

ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY

# School Regulations

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Rotterdam School of Management, Erasmus  
University

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## **Introduction Structure of Rotterdam School of Management, Erasmus University**

Rotterdam School of Management, Erasmus University (RSM) is the business school of Erasmus University Rotterdam.

RSM operates as one business school, but consists of two legal entities:

1. the Faculty of Business Administration, part of Erasmus University Rotterdam, an entity governed by public law;
2. RSM B.V., a private company with limited liability of which Erasmus University Rotterdam is the only shareholder.

The governance statute 'Tripartite Agreement', signed by Erasmus University Rotterdam, 'Faculty of Business Administration' and 'RSM B.V.' on 28 October 2006, sets out the governance and mutual relationships within the entire school.

The two entities are managed as one school, by one RSM Executive Board. The three statutory directors under the articles of association of RSM B.V. are members of the RSM Executive Board.

The scope of these School Regulations only extends to the entity governed by public law, the Faculty of Business Administration. However, to provide a complete overview of the governance of RSM, a description of RSM B.V.'s three statutory directors under the articles of association is also provided.

*This is a translation only. In case of conflict, the Dutch version is leading.*

## Chapter 1 General Provisions

### Article 1 Definitions

1. In these regulations and all provisions pursuant thereto, the following definitions apply:
  - a. BBR-EUR: the Management and Administrative Regulations of Erasmus University Rotterdam.
  - b. Management of the School: all resolutions, decisions, operations and actions with which the Executive Board implements School policy relating to the acquisition and release of financial resources, procurement, care and maintenance of material resources, as well as the deployment of personnel and the efficient and lawful application of these resources.
  - c. Executive Board: the executive board of the University, as referred to in Article 9.2 of the Act.
  - d. Dean: the person who, in the name and under the responsibility of the Executive Board, is charged with the Management of the School.
  - e. Dean of Faculty: the person who assists the Dean in respect of the Management of the School. The Dean of Faculty is also referred to as the Vice-Dean.
  - f. Director of Doctoral Education: the Programme Director as referred to in Article 9.17 of the Act, responsible for the Research Master (a pre-experience programme). He/she is also responsible for the PhD programme, as referred to in the Research Institute's regulations.
  - g. Examination Board: the examination board as referred to in Article 7.12 of the Act.
  - h. Dean of Executive Education: the person who assists the Dean in respect of managing executive education, being privately funded, non-accredited post-experience programmes.
  - i. School: the University's Faculty of Business Administration, which is known as the Rotterdam School of Management, Erasmus University (in short: RSM).
  - j. School Administrator: the Dean who, commissioned by, on behalf of and under the responsibility of the Executive Board, is charged with the Management of the School;
  - k. Faculty Council: the Faculty Council as referred to in Article 9.37 of the Act.
  - l. School Regulations: regulations that apply to the School.
  - m. Dean of Research: the person who assists the Dean in determining the general strategic development of the School and beyond, as far as this specifically impacts the field of research.
  - n. Research Institute: the interfaculty research institute of the School and the Erasmus School of Economics, which is known as Erasmus Research Institute of Management (in short: ERIM) as described in Article 17 of these Regulations
  - o. Dean of Education: the person who assists the Dean in determining the general strategic development of the School and beyond, as far as this specifically impacts the field of education. This person is also the Programme Director, as referred to in Article 9.17 of the Act, responsible for all publicly funded, accredited pre- and post-experience degree programmes, with the exception of the Research Master.
  - p. Teaching Institute: the Teaching Institute comprising support services that work to ensure that educational processes run smoothly.
  - q. Programme Committee: the programme committee as referred to in Article 9.18 of the Act.
  - r. Programme Director (Directors): The Director of Doctoral Education and/or Dean of Education in the capacity of programme director as laid down in Article 9.17 of the Act.

- s. Dean of Post-Experience Education: the person who assists the Dean in managing the privately funded, accredited post-experience degree programmes.
  - t. Advisory Board: the School's external advisory body.
  - u. Rotterdam School of Management B.V. (in short: RSM BV): the private company with limited liability.
  - v. RSM Executive Board (abbreviated: REB): the executive board which assists the Dean in determining the day-to-day policy and formulating its general strategy of the Faculty and of RSM B.V..
  - w. Strategic Platform: an advisory body in respect of the School's governance and policy and, moreover, a platform to build support for the School's strategic direction as well as that of RSM BV;
  - x. University: the legal entity governed by public law Erasmus University Rotterdam (EUR).
  - y. Academic Department: a department, as referred to in article 19, paragraph 4 of the BBR-EUR.
  - z. The Academic Department Chair: the person charged with the day-to-day management of the Academic Department.
  - aa. Vice-Dean: the person who assists the Dean with the Management of the School. The Vice-Dean is also referred to as the Dean of Faculty.
  - bb. Act: the Higher Education and Research Act (WHW), Order of the Minister of Justice dated 10 January 2000, Dutch Bulletin of Acts and Decrees 2000/11, concerning the publication in the Dutch Bulletin of Acts and Decrees of the text of the Higher Education and Research Act, subsequently amended (including by the so-called Improved Governance (Higher Education) Act).
  - cc. Scientific Director: the person charged with the governance and management of the Research Institute.
2. If the definitions appearing in these School Regulations also appear in the Act and in the BBR-EUR, they are considered to have the same meaning as that stated in the Act and the BBR-EUR, unless otherwise indicated.

