

## MINUTES 172<sup>ND</sup> FC MEETING – 5 NOVEMBER 2015

### Attendees

FC Members	Guests	MT	Official Secretary
Gabi Helfert	Adri Meijdam	Steef van de Velde	Liz Derks
Marja Flory	Irene Kroon	Abe de Jong	
Paolo Perego	Marta Szymanowska	Frank van der Kruk	
Marina Arnaudova	Suzanne Bickes		
Mike Jennekens			
Kevin Ren			
Dominik Scherrer			

### 1. Opening

Marina opens the meeting at 10.37 am.

### 2. Agenda

There are no questions or further points to be added to the agenda.

### 3. Minutes

The minutes of the previous meeting are approved without further remarks or amendments.

### 4. Announcements

Marina makes two announcements on behalf of the FC:

- The FC received the last adjustments to the new Faculty Regulations which involved the inclusion of two key vice-dean roles. The FC has approved these adjustments and would like to receive the full final version of the new Faculty Regulations. Afterwards, a letter of consent will be drafted.
- The FC has received a PowerPoint with the results of the sampled monitoring of MSc theses in the year 2013 – 2014 from Anne van de Graaf. The conclusions are reassuring and the FC sees no need to further discuss them.

Frank makes two announcements on behalf of the EB

- The 2016 budget of RSM has been approved by the EUR EB. However, the EUR EB stressed getting in touch with the FC for budget discussions earlier next year, which was also one of the remarks in the FC letter of consent. For the FC it is in particular important to be involved from the earliest possible moment and to receive complete data and figures as this is what slowed the process down this year. Frank suggests sitting down together in the beginning of 2016 to discuss how to design this process in the most effective and efficient manner.
- Anne van de Graaf has looked into the legal aspect of e-learning or blended learning approach. There have been a few questions from teachers regarding the subject. At this moment Bas Giesbers has reviewed some agreements from the Open University and from SURF and based on that information most questions from teachers can be answered. At the same time EUR central is also looking into the legal aspects of blended learning. Someone will be hired to write a legal document about the matter, which will probably be in the beginning of 2016.

Abe makes two announcements on behalf of the EB:

- Last week the EB had the biannual meeting with the EUR EB, which in the fall is usually focused on the budget for next year. During the meeting the Dean gave some background information about the strategy and future plans of the university. Afterwards the budget was discussed, including some particular aspects such as the selectivity for master programmes and the ratio of support and academic staff. Overall, the EUR EB was quite happy with the plans from RSM and as such decided to approve the budget.
- Approximately half a year ago Frank Hartmann was appointed as the Dean of Education. He has been working very hard on building a council for executive education, which will consist of faculty members and will serve as a liaison between the faculty, the school and also opportunities for executive education in the RSM BV.

### **5. Improvements Career Services for Internationals**

As a result of ongoing discussions with the FC regarding internship opportunities, in particular for international students, Irene today presents the progress made by the Career Services department. In May 2015 the first internship fair was organized. This was a huge success, with about 20 companies ranging from start-ups to multinationals presenting their internship opportunities for 3<sup>rd</sup> year students. Aside from that, students could get their CV reviewed and both Integrand and AIESEC were also present. The fair will be organized again in April 2016. Moreover, a new website was launched with internship information, a second information session is organized in addition to the one organized in November and a recruitment calendar has been developed for companies. Gabi suggests posting a link to the document on the job board as well, so more companies can access it as it is a very useful document. The extra effort seems to have paid off; 188 BSc students are currently doing an internship compared to 108 last year. Also, an internship registration platform will be developed comparable to the TOP system for master theses. Paolo suggests involving programme management and the thesis coordinators in the development process of the system from the beginning. This way they can provide input for the requirements of the system and can test the system upfront. Irene also mentions that the accounting department was a bit more demanding from their students regarding the internship proposals compared to other departments. As such, they have decided to adopt the accounting standards to be the general standards for all internships.

