

# FAM Culture 2024-2028

Guidelines for cultural facility allocation



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## Preface

In front of you is the document with guidelines for the granting of facilities to cultural associations at the University of Twente (UT). This document describes the structure and conditions within which the facility allocation is established, divided into a number of points. For the realisation of this document, principles from the Vision on Sports & Culture of UT have been used. In addition, these guidelines have been set up with the following goals in mind:

- To establish clear guidelines against which distribution can be assessed;
- To establish long-term policy for the finances of cultural associations;
- Create more transparency in the distribution of funds;
- Serve as the basis for a fair, cost-efficient facility allocation;
- Being able to respond to growth and decline scenarios within culture.


The Student Union (hereafter named SU) is end responsible for the making of these guidelines. The FAM Culture is a 4-year document, spanning from academic year 2024-2025 until academic year 2027-2028. Commonly used terms can be found in the definition list (Appendix A).

### *General Provisions*

Allocation of the facilities is done by Apollo in the form of a draft proposal with cooperation and good dialogue with Vrijhof Culture and the Student Union and on the basis of reasonableness. The ultimate responsibility of the execution lies with Vrijhof Culture. For situations not presented in this document, one should act in the spirit of this document, and strive towards a fair distribution in line with the goals of the cultural sector. If the three parties do not reach an agreement, the ultimate responsibility and decision for the allocation of facilities and financial resources lies with the programme coordinator of Vrijhof Culture.

The creation of guidelines for the allocation of facilities will be done every four years, in line with the renewal of the Vision on Sports & Culture. This gives associations more guidance for the long term. The end product of the facility allocation is always a balanced budget. The established allocation of facilities per association is recorded in a Cultural Association Sponsor Agreement (CASA).

Associations are allocated their facilities in hours; a number of hours of accommodation and a number of hours of instruction. Money is associated with these units of time. The associations are allocated instruction hours and accommodation hours because these are where the value for the associations lie as these are directly related to the number of lessons that the association can offer.



## Associations

Cultural associations may claim facilities from Vrijhof Culture. However, there are a number of conditions attached to the use of the facilities.

### Conditions

#### *Student Union Recognition*

All cultural associations that want to claim facilities must be recognised by the Student Union with a Facility Card Obligation.

#### *UnionCard/CampusCard*

All members of student culture associations who make use of UT facilities must be in possession of a valid UnionCard or CampusCard. Additionally, they must be registered in the UnionCard administration system as a member of the association(s) where they use the above-mentioned facilities.

#### *Recognition requirements*

The Vision on Sports & Culture encourages the widest possible range of cultural activities. However, to ensure that the offer at the University of Twente also remains affordable, there is a minimum size of 20 members for cultural associations. Specifically, this means the following for facility grants:

- An association has at least 20 members registered in the UnionCard administration system in January prior to the academic year for which the facilities are granted. Members who have not fulfilled one or more payment obligations regarding the UnionCard are not counted in this number.
- If an association falls below 25 members in a UnionCard audit during the year, it will be invited to a meeting with the association coordinator to discuss its plans for future growth. If necessary, the association will be offered additional administrative support with the goal of returning to a healthy situation.
- Besides the minimum number of members required for SU recognition, cultural associations must follow the 75%-rule, stating that 75% of all members should be students at UT.

### *Cultural Association Sponsor Agreement*

Any association wishing to claim the facilities will have to sign a Cultural Association Sponsor Agreement (CASA) every academic year. The CASA outlines the following for the association:

- The number of instructional hours to be received;
- The number of accommodation hours to be used;
- The number of performances/exhibitions that an association must organise in the Vrijhof;

- Any other arrangements specific to the activities of that association.

In addition to the Cultural Association Sponsor Agreement itself, the following documents with regulations and guidelines are part of the agreement:

- The Room Regulations;
- Umbrella Regulation Associations Inventory;
- Collaboration document Communication & Publicity.

These documents are publicly available on the website of Apollo.

### *New within the facility allocation*

To avoid major fluctuations in the allocation, new associations are not immediately admitted to the facility allocation. For this purpose, the Stimulation Fund is used to allow the association to undergo a trial run within the Culture sector. The Stimulation Fund is managed by the SU and information about the fund can be found on the SU website.

