of all events organized throughout the board year, including sign-up of members, event registrations, show-up rate, ratio between registration vs. show-up, and brutto cost; *net cost

Event	P-NUT Member Signup	Non-Member Signup	Total	Show up	Showup Ratio	Cost
P-NUT General Members Meeting	23	0	23		0%	€ 413.20
P-NUT Winter Trip Warmup	3	0	3	N/A	N/A	€ 459.80*
P-NUT Escape Room	12	2	14	12	86%	€ 125.00
P-NUT Winter Trip Austria (was not asked if they where members or not)	12		12	N/A	N/A	See Winter Trip Warmup
P-NUT Outdoor climbing workshop	7	5	12	12	100%	€ 200.00
P-NUT Stargazing Bonfire	9	9	18	N/A	N/A	Free
P-NUT Monthly Drinks	7	2	9	11	122%	€ 20.05
P-NUT Salsa Workshop (was not asked if they where members or not)	8		8	6	75%	Free
P-NUT Culture Clash	11	10	21	N/A	N/A	Free
P-Nut Bird Spotting Tour + Picknick	8	11	19	20	105%	Free
P-NUT Seasonal book club	4	0	4	N/A	N/A	Other
P-NUT 2nd Outdoor climbing workshop	8	8	16	16	100%	€ 225.00
P-NUT Monthly Drinks	11	5	16	20	125%	€ 20.05
P-NUT Watches Eurovision	7	15	22	10	45%	€ 35.11
P-NUT Board Game Night	12	2	14	N/A	N/A	Free
P-NUT Pukulan Workshop (various activities)	8	4	12	N/A	N/A	€ 360
P-Nut EQUITY Sports Day (various activities)	60		60	40	67%	Other
P-NUT Monthly Drinks	5	1	6	6	100%	€ 15.90
P-NUT goes Scuba Diving	10	2	12	8	67%	€ 120.00
P-NUT Bad Bentheim Bike Trip	2	2	4	5	125%	Free
P-NUT Monthly Drinks	6	0	6	12	200%	€ 15.90
P-NUT Pizza Picnic (was not asked if they where members or not)	41		41	36	88%	€ 251.87
P-NUT Corn Maze Bike Trip	8	6	14	10	71%	€ 36.00
Drinks at Stanislaus (Not register in P-NUT Website)	17		17	17	N/A	€ 145.50
P-NUT Monthly Drinks	5	3	8	N/A	N/A	€ 24.79
P-NUT Woldberg Hike	5	5	10	6	60%	Free
P-NUT Movies in the Park	10	9	19	N/A	N/A	€ 96.20

P-NUT Monthly Drinks	8	4	12	N/A	N/A	€ 21.30
P-NUT Summer BBQ	39	12	51	30	59%	
P-NUT Tango Workshop (was not asked if they where members or not)	19		19	N/A	N/A	<u>€ 110.25</u>
Welcome PhD Drinks (Only in Reports, not Online)	15	7	22	30	N/A	€ 116.00
P-NUT Cultural Crossroads: Tales of Confusion	13	8	21		0%	Free
P-NUT Monthly Drinks	5	5	10	20	200%	€ 33.80
P-NUT Know Your Rights Session	22	18	40	N/A	N/A	Free
P-NUT Minds of All Kinds - Co-Creation Brainstorming Event on Neurodiversity	14	36	50	N/A	N/A	Other
P-NUT Halloween Party (registration done in another page)	75	N/A	75	N/A	N/A	<u>€ 224.60</u>
Twente Smuggling Trail	8	6	14		0%	€ 132.00
P-NUT Monthly Drinks	7	3	10	N/A	N/A	€ 21.30
P-NUT Career Cafe In-Person	N/A	N/A	N/A	N/A	N/A	Other
Bonfire (Not register in P-NUT Website)	20		20	20	N/A	€ 35.59
P-NUT Career Cafe Online	N/A	N/A	N/A	N/A	N/A	Free
P-NUT Boardgame Night	14	4	18		0%	Free
P-NUT Walk and Talk	N/A	N/A	N/A	N/A	N/A	Free
P-NUT Let's Talk Financial Situation	N/A	N/A	N/A	N/A	N/A	Free
P-NUT Monthly Drinks/Meet the Board	6	8	14		0%	€ 132.65
P-NUT Christmas Market Trip	15	7	22	17	77%	€ 150.00
P-NUT Monthly Drinks	10	2	12	N/A	N/A	<u>€ 23.60</u>
P-NUT Ski Trip (registration done by google docs)	N/A	N/A	N/A	N/A	N/A	N/A
P-NUT Monthly Drinks	4	1	5	11	220%	€ 38.00
Valentine's Drinks	2	0	2	13	650%	Free