Career Services also has its own job board where companies can post any vacancies, internships, jobs or side-jobs, for students. Recently, a CV database where students can upload their CV was added to the job board. Students create an account, upload their CV and this way companies can easily find them. This was launched only 2 weeks ago and so far already 430 students have signed up, so Career Services can actively start to promote this to companies. Career Services has also increased the number of consultation hours from 2 to 4 hours per week. However, this still seems insufficient as students have to wait in line and the 4 hours are always fully booked. Additionally, extra CV and Cover Letter workshops, Interview workshops and LinkedIn optimization workshops were added. Lastly, the number of company presentations and workshops has been increased.

Paolo wonders about the vision from Career Services for providing services to master students. Currently, activities for this target group are often “delegated” to student associations such as STAR and the EFR. Irene explains that they would like to stretch their service to include more activities for master students. However, currently all their workshops are open to master students and master students can also find plenty of job opportunities on the job board. However, internships are a different story as most of the master programmes do not have internships as a part of their official 1-year curriculum. This makes it harder for Career Services to support master students that do want to do an internship. As such, the services from Career Services for master students are more geared towards getting them the job they want.

## **6. Additional Selection Requirements IBA**

Adri provides a quick summary of the situation. The IBA programme has enjoyed a special position over the past years as the programme entered a pilot programme of the Dutch government in 2004 to be fully selective. Only a few programmes in the Netherlands were part of this pilot and at this moment the IBA programme is the only “participant” left. The pilot has formally expired already, but IBA has requested an extension several times, awaiting new formal legislation on the matter. Regrettably, the very positive evaluation of IBA’s practice has not converted to a formal position in the new ‘Regeling inzake de toelating tot het hoger onderwijs’ of April 3, 2014 nr. 540459. As per 2017-2018 new regulation will be in place. The current form of fully selective admission (‘Selectie aan de Poort’) will disappear. The remaining available options are programmes with open admission, programmes with so-called additional requirements (two types), programmes with small-scale, residential, intensive education or programmes with a numerus fixus. For IBA, open admission is not an option: the concept of the international classroom requires active intervention in the admissions process. IBA is not a small-scale, residential, intensive programme; nor does IBA prepare for a specific segment on the labour market. Hence, remaining options are the Numerus Fixus and Additional Requirements because of a specific educational concept. Adri mentions the different pros and cons of each option and explains that, after careful consideration, the preference of the IBA programme is to start working with additional requirements as from the academic year 2017-2018 onwards. However, one main drawback from this system will be the major increase in applications from Dutch students. Implementing additional requirements will mean that it will no longer be possible (legally) to select on grades, whereas having a minimum GPA was what abstained the majority of Dutch students from applying. This means there will be an increased workload related to the IBA applications. However, the new selection process will ask students to “prove” their intrinsic motivation to be part of the international business programme. They are required to answer a few essay questions related to the “international classroom”, which is an allowed for selection criterion.

Dominik wonders whether the “no selection based on grades”-rule only applies to Dutch applicants or also to international students. Adri answers that it will apply to all students, either Dutch or international. However, this will not take away that all students applying will need a certain level of education comparable to the Dutch VWO and good mathematics skills. This means that for international students the diploma will still be verified to guarantee a certain level of education. Dominik’s second question refers to the opinion of the programme committee, to whom the issue was presented a few days ago. Adri replies that the programme committee fully understood the problem and agreed that both options are not ideal solutions as it will always be second-best to the system IBA currently has. Lastly, Dominik points out an inconsistency in the learning goals of the IBA programme as it is currently unclear whether the learning goals are pursuing a scientific career or pursuing an international business career. Adri promises to look into this. Marina then mentions the application fees, which are intended to prevent students from applying “for the sake of applying” and to compensate for the administrative work behind the application process. She wonders whether the amount will change as a result of the additional requirements. Adri explains that the fee is currently slightly above €100. However, the Dutch government stimulates programmes not to have any fee and, if really necessary, to charge between €50 - €100. Steef explains the importance of these fees as one does not only create a threshold with these fees, but also generates funds to support the people dealing with the applications. Gabi wonders whether it is not an option to ask an even higher application fee of approximately €500 and refund €400 of this amount to the study upon graduation, to deter people that are not serious about their application. Adri explains that they are considering a refundable deposit; however setting the amount at €500 would be too high, especially as the trend is no fee or a maximum amount of €50. Paolo makes a last remark regarding the document, as in his opinion the content and structure could be improved. He states the FC will write a supporting letter of advice and the letter will also include suggestions on how to improve the document.