## **Chapter 2      The Management and Administration of the School of Business Administration**

### **Article 2          The Dean**

1. The Dean is charged with the governance and management of the School.
2. The Dean is (re)appointed, suspended and dismissed by the Executive Board.
3. The Dean has the capacity of full professor.
4. The Dean is appointed for a four (4) year period. In principle, the Dean may only be reappointed on one (1) occasion.
5. If there are compelling reasons, the Dean can be suspended or prematurely dismissed, with reasons being provided for this decision.

### **Article 3          The tasks and powers of the Dean**

1. The Dean is responsible for the general management of the School as well as the management and structure of the School regarding education and academic practice, including contract education and research as far as the Executive Board has authorised the Dean for this.
2. Irrespective of the provisions of the previous paragraph, the Dean's tasks also include:

- a. establishing, equipping and discontinuing the Academic Departments, School Research institutes/schools, and support services of the School;
  - b. determining and monitoring the School's strategic policy, following consultation with the sub-administrators;
  - c. determining general guidelines for scientific practice, deciding on the School's (annual) research programmes and monitoring the implementation of these, following consultation with the Dean of Research;
  - d. maintaining the relationship between the School and the B.V.s related to the School;
  - e. promoting cooperation with other faculties in the field of education and research. In this respect the Dean can agree joint regulations regarding one or more programmes with one or more Deans from other Faculties, taking into account that stated in the BBR-EUR regarding this;
  - f. promoting cooperation with other partners in society in the field of education and research;
  - g. determining and amending the teaching and examination regulations and assessing these regularly, taking the Executive Board guidelines into account; such determination or amendment requires Examination Board advice, as well as Faculty Council approval, with the exception of the teaching and examination regulations sections as referred to in Article 7.13, second paragraph under a to g, the designation referred to in the third paragraph and the requirements referred to in Article 7.30b of the Act, as well as the approval of the Programme Committee(s), but with the exception of the subjects specified in paragraph 2, under a, f, h to u and x, and with the exception of the requirements referred to in Article 7.28, paragraphs 4 and 5, and Article 7.30b, paragraph 2 of the Act;
  - h. monitoring the implementation of the teaching and examination regulations, as well as providing the Executive Board with regular reports on this;
  - i. The establishment of the Programme Committees, Examination Boards and Colloquium Doctum Committee and the appointment of members of these committees;
  - j. implementing articles 7.8b and 7.9 of the Act, with the exception of the designation of the programmes as intended in these articles of the Act;
  - k. determining further regulations regarding the way in which exemptions provided in the Act can be obtained;
  - l. providing an admission statement to those that satisfy the admission requirements for a master programme as intended in article 7.30b, paragraph 3 of the Act;
  - m. proposing candidates to the Executive Board for appointment as professors;
  - n. determining the working relationships between School staff, particularly concerning the implementation of education and/or research tasks;
  - o. determining the procedures and criteria regarding the recognition of prior learning;
  - p. the appointment, reappointment, suspension and discontinuation of the task of Vice-Dean, Dean of Education, Dean of Research, Academic Department Chair or Scientific Director of the Research Institute (see article 19 of these Regulations) of which the School is coordinating partner;
  - q. ensuring that participation in decision-making within the School runs smoothly, particularly the responsibility for organising Faculty Council and Programme Committee meetings.
3. The Dean shall adopt these School Regulations in order to determine the governance and organisation of the School in more detail. Adopting or amending these School Regulations requires the approval of the Faculty Council and the approval of the Executive Board.
  4. As the School Administrator, the Dean derives his/her power of disposition in respect of the personnel, financial and other management matters with regard to the School from the mandate granted to him/her by the Executive Board, as laid down in the BBR-EUR.

5. By means of a management instruction or an individual ruling, the Dean may, as the School Administrator, delegate certain management powers entrusted by the Executive Board to him/her, to one or more of the persons under his/her authority (by a (sub-)mandate). Granting a (sub-)mandate or amending a management instruction requires Executive Board approval.
6. The Dean may exercise his/her right of nomination in respect of granting an honorary doctorate.
7. The Dean is involved in management of the University through such things as consultation with the Executive Board concerning the preparations for the University's strategic plan and the budget.
8. The Dean reports to the Executive Board. He/she provides the Board with information requested regarding the School.

#### **Article 4           The Vice-Dean**

1. In his/her management of personnel policy and matters pertaining to the academic staff, the Dean is assisted by the Vice-Dean (also referred to as the Dean of Faculty).
2. The Vice-Dean deputises for all the Dean's tasks, authorities and responsibilities if the Dean is absent or the position is vacant.
3. The Dean (re)appoints, suspends and dismisses the Vice-Dean after having obtained advice from the Faculty Council. The Dean can ask the Academic Department Chairs to nominate a candidate for the position of Vice-Dean. It is preferable for the Vice-Dean to have the capacity of a full professor
4. The Vice-Dean is appointed for a four- (4-) year period. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years
5. In consultation with the Vice-Dean, the Dean can make further agreements about the transfer and implementation of certain tasks and responsibilities to the Vice-Dean. These agreements will be recorded in writing, announced on the intranet and will be available for perusal in the secretariat of the Dean's Office.