5. P-NUT Day 2025

5.1. Theme

This year, for P-NUT Day, we wanted to focus on the "hidden layers" of the promovendus life that extend beyond research. As PhDs and EngDs, we learn to navigate complex personal, intellectual and emotional experiences, parallely to our academic endeavors. Therefore, to encourage PhDs and EngDs to explore these dimensions, we designed P-NUT Day 2025 with a focus on facilitating discussions around collaboration with others, intercultural cooperation and finding new ways to cope with stress.

5.2. Planning

P-NUT Day 2025 is being planned for 28th February 2025. We have half a day of events, with two keynote speeches from JongTNO and Jackie van der Kroft, on collaboration as a promovendi and intercultural cooperation respectively.

6. Financial report

6.1. Current status

These numbers are accepted by this year's auditors Florentina Hager and Aron Uneputty.

The total amount of reserves currently available has decreased by 1536,28 € (see Table 1). Part of this is a 1000 € loan for the ski trip 2025, repaid in February 2025, leaving an acceptable fluctuation of 2 %. However, P-NUT spending has increased and a big part of our assets is bundled in the neurodiversity incentive fund and is not readily available. This will leave P-NUT at the end of 2025 with a budget that is lower than in previous years (see Table 2). This will actually lead to a hole in the budget that requires a significant reduction of spending for events (more on this later).

Table 1. Overview of financial results throughout the different board years.

Financial result	2020	2021	2022	2023	2024
	01-01-2021	12-31-2021	12-31-2022	12-31-2023	31-12-204
Cash	€ 14,70	€ 14,70	€ 0,00	€ 0,00	€ 0,00
Bank account	€ 2.736,63	€ 497,38	€ 626,13	€ 1.616,26	€ 3.260,81
Saving account	€ 5.000,00	€ 1.000,00	€ 4.000,00	€ 1,77	€ 1.001,88
OFI	€ 10.427,53	€ 13.113,51	€ 10.583,45	€ 22.744,23	€ 18.563,29
Total	€ 18.178,86	€ 14.625,59	€ 15.209,58	€ 24.362,26	€ 22.825,98

6.2 Looking back on 2024

Finances in the calendar year 2024 went well overall. There are a few relevant remarks: less than expected has been spent on merchandising and PR, EQUITY (outside of the sports day), and the Include-U project (see Table 2). Spending on social activities was higher than budgeted due to overspending during the BBQ and a 1000 € loan for the downpayment of the P-NUT ski trip 2025. The Career Cafe should be highlighted as a cooperative highlight as it was only possible due to EQUITY donating their leftover incentive fund money. The event was very popular, which shows the value of the educational events budget and why it should be continued.

Due to the winter trip 2024 more flux happened through the P-NUT bank account. In the end, this trip cost P-NUT 559,75 €. The originally booked apartment in 2023 turned out to be a scam; the repayment came through in 2024. All participants were offered to retract their participation and the already paid fee of 400 €, which 6 participants accepted. In the end, 5 people participated in another apartment booked on a

The balance in table 2 shows a huge income increase for P-NUT, but this is solely due to the 9000 € incentive fund. Taking this out of the calculation means P-NUT barely came out even with a slight negative of -18,74 € left.

Table 2. P-NUT budget and spending in 2024.

Budget P-NUT 2024	In (expected)	Out (expected)	In (realized)	Out (realized)
Fixed income				
Membership contribution	€ 2.250,00	€ -	€ 2.259,67	€ 24,00