## **7. Report RSM Diversity Task Force / 8. Diversity Discussion with Steef van de Velde**

The report is the result of the Diversity Task Force consisting of six people who met regularly over the past few months in order to come up with clear suggestions on how to improve diversity within RSM. One of the main observations is the large diversity among students and junior faculty staff. However, when looking at senior faculty positions, the diversity decreases drastically to mostly Dutch white males. To improve this, the task force has tried to come up with specific recommendations and changes that could relatively easily be implemented within the faculty. There are two focal areas where big steps could be taken. The first one is the academic promotion process; the second one is the effort that is taken to embed people; to make people feel welcome at the faculty and help them settle in a new country. This effort should not only be made when people are arriving, but should be provided at an ongoing basis. Support could be provided, for example, for visa applications, obtaining social security numbers, arranging taxes and submitting tax forms, and finding accommodation. This is one of the most important recommendations from the report. Aside from that, the committee also suggests starting an active discussion and evaluating the initiatives that are carried out. Marina mentions that the lack of support for internationals also came up when the report was discussed within the FC. Gabi explains that currently there is very little support to help international staff with all the practicalities of living a life in the Netherlands. Currently, HR lacks the experience and knowledge, which sometimes even results in inaccurate information/advice being given. It would really help if these people would receive proper training and/or if an international person with experience would do this job. However, if this could not be arranged internally, there are many agencies in the Netherlands that provide these services. Frank mentions that there is actually a lot of information for internationals available at the EUR central level as a while ago there was even a specific committee appointed to deal with this matter. He promises to look into the matter as these materials should be easily accessible to employees from all faculties. Marta replies that there are indeed some documents, but many people are unaware that they exist, which is also a consequence of the fact that there is not one responsible person or department. Gabi then mentions the fact that the report is relatively focused on women with kids and perhaps it is an idea to focus a bit more on the responsibilities men with kids have as well. Marta answers that the recommendation to extend tenure track contracts by 8 months for both men and women who have children during the time of their tenure track is particularly done so to not discriminate. As a last remark Gabi mentions the interview process which is also touched upon in the report. She has heard many cases of “sub-optimal” interview processes with inappropriate questions being asked about people’s origin or international background. To conclude Marta stresses the importance of using English as the official language of communication within the school as this has huge implications on comfortable people feel at the workplace. Dominik adds to this that having some documents only published in Dutch also unnecessarily prevents international people from applying for or carrying out a certain job.

Abe states that the report was also very well-received by the EB and that a reply/list of action points will be drafted as soon as possible. The EB will already be able to give an update on this during the next FC meeting.

## **9. Update Diversity Policy Administrative Staff**

Frank explains that there is a draft memo for the EB to define specific targets. However, the document has not been finished yet and some adjustments will still need to be made. Frank agrees to put it on the agenda again for the January meeting as he will not be able to attend the December meeting.

## **10. New Incentive Plan**

There have been discussions about the incentives for faculty members during the Strategic Platform as well as during the extended Strategic Platform, which also included several members of the FC. As a follow-up step Abe is visiting each of the academic departments. These meetings are part of the communication strategy but also give everyone the opportunity to provide feedback. Abe adds there are generally two broad issues that are being

discussed. The first one is to professionalize the organization of the school on all levels. The other issue involves employee motivation and the allocation of tasks, which includes a broad range of topics such as performance reviews, career prospects, allocation of tasks and rewards and compensation for these tasks.

#### **11. Any Other Business**

No points are brought up as any other business

#### **12. Closure**

Marina closes the meeting at 11.58 pm.

#### **To do before the next meeting**

<b>Task</b>	<b>Person Responsible</b>	<b>Progress</b>
Draft Letter of Consent Faculty Regulations	Gabi	DONE
Draft Letter of Advice Additional Requirements IBA	Paolo	
Verify documents for internationals available on EUR central level and check whether EUR central and RSM are actively sharing these documents	Frank	
Diversity Task Report implementation on agenda for next meeting	Liz	DONE
Diversity Policy on January agenda	Liz	DONE
Setting up meeting for "Voorinvestering Studievoorschot"	Liz	DONE