#### **Article 5           The RSM Executive Board (REB)**

1. The REB assists the Dean in determining and formulating the daily policy and general strategy of the Faculty and of RSM B.V..
2. In addition to the Dean, the REB also comprises the Vice-Dean, the Faculty's Director of Operations, the Dean of Research, the Dean of Education, the Dean of Post-Experience Education (if the positions of Dean of Education and Dean of Post-Experience Education are not held by the same person), the Dean of Executive Education and RSM BV's Director of Operations. The latter is also a statutory director of RSM BV under the company's articles of association.
3. The REB holds one (1) meeting every two (2) weeks.
4. The Dean is Chair of the REB.
5. The meetings are not public.
6. The Dean informs the REB regarding decisions that he/she has taken outside the meeting.
7. To the extent that the decisions taken by the Dean during and outside the REB are not confidential, these shall be deposited for inspection at the secretariat of the Dean's Office. A confidential decision is confidential if this is qualified as such by the Dean.



## **Chapter 3      Education**

### **Article 6            Programmes within the School**

1. The School has established bachelor and master programmes in business administration, An up-to-date version of the programmes shall be made available via intranet and deposited for inspection at the secretariat of the Dean's Office.
2. The School may offer joint programmes with one or more other Faculties. If the School participates in a joint programme, the Dean decides upon the School's share in the programme's management and resource allocation, in consultation with the Dean of Education.

### **Article 7            The Dean of Education**

1. In his/her management of education, the Dean is assisted by a Dean of Education. Within the frameworks and (sub-) mandate issued by the Dean, the Dean of Education is charged with the general management of the education, the Teaching Institute and the publicly funded and accredited pre- and post-experience degree programmes. The Dean of Education is the Programme Director of all publicly funded, accredited pre- and post-experience degree programmes, as referred to in Article 9.17 of the Act, with the exception of the Research Master. The role of Programme Director for the Research Master is fulfilled by the Director of Doctoral Education.
2. The Dean (re)appoints, suspends or dismisses the Dean of Education, after having obtained advice from the Faculty Council. The Dean of Education is appointed from the professors within the School; it is preferable for him/her to have the capacity of a full professor.
3. The Dean of Education is appointed for a period of four (4) years. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years.
4. The Dean of Education is assisted by executive directors, who are responsible for the daily affairs of the publicly funded, accredited pre-experience programmes. For the pre-experience master programmes, the Dean of Education is also assisted by Academic Directors, responsible for anchoring the content of the master degree concerned and safeguarding the quality of lecturers from the Academic Departments in the programmes concerned.  
The Dean of Education retains final responsibility.

### **Article 8            The tasks and powers of the Dean of Education**

1. The Dean of Education contributes to the School's general development strategy and to the concrete elaboration of this in the area of the education. Within the framework and (sub-)mandate established by the Dean, the Dean of Education is also charged with:
  - a. developing the School's strategic pre- and post-experience education policy and advising the Dean on this;
  - b. policy preparation and the development of the publicly funded, pre- and post-experience accredited degree programmes in all their facets and advising the Dean on this;
  - c. analysing available internal and external documents and statistics regarding such things as the labour market situation, aspects of study programme feasibility, study success rates, effectivity and complaints procedures, all with a view to the innovation, vision development and quality improvement of the publicly funded, accredited pre- and post-experience degree programmes;

- d. organising quality control and safeguarding the quality level of the publicly funded, accredited pre- and post-experience degree programmes;
  - e. formulating teaching and examination regulations as intended in article 7.13 of the Act and, following approval from the relevant Programme Committee, advice from the Examination Board and following approval by the Faculty Council, ensuring that the Dean determines the teaching and examination regulations;
  - f. monitoring the implementation of teaching and examination regulations;
  - g. conducting regular consultations with the Programme Committees and Examination Boards regarding relevant matters;
  - h. providing information on the programmes and on marketing and recruitment activities for potential students;
  - i. the admissions procedure for potential students;
  - j. creating conditions for the smooth running of education processes;
  - k. monitoring study progress and individual student supervision;
  - l. making agreements with Academic Department Chairs regarding the deployment in education of persons working in the Academic Department;
  - m. issuing directions to academic staff in the framework of the organisation and delivery of education;
  - n. ensuring the availability and the operation of assessment measures for educational performance and, in applying these, being responsible for effective feedback to students and lecturers;
  - o. acting as project leader for education-related projects;
  - p. ensuring preparation of accreditations and other external evaluations and implementing agreed recommendations;
  - q. the responsibility for internationalising the degree programmes and, in connection with this, promoting exchange programmes.
2. The Dean of Education is also sub-administrator for the publicly funded, accredited pre- and post-experience degree programmes and is as such appointed by the Dean in the School's Management Instructions and is charged with personnel, financial and other administrative affairs concerning education.
  3. The Dean of Education reports annually to the Dean regarding the implementation of the bestowed authorities, in accordance with formats and indicators pre-determined by the Dean.

#### **Article 9            The Dean of Post-Experience Education**

1. The Dean is assisted in his/her managing of the privately funded, accredited post-experience degree programmes by a Dean of Post-Experience Education. The Dean of Post-Experience Education is, moreover, a programme director of all the privately funded, accredited post-experience programmes; he/she is not a programme director as referred to in Article 9.17 of the Act, but is, where possible, the equivalent thereof.
2. The positions of Dean of Post-Experience Education and Dean of Education may be filled by the same person.
3. The Dean (re)appoints, suspends or dismisses the Dean of Post-Experience Education. The Dean of Post-Experience Education is appointed from the professors within the School.
4. The Dean of Post-Experience Education is appointed for a period of four (4) years. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years.