UT contribution	€ 3.700,00	€ -	€ 3.736,80	€ -
Total fixed income	€ 5.950,00	€ -	€ 5.996,47	€ 24,00
Fixed expenses				
PNN contribution	€ -	€ -	€ -	€ -
ING bank account	€ -	€ 250,00	€ -	€ 397,48
ICT costs (website, facebook, SNT etc.)	€ -	€ -	€ -	€ -
Merchandizing (PR+Gifts)	€ -	€ 100,00	€ 55,00	€ 81,50
GMM	€ -	€ 400,00	€ -	€ 413,20
Total fixed expenses	€ -	€ 750,00	€ 55,00	€ 892,18
Activities				
Social events	€ 5.000,00	€ 6.550,00	€ 5.174,59	€ 8.788,34
Educational events	€ 250,00	€ 500,00	€ 1.080,00	€ 1.089,74
Summer Party + BBQ	€ 200,00	€ 400,00	€ 280,00	€ 709,38
New years party 2024	€ 200,00	€ 400,00	€ 83,32	€ 134,40
PhD Day	€ 5.800,00	€ 7.500,00	€ 6.319,05	€ 6.914,67
Total activities	€ 11.450,00	€ 15.350,00	€ 12.936,96	€ 17.636,53
Other				
Acquisition new Board members	€ -	€ 200,00	€ -	€ 331,24
Board integration activities	€ -	€ 200,00	€ -	€ 362,87
EQUITY	€ 5.413,59	€ 6.723,00	€ 5.973,00	€ 3.256,76
minds of all kinds	€ 9.000,00	€ 100,00	€ 9.059,95	€ 1.699,10
Include-U project	€ -	€ 750,00	€ -	€ 131,89
Miscellaneous	€ -	€ 100,00	€ 15,93	€ 721,48
Grand total	€ 31.813,59	€ 24.173,00	€ 34.037,31	€ 25.056,05

6.3 Looking forward to 2025

This year's board has completed the application for the green sustainable bank Triodos. All finances will be moved from ING to this bank, and the ING account is to be closed. This process is ongoing and part of our strategy to align P-NUT with Sustainable Development Goals.

The PNN contribution has been removed, as it had not been used in years. A new post has been added for the neurodiversity incentive fund. The annual visit to the Christmas market is marked as such to make sure some budget is left at the end of the year in the future.

As described above, the budget for 2025 is higher than in previous years due to the grant for the Neurodiversity project, meaning only 13625 € are available for P-NUT. The number is much lower because last year's budget was especially high due to two incentive fund projects in one year. Therefore, the committee heads were asked to reduce their budgets as shown in Table 3. On top of that, less traffic is expected as the organization for the P-NUT ski trip of 2025 is handled outside of P-NUT's accounts. However, this still does not bridge the gap of 2500 € in the budget of 2025.

Presented in Table 3 is the balanced Budget for 2025, why this is a bad idea is explained in the next paragraph. 400 € are saved in board member acquisition and board integration activities. In the long term, this will lead to less active members and a less friendly work environment, making P-NUT less

efficient and putting more pressure on the leftover active members. Lowering the budget for educational events by 200 € makes this point pay for itself, however, this is contrary to P-NUTs aims to shift to a professional image. Finally, 2400 € were subtracted from the events team budget. This will entail fewer events and more expensive events for participants, which will have to be smaller and simpler, many of them less attractive. This budget is workable, it will make P-NUT worse.

P-NUT needs to make some necessary investments: the notary for the new statutes will cost 500 €, we should invest in a better member management system to be GDPR compliant (not calculated in yet) and the website service will not be free in the future anymore. On top of that, P-NUT is not saved from the costs of inflation, which leads to our spending increasing over the years. P-NUT continuously strives to grow and enable more free events for our members, we need a bigger budget for educational events, therefore, reducing the budget for events is not realistic. We need to generate more income.

The board of 2024 recommends doubling the P-NUT membership contribution, as it has not been adjusted for inflation in years. Looking for sponsorships is an option, too. Finally, the extension of the P-NUT community to donors will also support the P-NUT budget but cannot be predicted at this point.

Table 3. P-NUT budget projection for 2025 with current expenses and income

Budget P-NUT 2024	In (expected)		Out (expected)			
Fixed income						
Membership contribution	€	2.700,00	€	-		
UT contribution	€	3.830,22	€	-		
Total fixed income	€	6.530,22	€	-		
Fixed expenses						
Triodos bank account	€	-	€	87,50		
ING bank account	€	-	€	262,50		
ICT costs (website, SNT etc.)	€	-	€	75,00		
Merchandizing (PR)	€	-	€	100,00		
GMM	€	-	€	400,00		
Total fixed expenses	€	-	€	925,00		
Activities						
Social events	€	1.000,00	€	6.300,00		
Educational events	€	300,00	€	500,00		
Summer Party + BBQ	€	200,00	€	400,00		
Christmas Market			€	250,00		
New Years party (2026)	€	200,00	€	300,00		
PhD Day	€	2.100,00	€	3.100,00		
Total activities	€	3.800,00	€	10.850,00		
Other						
Acquisition new Board members	€	-	€	200,00		
Board integration activities	€	-	€	200,00		
EQUITY	€	-	€	500,00		
Minds of all kinds	€	8.900,00	€	8.900,00		
Include-U project	€	-	€	200,00		
Miscellaneous (Notary, Coach)	€	-	€	600,00		
Total other	€	8.900,00	€	10.600,00		
Grand total			€	19.230,22	€	22.375,00