## Instruction

### *Instruction hours*

Within the cultural sector, there is a great diversity between the various disciplines, which means that the set-up of rehearsals at associations varies greatly. Instruction hours are allocated based on the association attaining multiples of an average group size. Per discipline the following starting points have been established for the lessons:

Category	Number of instruction hours allocated per group per week
<b>Arts &amp; Games</b>	2 hours for a weekly activity/lesson
<b>Dance</b>	1 hour per lesson
<b>Music</b>	2.5 hours per rehearsal
<b>Theatre</b>	2 hours basic rehearsal time

For all groups, professional instruction is the standard. Beginner groups within dance associations are an exception to this rule. For these groups, student instructorship forms the basis. During this FAM cycle, a transition will be made from professional instruction within beginner dance groups to complete student instruction. Furthermore, all dance associations receive half an hour per week of extra professional instruction.

### *Instructors*

Because of the specific skills that are needed to give cultural instruction, associations are entitled to have a professional instructor for most of the instruction hours that are granted.

In consultation with an association, preference can be given to deploying a student instructor for some of the lessons e.g. to make more instruction hours possible for specific groups within the association. Student instructors offer support to the association, as well as experiencing extra-curricular personal development. Because of this, student trainers can be rewarded with an EduBadge, a Student Union recognition of extracurricular activism. Student instructors will not be reimbursed for professional instruction hours. Nevertheless, student trainers can be reimbursed for their support to the association. This reimbursement comes in the form of the costs for a UnionCard or CampusCard and Association Fee. The following table gives an overview of the reimbursement for student trainers:

Number of training hours per year	Reimbursement
<b>Between 0 and 20</b>	No reimbursement
<b>Between 20 and 40</b>	UnionCard or CampusCard
<b>More than 40</b>	UnionCard or CampusCard, Association Fee* and EduBadge

*\*The association fee will only be reimbursed for the association that the student trainer gave training to.*

Generally, only the primary instructor will be given reimbursement. Exceptions can be made in cases where there is no clear primary instructor, or there are multiple primary instructors e.g. because of a large group size. In principle, student instruction is optional for cultural associations. This does not apply to beginner groups within dance associations, because, within culture, student instructorship is most achievable for these groups. However, to support the shift from professional instruction to student instruction, these groups will be supported by and work closely together with Vrijhof Culture and Apollo to facilitate this. Additionally, the SU has the ambition to support student instructorship by offering a 'Student Instructorship Training'. The ambition is complete student instructorship within these groups before the start of the FAM cycle, in 2028/2029.

### **Extra hours**

Each association is allocated a number of project hours based on which additional activities and rehearsals can be reimbursed. Each association receives a maximum of 30 extra instruction hours per year, of which a maximum of 15 instruction hours may be used on any single performance, exhibition, or competition. These extra hours can be freely distributed by the association amongst their groups and used for the following:

1. Meetings with the board;
2. Rehearsal day(s) in preparation for the performance;
3. Performance preparation;
4. Additional showdates for instructors.



## Accommodation

### *Rehearsals*

Each association is entitled to offer its members one rehearsal moment per week for the duration as stated under Instruction. The association will be allocated hours for all its granted instruction groups to rehearse. The number of hours of accommodation granted covers at least the amount of instruction hours granted. The rehearsal times will generally be scheduled between 18:00 and 00:00 on weekdays. More details on accommodation hours can be found in the Room Regulations.

### *Performances, Exhibitions, and Competitions*

An association is expected to give a number of performances every year. The number of performances an association is expected to give in the Vrijhof is stated in the association's CASA. For performances by associations in the Vrijhof that have been specified in the Rehearsal Times and Programme Meeting (RTPM), accommodation can be used at no additional cost. A dress/general rehearsal in preparation for a performance in the Vrijhof also falls within the standard allocated hours and can be reserved during the RTPM. In case of conflicting requests within the RTPM, associations with mandatory performances have priority over associations that wish to program additional performances in addition to their mandatory performances.

### *RTPM*

To schedule all this, the associations make a request to Apollo in preparation for the "Rehearsal Times and Programme Meeting (RTPM)" in which a preference for day, time and location of the rehearsal/meeting and performances is indicated for each group. Apollo will take care of creating a schedule in close cooperation with Vrijhof Culture. The RTPM takes place in February prior to the new academic year. Changes to the schedule after being established at the RTPM can only be made with the approval of Vrijhof Culture.