5. The Dean of Post-Experience Education is also a statutory director of RSM B.V. under the company's articles of association.

#### **Article 10      The Dean of Executive Education**

1. The Dean of Executive Education assists the Dean in managing the executive education; executive education involves non-accredited post-experience programmes.
2. The Dean (re)appoints, suspends or dismisses the Dean of Executive Education. The Dean of Executive Education is appointed from the professors within the School.
3. The Dean of Executive Education is appointed for a period of four (4) years. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years.
4. The Dean of Executive Education is also a statutory director of RSM B.V. under the company's articles of association.

#### **Article 11      The Programme Committees**

1. The Dean appoints a Programme Committee for every pre-experience bachelor and master programme or group of programmes. The programmes and the (composition of the) relevant Programme Committee/Programme Committees is/are included in the 'Code of Order of the Programme Committee(s)'.
2. Half of the Programme Committee are lecturers who are actively involved in teaching in the relevant programme(s) and the other half are students registered for the relevant programme(s).
3. The composition of the Programme Committee(s) is announced publicly in a way that is freely accessible to interested parties.
4. If a Programme Committee is established to serve several programmes, every programme should appoint at least one (1) faculty member and one (1) student as members of the Programme Committee. Members of the Programme Committee may not simultaneously be Dean, Vice-Dean, Academic Department Chair, Dean of Education, Director of Doctoral Education, Dean of Post-Experience Education, Dean of Executive Education, Dean of Research and/or Scientific Director.
5. The members of the Programme Committee are appointed by the Dean, after being nominated by the relevant Programme Committee and having heard the views of the Faculty Council, the relevant Programme Director and the relevant Academic Department Chair. The procedure for nomination is included in the 'Code of Order of the Programme Committee(s)'.
6. The members of the Programme Committee nominate their own Chair, having heard the view of the relevant Programme Director and, if the Chair is a staff member, also having heard the view of the relevant Academic Department Chair.
7. The appointment term of the members of a Programme Committee is stipulated in the 'Code of Order of the Programme Committee(s)'.
8. Every year, the method of appointment referred to in the fifth paragraph is put on the agenda of the Faculty Council. Every year, the Dean and the Faculty Council review whether or not it is desirable to adhere to this procedure, having heard the views of the Programme Committee(s) and the relevant Programme Director.

## **Article 12      The tasks and powers of a Programme Committee**

1. A Programme Committee's tasks include:
  - a. providing advice on enhancing and assuring the quality of the programme;
  - b. having the right of approval regarding the teaching and examination regulations, as referred to in Article 7.13 of the Act, with the exception of the subjects listed in the second paragraph, under a, f, h to u and x, and with the exception of the requirements referred to in Articles 7.28, fourth and fifth paragraphs, and 7.30b, second paragraph of the Act;
  - c. the annual assessment of the implementation of the teaching and examination regulations;
  - d. having the right of advice in respect of the teaching and examination regulations, as referred to in Article 7.13 of the Act, with the exception of the subjects for which the Committee has the right of approval under point b, and
  - e. issuing advice or proposals to the management of the programme and the Dean, on request or on its own initiative, regarding all matters relating to education in the programme concerned.
2. A Programme Committee submits the advice and proposals referred to in the first paragraph of this Article to the Faculty Council for information.
3. A Programme Committee is given the opportunity to consult the relevant Programme Director or Dean prior to issuing its advice.
4. The relevant Programme Director or the Dean informs the Programme Committee in writing as soon as possible how the issued advice has been followed up.
5. If the Programme Committee puts forward a proposal, as referred to in point e of the first paragraph, to the relevant Programme Director or the Dean, the relevant Programme Director or the Dean shall respond within two (2) months of receiving the proposal.
6. At least twice (2 times) a year, a Programme Committee has the authority to invite the Programme Director or the Dean to discuss proposed policy on the basis of an agenda prepared by the Programme Committee.
7. The Programme Committee is offered the opportunity to discuss the implementation of the teaching and examination regulations with the relevant Programme Director at least twice (2 times) a year.
8. The relevant Programme Director and the Programme Committee meet one another if a substantiated request for such a meeting is submitted by the relevant Programme Director, the Programme Committee, the faculty representatives of the Programme Committee or the student section of the Programme Committee. The meeting shall be held within three (3) weeks of a written request being submitted to the Chair of the Programme Committee.
9. Every year, each Programme Committee publishes an annual report which is available to the public.
10. If there is a dispute between the Dean and a Programme Committee, the Dean or the relevant Programme Committee shall report this dispute to the Executive Board. The Executive Board shall submit the dispute to the participatory body's Dispute Resolution Committee as intended in the Act, unless the Executive Board is of the opinion that the dispute can be resolved without the intervention of this Committee and that opinion is accompanied by a proposal for the resolution of the dispute which is approved by both the Dean and the relevant Programme Committee