7. Recommendations

7.1. Internal

- Create a multi-year vision & plan to help with making long-term plans and agreements such as reports to the tax authority and preparing team coaching for the next board years.
- To increase effectiveness and efficiency, delegate work into the committees when possible. Use the board meetings and Teams environment to keep the other committees informed of what is going on and to vote on big decisions.
- Bring proposals to board meetings that are almost ready. During the meeting, discuss the proposal and vote on whether to do it
- Keep the P-NUT Board Manual up to date and actively refer new members to the document to help them get started
- Adhere to the new GDPR policy
- Find a suitable online membership management tool and digitalize the membership registration. A possible tool for this is Congressus which is also used by several UT student associations.
- Improve tracking of events, by registering number of attendees, hours of organization, budget, etc. Ideally this documentation takes place in an online shared document, e.g., an Excel with 1 row per event and various columns for attendees, budget, etc. To get an overview of which events are well-visited and where the budget is spent.
- Expand the Faculty Representation. It is recommended that each faculty rep conducts regular meetings with the Dean, Research Support, and HR teams of the faculty. Faculty reps can request budget from faculty boards for organizing faculty-specific activities. In addition, due to the dissolution of BMS PhD's for PhD's, it is recommended to find a BMS faculty representative for P-NUT.
- Integrate the P-NUT Equity Teams within the P-NUT Teams. This makes the Equity team a more clear part of the P-NUT Board, and facilitates cross pollination among board members.
- Use events website more to ensure prepayment for consistent show ups and events tracking
- Get more active committee members and identify their intrinsic motivations. The best plan needs enthusiastic people to do them.
- Make the newsletter a part of the PR committee instead of having it as a free-standing committee. The PR team is well informed about the events and information relevant to our members, and in this way, the writing of the newsletter can be streamlined.

7.2. External

- Organize a webinar to promote P-NUT to stakeholders such as Young Academy Twente, Labor Unions such as AOB and FNV, Post Doc Network UT, Faculty Boards, Gemeente Enschede, etc. Format could be that P-NUT board member gives a presentation to introduce P-NUT vision, structure, ongoing projects, upcoming events, etc. With Q&A. Ensure that the webinar is announced several months in advance in the internal newsletters of our stakeholder organizations.
- Communicate the historical achievements of P-NUT convincingly to our community and stakeholders. Achievements over the past years are for example 100s of successful events with

1000s of visitors, gender-neutral language in the doctoral regulations, a wellbeing survey during Covid-19, free period products on campus, and much more. Communicating these achievements, for example during TGS introductory workshops and negotiations with sponsors and the association website, increases the attractiveness of P-NUT.

- Use the p-nut@utwente.nl email address as much as possible for both external and internal communication. This shows an active association to external stakeholders and streamlines alignment among board members. Any emails received are ideally responded within 3 working days. Any emails related to P-NUT are ideally sent to and from this email address, unless there are reasons to keep sensitive information within the work email addresses of board members.
- Ensure closer ties to HR especially in the faculties to advertise P-NUT to newcomers throughout the onboarding process, especially before newcomers even arrive
- Repeat events similar to the Know Your Rights session. We received a lot of positive feedback from stakeholders involved, and the information was highly relevant. An idea is to organize a session on saving for retirement.
- The alumni café was a great success, and it is recommended to organize a similar event again.
- Request funding again from the Incentive Fund, as it has been shown in several years that this funding is feasible to obtain, needs only reasonable effort, and leads to valuable outcomes.

7.3. Financial

- Increase of the P-NUT membership fee, otherwise time must be spent on acquiring sponsors
- Explore for which rooms P-NUT can negotiate free use.
- Recommendation for savings in bank account: 4xmonthly spending ~ 5500. P-NUT has an average surplus of 200 € per month that could be invested in the savings account, but we should be able to get to 5500 euro faster. This will bridge waiting times for the OFI in case of unexpected flux or OFI responding too slow. The savings should only be used after sending an invoice to OFI.