For associations that need to facilitate expositions in the Vrijhof, the Vrijhof Culture staff member for visual arts & expositions should be contacted at the start of the academic year to schedule the exposition(s) from the association.

### *Additional activities*

Associations that wish to organise other activities besides their regular meetings, not specified in the RTPM, can use the facilities in the Vrijhof, in consultation and subject to availability as described in the Room Regulations.

### *External accommodation*

When the campus cannot structurally accommodate an association, the association coordinator may decide to facilitate external accommodation. These costs will be fully reimbursed from the facility allowance.





## Materials

Associations can receive compensation for their materials. A number of conditions must be met. First, the material(s) for which the request is made must meet the following characteristics:

- The material can be used during its lifetime by several members/a whole training group;
- The equipment is necessary to provide weekly rehearsal/lesson or over the long term for performances or activities;
- The material can also be used on request by other associations should this be necessary for the practice of the discipline, however, the association that purchased the instrument has the first right to use. It must be taken into account that the materials will be handled with care and if necessary, there will be supervision to ensure correct use of the materials.
- Materials that are applicable under SFC or that are already part of the Vrijhof inventory cannot be part of a FAM-request. See appendix D for a list of the division of material financing sources.
- After purchase, the material will be part of the CIF and maintained by Vrijhof Culture; Use of the percussion and instruments of the CIF is established in the umbrella regulations.

A request for material reimbursement from an association contains at least the following elements:

- The material plan: how much is needed of each piece of material, what does it cost, and what is the depreciation period?
- Substantiation as to why this meets the points under principles of materials to be subsidised;
- A comparison with non-student cultural associations: are the materials described self-owned/not self-owned by similar non-student associations?

The assessment of the application is the responsibility of the culture management. The granting of the compensation at least meets the following characteristics:

- The first 10 euros per member is not reimbursed. Associations are expected to pay for materials that fall within this, for example from association contributions.
- Associations are reimbursed 80% of the application above 10 euros per member.
- The maximum amount that associations can receive as materials compensation is 100 euros per member.

Materials request amount per member			FAM covers	Association pays
€ 0	to	€ 10	0%	100%
€10	to	€ 135	80%	20%
€ 135	to	.....	0%	100%

For additional clarity, an example purchase is described in Appendix C.

### *Additional material costs*

In addition to requests for materials from the associations, the materials budget also includes an amount for the maintenance of a number of materials that falls under joint use by the associations and is coordinated by Vrijhof Culture, namely:

- CIF, including the management and maintenance of percussion;
- Management of a beamer, reels and flashes;
- Maintenance of other joint association materials.

## From application to allocation

The facility allocation contains a lot of flexibility so that it is optimally tailored to association-specific situations and their ambitions. Because these ambitions are based on long-term plans, it is not desirable to review the entire facility allocation every year. In addition, it gives clarity to the sector if the allocation is not turned upside down every year. Therefore, the following cycle is maintained for facility allocations:

23-24	24-25	25-26	26-27	27-28
Vision on S&C 1				Vision on S&C 2
Guidelines 0	FAM Guidelines			
Allocation 0.4	Allocation 1.1	Allocation 1.2	Allocation 1.3	Allocation 1.4

In the above cycle, facility allocation is linked to the Vision on Sports & Culture cycle. During the first year after the new vision is made, work can be done to revise the facility allocation guidelines. Because these guidelines need only be consistent with the Vision on Sports & Culture, it is not necessary to revise the FAM guidelines more frequently than once every four years. As a result of the revised FAM guidelines, facility allocations to associations will be revised. This is indicated in the above table. As stated above, it is not the intention to review the entire facility allocations of all associations every year. Fundamentally, the four-year allocation remains largely the same. There are, of course, conceivable exceptions where it is desirable to review the allocation for certain associations. These exceptions may include:

- Membership growth and contraction of associations;
- The ambitions of the associations change significantly;
- Unexpected budgetary changes within the UT.

However, it is emphatically not the intention of associations to renegotiate the entire facility allocation every year. When the initial allocation is made after the new guidelines are established, only the part of the allocation linked to the changing circumstances at the association as mentioned above can be changed.