### **Article 13      The Examination Board**

1. For every programme or group of programmes, the Dean establishes an Examination Board.
2. An Examination Board comprises a maximum of seven (7) members, appointed according to their expertise in the field of the programme or group of programmes concerned.
3. New members of the Programme Committee are appointed by the Dean, after having heard the views of the current members of the Examination Board, the relevant Programme Director and the relevant Academic Department Chair.
4. The members and Chair of the Examination Board may not simultaneously hold the position of Dean, Vice-Dean, Faculty's Director of Operations, Dean of Research, Dean of Education, Dean of Post-Experience Education, Dean of Executive Education, or be an REB member and/or any other person holding a position of financial responsibility within the School.
5. At least one (1) member must come from outside the relevant programme or from outside one of the programmes that belongs to the group of programmes. The other board members shall be drawn from the university's academic staff. At least one (1) member of the academic staff must be a lecturer linked to the programme or to one of the programmes that belongs to the group of programmes.
6. These members are appointed for a term of two (2) years. Reappointment is possible for a further two- (2-) year term up to a maximum of three (3) reappointments.
7. The Dean (re)appoints, from the professors in the School, the Examination Board Chair; the Dean can also suspend and discharge the Examination Board Chair. It is preferable for the Chair to have the capacity of a full professor.
8. The Chair is appointed for a term of two (2) years. Reappointment is possible for a further two- (2-) year term up to a maximum of three (3) reappointments.
9. The Dean provides secretarial support for the Examination Board.
10. The Dean must ensure that the Examination Board's independence and expertise are sufficiently safeguarded.

### **Article 14      The tasks and powers of the Examination Board**

1. The Examination Board is the body that determines objectively and expertly whether or not a student satisfies the conditions set in the teaching and examination regulations with respect to the knowledge, understanding and skills required to obtain a degree.
2. As proof that the examination has been passed successfully, the Examination Board awards a certificate, once the Executive Board has declared that procedural requirements that apply to the issue of the certificate have been met.
3. The Examination Board advises the Dean regarding adopting and amending the relevant programme's teaching and examination regulations.
4. The Examination Board safeguards the quality of examinations and exams irrespective of that stated in the fifth paragraph.
5. The Examination Board appoints examiners to administer examinations and determine the results of these examinations. Appointed examiners must be faculty members from within the University who are specialists in the field of the relevant programme or group of programmes, or specialists from outside the University. The Examination Board may issue guidelines and instructions to the examiners. The examiners provide the Examination Board with any requested information.
6. The Examination Board sets guidelines and instructions within the framework of the Teaching and Examination Regulations as referred to in Article 7.13 of the Act for the purpose of assessing and determining the results of examinations and exams;
7. The Examination Board can grant exemption from one or more examinations.

8. After consulting the Dean, the Examination Board may submit a substantiated proposal to the Executive Board regarding a iudicium abeundi (refusal to allow admission) as referred to in Article 7.42a of the Act.
9. As referred to in Article 7.12, paragraph 3 of the Act, the Examination Board may decide, subject to conditions that it has set, that not every examination needs to be passed to determine that a final exam has been passed.
10. If a student or external candidate commits fraud, the Examination Board may revoke the right to take one or more examinations or exams as indicated by the Examination Board for a period determined by the Examination Board. This period is subject to a maximum of one year. In the event of serious fraud, the Executive Board may definitively terminate the enrolment of the relevant student for the programme on the advice of the Examination Board.
11. The Examination Board adopts rules concerning the performance of duties and exercising the powers referred to in the fourth, sixth, seventh and ninth paragraph and concerning the measures that it may take in this context.
12. Within the framework and (sub-)mandate established by the Dean, the Examination Board can implement Article 7.8b and 7.9 of the Act, with the exception of the designation of the programmes referred to in Articles 7.8b and 7.9 of the Act.
13. The Examination Board can grant a student permission to follow a programme put together by that student as referred to in Article 7.3d of the Act, the examinations of which result in the award of a degree; the Examination Board shall indicate to which of the University's programmes this programme is deemed to belong for the purpose of the application of the Act.
14. The Examination Board formulates an annual report of activities. The Examination Board submits this annual report to the Dean and the relevant Programme Directors. The report is also discussed with the Dean and the relevant Programme Directors.

## **Chapter 4      Research**

### **Article 15      The Dean of Research**

1. The Dean is assisted in the management of research by a Dean of Research, who contributes to the School's general development strategy and its concrete elaboration in the area of the research.
2. The Dean (re)appoints, suspends or dismisses the Dean of Research, after having obtained advice from the Faculty Council. The Dean of Research is appointed from the professors within the School; it is preferable for the Dean of Research to have the capacity of a full professor.
3. The Dean of Research is appointed for a period of four (4) years. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years.
4. It is preferable for the position of Dean of Research and the position of Scientific Director of the Research Institute to be held by one and the same person.

### **Article 16      The tasks and powers of the Dean of Research**

1. Within the framework and mandate (sub-mandate) issued by the Dean, the Dean of Research is charged with:
  - a. the formulation of a long-term vision for (the organisation of) the School's research as well as advising the Dean, when he/she is preparing the School's multi-year plan and

- budget plan, by estimating the resources necessary for the implementation of the Research Institute's research;
- b. preparing policy and developing all aspects of research, as well as advising the Dean in that respect;
  - c. being responsible for the programme and ensuring adequate supervision is provided to the School's full and part-time PhD students;
  - d. promoting the active acquisition of the second and third flow of funds required for research.

**Article 17      Research Institute**

1. The School has a Research Institute.
2. The School acts as coordinating partner of the Research Institute, within which the School's entire academic research is incorporated.
3. The Research Institute is charged with:
  - a. organising, coordinating and facilitating the School's academic research;
  - b. monitoring the quality of the academic research;
  - c. being responsible for the PhD programme and Research Master for the PhD students' programme;
  - d. providing courses, seminars and publications and, following consultation, other academic activities if requested by the Dean or, within the established framework and (sub-)mandates, requested on behalf of the Dean;
  - e. developing cooperative relationships with researchers at home and abroad and promoting exchange and residence opportunities for faculty and guest researchers.
4. The Research Institute's research is incorporated in research programmes.
5. Further rules about the organisation and set up of the Research Institute are laid down in the 'Research Institute's Regulations'.