### *Interim adjustment*

The facility allocation for a given academic year is based on the situation at the association as known in January prior to that academic year. As a result, the association may run into problems if circumstances change significantly and beyond its control during the college year. The guideline is that the granted facilities may be scaled up if an association grows by 90% of average group size, including the associations' waiting list, as specified in Appendix B. If an association membership count falls by at least 70% by an average group size, specified in Appendix B, a group should be disbanded. If there is any other reason why the facilities granted are no longer adequate, whether or not to grant additional facilities is at the discretion of the association coordinators. Adjustments are only possible within the existing budget for the current period.

### *Allocation timetable*

Any association may request a change in facility allocation for the upcoming academic year based on changed circumstances concerning the association. In addition, the association coordinators can make a change in facility allocation if an association has grown or shrunk. The following time frame is used for facility and accommodation allocation:

<b>September</b>	Start of academic year, meeting with association coordinator
<b>December</b>	Deadline requesting change in facility allocation for next academic year and other RTPM requests
<b>January</b>	Membership count for next college year's allocation Apollo makes concept allocation next year in alignment with Vrijhof Culture
<b>February</b>	Concept allocation for feedback to associations Final facility allocation is presented RTPM takes place
<b>April-May</b>	CASA's are made and sent to associations for approval
<b>July</b>	Deadline submitting signed CASA
<b>October</b>	Submit material plan

## Finance

### *General principles*

The financial purpose behind creating the FAM is to provide clarity for the associations, Apollo, Vrijhof Culture and the Student Union regarding expenses and income. The financing of the model is based on a balanced budget. This means that it is based on the budget as established when this FAM was adopted, which will in principle be indexed annually. However, if for any reason the financial substantiation of the budget cannot be realised, it may mean that adjustments must be made. After all, the starting point is a balanced budget, also for the financing parties. Student Union, Vrijhof Culture, and Apollo have access to the financial status of the FAM.

### *Income*

Coverage for the implementation of the FAM consists of income from the Student Union and support from the University of Twente, given through the Vrijhof Culture budget. In addition, there are small contributions from the associations to cover the costs of the CIF.

The contributing budget of the Student Union consists of income via the UnionCard. This is built up of a portion of the UnionCard/CampusCard sales and the complete association fee income of cultural associations. The Student Union also covers the cost for the 'Drakenkelder' in the Bastille.

The associations that make use of the CIF pay a yearly contribution for this use and for the maintenance of the percussion. This amount is part of the budget for the maintenance of all instruments. More information on this can be found in the Umbrella Regulations.

The contributing budget of Vrijhof Culture consists of a budget that covers instruction hours, material costs and supplementary coverage for accommodation costs.

### *Expenses*

#### *Instruction hours*

Because all instructors work on a ZZP base for the associations, the costs for instruction are real out-of-pocket costs. Payment of the instructors is done via the university. Every year the hourly rate for the instructors will be established.

Travel costs of instructors are not part of the FAM, only for the few instructors that have an arrangement for this with Vrijhof Culture at the time of establishment of the FAM. Travel expenses are covered by the associations themselves.

#### *Accommodation costs*

The costs for accommodation on campus are model-based, because the calculation of the real costs would be very complicated and time-consuming. Therefore, it is decided to work with an attribution model based on percentages for use on weekdays, with compensation in this for all other usage.

*Material costs*

Material costs will have to fit within the budget for the relevant year. If the total sum of the requests is higher than the budget, Apollo will review the applications on necessity and distribute the budget after consulting the associations involved.

*Planning*

The cycle within an academic year is as follows:

Month	Activity
<b>November</b>	Concept budgets for FAM/RTPM discussed by Student Union, Vrijhof Culture, and Apollo.
<b>December</b>	Start RTPM process: requests of the associations. Budget for next year established by Student Union, Vrijhof Culture, and Apollo to set a financial framework for the allocation.
<b>February</b>	Make calculations of the FAM costs based on the RTPM for a budget check by Vrijhof Culture.
<b>September</b>	Budget underlying the RTPM checked against the budget to be submitted for the following fiscal year by Student Union and Vrijhof Culture, consulting Apollo.
<b>December</b>	UnionCard income is checked and compared with
<b>June/July</b>	Calculate total costs and prepare income statement of the FAM for the relevant academic year A/B. Division of the Union/Campus Card funds. Evaluate.