**Article 18      The Scientific Director**

1. The Dean is assisted in managing the Research Institute by a Scientific Director.
2. The Dean appoints the Scientific Director in consultation with the Dean of the Erasmus University's School of Economics.
3. The management of the Research Institute is in the hands of a Scientific Director.
4. It is preferable for the position of Scientific Director of the Research Institute and the position of Dean of Research to be held by one and the same person.
5. The Scientific Director is also sub-administrator of the Research Institute within the School and is as such appointed by the Dean in the School's Management Instructions and charged with personnel, financial and other administrative issues concerning the Research Institute.

**Article 19      The tasks and powers of the Scientific Director**

1. The Scientific Director is charged, within the frameworks and (sub-)mandate established by the Dean, with the organisation and daily management of the Research Institute. Within the frameworks and (sub-)mandate established by the Dean, The Scientific Director is also charged with:
  - a. determining and implementing the long-term research programme;
  - b. formulating the annual budget for the research institute, allocating budgets and accounting for the use of resources to the relevant Dean or Deans, including by formulating periodic prognoses (at least for the periodic reporting to the Executive Board);

- c. policy preparations and development of research within the Research Institute and advising the Dean on this;
  - d. consulting with Programme Coordinators regarding the progress of School research;
  - e. quality assurance and research innovation, including formulating a publications list, which is used to assess membership of the Research Institute;
  - f. ensuring that internal and external evaluations are prepared and implementing the agreed recommendations;
  - g. contributing to the effective functioning of permanent and ad hoc research committees.
2. The Scientific Director makes decisions about the tasks and working relationships of those working in the Research Institute.
  3. The Scientific Director provides solicited and unsolicited advice to the Deans of Faculties cooperating in the Research Institute regarding Research Institute affairs.
  4. The Scientific Director consults with the Dean and Programme Coordinators regarding important policy proposals and the results of evaluations.

**Article 20      The Research Advisory Council**

1. The Dean can appoint an advisory council that provides the Scientific Director with solicited or unsolicited advice regarding academic policy and strategic decisions within the Research Institute. The Scientific Director attends Research Advisory Council meetings in an advisory capacity.
2. The Advisory Council comprises at least five (5) members, preferably including one (1) of the Programme Coordinators from each of the research programmes. The Dean selects a Chair from one of these five, who all have the capacity of professor.

**Chapter 5      The Academic Departments**

**Article 21      The Academic Departments**

1. The School has established Academic Departments to improve the coordination of activities in the School's various academic areas, as well as to improve the cohesion between education and research and the exchange of ideas between those active in the same area. An up-to-date overview of the Academic Departments is set out in writing and publicised via intranet as well as being deposited for inspection at the secretariat of the Dean's Office.
2. The members of the Academic Departments are tasked with further developing the domain in which they operate. They are charged with providing pre- and post-experience academic education within the entire School, conducting academic research, providing training programmes for academic researchers and transferring knowledge for the benefit of society.
3. The Academic Departments are established and discontinued by the Dean.
4. The Dean appoints the members of the Academic Department. The professors are always included as personnel of the Academic Department. The decision on appointment states the academic area in which the professor practises his/her education and research tasks.

**Article 22      The Academic Department Chair**

1. The Dean is assisted in managing the Academic Departments by the Academic Department Chairs. Within the framework and (sub-)mandates established by the Dean, an Academic Department Chair is charged with the day-to-day management of the Academic Department.



2. An Academic Department Chair is appointed by the Dean on the recommendation of the members of the Academic Department. The Academic Department Chair has the capacity of a professor.
3. The Academic Department Chair is appointed for a period of four (4) years. Reappointment is possible. However, preferably, there should only be a maximum of one (1) reappointment for a maximum period of four (4) years.
4. Four (4) times a year, the Dean consults each Academic Department Chair individually to discuss matters of an administrative and management nature in the relevant Academic Department.

**Article 23      The tasks and powers of the Academic Department Chair**

1. An Academic Department Chair is charged with promoting the collective and individual interests of members of the relevant Academic Department.
2. The Academic Department Chair is charged with day-to-day management of the Academic Department: he/she arranges the working methods within the Academic Department taking account of the written provisions of the 'Academic Department's Regulations'
3. The Academic Department Chair is also sub-administrator of the Academic Department within the School and is as such appointed by the Dean in the School's Management Instructions and is charged with personnel, financial and other administrative affairs concerning the Academic Department.
4. The Academic Department Chair reports periodically (four times per calendar year) to the Dean and is responsible for performance in the field of education, research and valorisation, both in terms of content and finance.
5. The Academic Department Chair is assisted in implementing his/her tasks by the Academic Department Board. The Academic Department Board comprises at least the Academic Department Chair, Treasurer and Secretary.
6. The Academic Department Chair also ensures that there is consultation with the Deans of Education and Research regarding the implementation of education and research programmes.
7. Further provisions and a description of the Academic Department's administration and management, including the duties of the Academic Department Chair, are laid down in the 'Academic Department's Regulations'.