## Appendix A – Definition list

**Apollo:** The student-controlled cultural umbrella organisation that promotes the interests of cultural activities for and by students and cultural associations of the UT. Alongside this, Apollo manages the subsidy fund culture and helps organize cultural events on campus.

**Campus:** The geographical area where the University of Twente is located, including everything considered within the campus atmosphere.

**CASA:** The Cultural Association Sponsor Agreement, previously known as the House Sponsor Contract. The CASA is an agreement specific to a cultural association between the cultural association and Vrijhof Cultuur.

**CIF:** The Campus Instrument Fund, an instrument fund subsidised by Vrijhof Culture, meant for personal and association use.

**CFM:** An abbreviation for "Campus & Facility Management", the department of the University of Twente responsible for managing University facilities, amongst other things.

**CFM Sports & Culture:** The University of Twente's Sports & Culture department, responsible for facilitating sports for students and employees, as well as external rentals. CFM Sports & Culture includes the Sports Centre and Vrijhof Culture.

**Culture:** The collective term encompassing performing arts, visual arts, and written word activities.

**FAM Culture:** An abbreviation for Facility Allocation Model Culture. FAM Culture is the set of guidelines that defines the allocation of financial resources to culture associations.

**Groups:** Groups of culture participants that participate in culture associations on a weekly basis.

**Performance:** A performance is a series of individual show dates. E.g. if you perform the same concert three times, it will be seen as one performance.

**Professional instruction:** Guidance, teaching or coaching by an educated professional.

**Sector:** The Sector Sports & Culture, consisting of the Student Union, CFM Sports & Culture, SUT, and Apollo.

**Show:** A show is a single show date. Multiple shows make up a performance.

**Student Union:** Stichting Student Union Universiteit Twente, the overarching organisation for student activities at the University of Twente, responsible for policymaking in areas such as sports and culture for students.

**Student instruction:** Guidance, teaching or coaching by non-professional educated members. Generally, this is a student, but can also be a non-student member.

**Groups:** Groups of culture participants that participate in culture associations on a weekly basis.

**Vision Sports & Culture:** The Vision Sports and Culture 2024-2027 document. This is the highest policy document for sports and culture at the University of Twente.

**Vrijhof Culture:** The organisation within CFM Sports & Culture responsible for culture.





## Appendix B – Cultural associations and average group sizes

Association	Average Group Size
4 Happy feet	25
Arabesque	15
Break-Even	25
Chassé	15
Primo Ballerino	18
MSO	60
Musilon	50
SHOT	70
UTmost	20
NEST	18
Pro Deo	15

## Appendix C – Material Division Example

As described under Materials, the division key for material purchases under the FAM is as follows:

Materials request amount per member			FAM covers	Association pays
€ 0	to	€ 10	0%	100%
€10	to	€ 135	80%	20%
€ 135	to	.....	0%	100%

Here is an example purchase that clarifies what is mentioned in the table.

An association with 30 members wants to purchase an instrument which costs €4500,-, which means it costs €150,- per member. The association pays the first €10,- per member, which means the association pays €300,-. The association also pays for 20% of the costs between 10 and 135 euros per member, which is €750,- ( $€125 * 30 \text{ members} * 20\% = €750$ ). The association also pays for the €15,- per member above the €135,- mark, which is a total of €450,- ( $€15 * 30 \text{ members} = €450$ ).

Adding up these numbers, the association would pay 1500 ( $€300 + €750 + €450 = €1500$ ). The Vrijhof would pay 80% of the costs between €10,- and €135,-, which comes out to €3000,- ( $€125 * 30 * 0,80 = €3000$ ).

## Appendix D – Division of material financing

Items
<b>FAM Materials</b>
New Instruments for the Instrument Pool (CIF)
Music Stand Lights
Big Decor Pieces that can be reused
Barre (Moveable)
Music Stands (New)
Printing Costs (Sheets & Scripts)
<b>SFC Materials</b>
Music Rights & Play Rights (for performances) + "Own Costs of Printing"
Costumes
Decor (Except for big, reusable decors)
<b>Cultural Accommodation/Department</b>
Chairs
Beamers in the Agora + Amphi
Sound-System/Music Installation
Mirrors
Barres (Fixed)
Bok for Conductor
Pianos