**Chapter 6      Support Services**

**Article 24      School Services**

1. The School has support services that support the School's operational management.
2. The head of a service department is a sub-administrator within the School and is as such appointed by the Dean in the School's Management Instructions and is charged with personnel, financial and other administrative affairs concerning the support service under his/her management. The support services' tasks only include those that are not mandated to the Vice-Dean, the Dean of Education, the Dean of Research and the Academic Department Chairs.
3. As well as managing the Dean's Office, the Director of Operations also acts as line manager for the heads of service departments, with the exception of Corporate Marketing and Communications, and is in this capacity also a member of the REB.

4. The application and selection procedure for key positions applies to the position of Director of Operations, as described in the *Personnel and Organisation Manual EUR*.

## **Chapter 7 Planning and Control**

### **Article 25 The Multi-annual Strategic Plan**

1. The Dean (re)formulates a multi-annual strategic plan for the School once (1 time) every four (4) years, as part of the implementation of the University's strategic plan. At least the following is determined in this plan:
  - a. the School's strategic objectives;
  - b. the policy that the School proposes to carry out within the frameworks of its objectives;
  - c. the way in which and the term within which the School aims to realise its policy proposals;
  - d. the responsibility for implementing the proposed policy;
  - e. the financial and organisational conditions for implementing the policy proposals in the framework of the School's longer-term resource expectations.
2. The Dean seeks advice from members of the Strategic Platform and REB prior to submitting the multi-annual strategic plan to the Faculty Council.

### **Article 26 The School Budget**

1. The Dean sets a budget annually in accordance with the strategic multi-annual plan, taking the Executive Board guidelines into consideration. He/she consults the REB and Strategic Platform members in advance and is advised by the Faculty Council, taking account of the Faculty Council's right of approval in respect of the main points of the School's annual budget plan. Under responsibility of the Dean, the business controller draws up this School budget in close cooperation with the sub-administrators from the Academic Departments, Teaching and Research Institute and support departments, including the multi-annual budget (budgetary year and subsequent three (3) years). The School budget plan forms part of the University budget, which is laid down by the Executive Board and approved by the University's Supervisory Board.
2. Specific amounts are incorporated in the budget for education, research, Academic Departments, support services and all other components as well as specific, earmarked budget items. The interconnectedness with the income and expenditure of the School's affiliated B.V.s is also stipulated.

### **Article 27 Accountability and information services**

1. The Academic Department Chairs, the Education and Research Deans and the Director of Operations and other sub-administrators are accountable to the Dean for implementing the tasks and authorities bestowed on them by or pursuant to these School Regulations or, as the case may be, by or pursuant to the frameworks and (sub-)mandates established in the Management Instructions.
2. The Dean consults with the Academic Department Chairs and the Corporate Marketing and Communication service department heads four (4) times a year and every six (6) months with the Education and Research Deans and the Director of Operations regarding implementation of the bestowed mandate.
3. The Academic Department Chairs, the Education and Research Deans and the Director of Operations, in cooperation with the department heads working beneath the Dean and the other sub-administrators, are responsible for realising healthy financial operational

management. To this end they formulate a multi-year budget and implement the planning & control cycle including accountability (four (4) times a calendar year) for the use of resources to the business controller.

4. On the basis of the planning & control cycle, the business controller periodically (four times (4) a calendar year) discusses the financial monthly reports with the treasurers and Chairs of the Academic Departments as well as other departmental sub-administrators. The sub-administrators account here for performance delivered in the areas of education, research and valorisation, both in terms of content and finance, according to the principle of integral management.

## **Chapter 8      The Participation Body: the Faculty Council**

### **Article 28      The Faculty Council**

1. A Faculty Council is connected to the School, which exercises the same right of approval and right of advice with respect to the Dean that applies to the University Council, insofar as the issues concerned specifically apply to the School and the authority bestowed on the Dean in the Act and the BBR-EUR, and these School Regulations do not provide the Faculty Council with any further rights.
2. The Dean takes care of the organisation of the Faculty Council meetings and appoints an independent official secretary for the Faculty Council's support and advice.
3. The Faculty Council comprises up to ten (10) members.
4. Half of the members of the Faculty Council are elected by and from the School employees, with three (3) members by and from academic staff, one (1) member by and from the PhD students and one (1) member by and from the support staff. The other half are elected by and from the School's students. It is possible that not all positions are taken up by a certain section. These vacant positions may then not be filled by other members from other sections.
5. Employee members are selected for a term of two (2) years and student members for a term of one (1) year. The members are eligible for re-election after the term.
6. The Faculty Council members' term of office starts on 1 September and ends on 31 August of the following year.
7. The method and organisation of electing members of the Faculty Council are determined in the 'Faculty Council Election Regulations'.
8. The Faculty Council produces a Code of Order for its meetings, taking into consideration the provisions stated in these School Regulations.

### **Article 29      General tasks and powers of the Faculty Council**

1. The Dean offers the Faculty Council members the opportunity to discuss the School's general affairs with him/her at least twice (2 times) a year.
2. The Dean provides the Faculty Council members with information in a timely fashion and on request regarding all matters concerning the School, unless the Dean can demonstrate significant reasons for not doing so.
3. The Faculty Council members receive information at least once (1 time) a year regarding:
  - a. basic details regarding the organisation and management of the School;
  - b. the main points of the determined School policy, especially concerning education, research, finances and organisation;
  - c. policy introduced over the past year;
  - d. annual staffing developments;

- e. external advice contracts.
- 4. The Faculty Council ensures that the agendas and minutes of Faculty Council meetings are sent to the Dean and are available for inspection for interested parties in a generally accessible place in the School.
- 5. The Faculty Council produces an annual written report of its activities and ensures that all those involved with the School have access to this report.
- 6. If there is a dispute between the Dean and the Faculty Council, or section thereof, the Dean or the Faculty Council, or section thereof, shall report this dispute to the Executive Board. The Executive Board shall submit this dispute to the participatory body's Dispute Resolution Committee as referred to in the Act, unless the Executive Board is of the opinion that the dispute can be resolved without the intervention of this Committee and that opinion is accompanied by a proposal on the resolution of the dispute which is approved by the Dean and the Faculty Council, or the relevant section of it.

### **Article 30 The Faculty Council's Right of Approval**

1. The Dean requires the above-mentioned approval of the Faculty Council for every decision or amendment of:
  - a. the School Regulations;
  - b. the teaching and examination regulations for every programme in the School, with the exception of the sections of the teaching and examination regulations as referred to in Article 7.13, second paragraph under a to g and v, and with the exception of the requirements referred to in Articles 7.28, fourth and fifth paragraph and 7.30b, second paragraph of the Act;
  - c. the School's multi-annual strategic plan;
  - d. the Academic Department regulations;
  - e. the main points of the School's annual budget plan;
  - f. the regulations of the topics designated in the University Council's regulations to the extent that these relate to matters which affect the School.

### **Article 31 The Faculty Council's Right of Advice**

1. The Dean obtains timely advice from the Faculty Council before taking a decision regarding:
  - a. a restructuring or other matters regarding organisational structure and the effective running of the School;
  - b. the (re)appointment of the Vice-Dean and Deans of Education and Research.
  - c. The regulations of the topics designated in the University Council's regulations.
2. The advice must be obtained at an early enough stage that it can be of real influence to the decision that is to be taken. If the advice cannot be followed in its entirety, the Faculty Council should be informed as to why deviation from the advice was necessary.

### **Article 32 The Faculty Council's Right to Consultation**

1. Given the Dean's tasks and authorities, the Dean should consult the Faculty Council in time before taking a decision regarding:
  - a. the School's strategic education and research policy;
  - b. financial policy, personnel policy, and policy regarding IT;
  - c. student policy;
  - d. marketing policy;
  - e. members of the Programme Committees.

**Article 33 The Faculty Council's Right to take Initiative**

1. The Faculty Council is authorised to submit proposals and to state its position regarding all matters in which the Dean is authorised to take decisions.
2. The Dean issues his/her written reasoned response to a proposal, as intended in the previous paragraphs, within eight (8) weeks, unless another period is agreed. He/she gives the Faculty Council the opportunity to consult with him/her in advance.

**Article 34 Authorities of the Faculty Council Employee Representatives**

1. The employee representatives on the Faculty Council represent the welfare and interests of School personnel.
2. The employee representatives' authorities as intended in this article can be exercised to the same level as the Dean's relevant authorities as mandated by the Executive Board. If the employee representatives give recommendations regarding matters over which the Dean has no authority, the recommendations shall be forwarded as soon as possible to the Executive Board, as next higher authority.
3. The Dean offers the employee representatives the opportunity to submit timely advice to him/her and consult regarding policy decisions or policy amendments taken by him/her regarding:
  - a. the way in which employment conditions are applied by the School;
  - b. the way in which the general personnel policy is implemented in the School;
  - c. safety, health and welfare in connection with work in the School;
  - d. the School's organisation and working method;
  - e. the technical and economic services in the School;
4. The Faculty Council's employee representatives are authorised to present proposals to the Dean regarding the issues stated in the previous paragraph. The Dean presents his/her reasoned response within four (4) weeks, unless another period is agreed with the employee representatives. The employee representatives are offered the opportunity to consult with the Dean in advance regarding the proposals.
5. The Dean requires the above-mentioned approval from the Faculty Council's employee representatives for every measure taken by him/her regarding policy determination or policy amendments, over which the employee representatives have issued recommendations to him/her as intended in paragraph 3 of this article. The student representatives of the Faculty Council are authorised to advise the Dean in such cases.
6. The rights of the employee representatives intended in the previous paragraphs can be exercised by the representatives for six (6) weeks after the Dean offered this opportunity.
7. The Faculty Council regulations apply to the Faculty Council's meetings, unless decided otherwise by the Dean in consultation with the employee representatives.

**Article 35 Protection of the Faculty Council members**

1. The Dean should ensure the Faculty Council members that their membership of the Faculty Council will not disadvantage members regarding their position in the School. The same obligation applies to the aspirant members and former members of the Faculty Council.
2. The Dean ensures that members of the Faculty Council who are employee representatives are offered the opportunity by the organisational units to which they belong to effectively carry out the duties of membership of the Faculty Council.

## **Chapter 9 The Advisory bodies**

### **Article 36 Advisory Committees**

1. The Dean establishes Advisory Committees, appoints, suspends and dismisses the members of these committees and appoints the Chair.
2. The Dean can establish both permanent and temporary committees. On establishing a committee, the tasks, authorities, method and content of reporting, size and composition, public accessibility of meetings and the duration of the committee will be determined.
3. The Dean provides support to any Advisory Committees established by him/her.

### **Article 37 The Strategic Platform**

1. The Strategic Platform is an advisory body, though not in accordance with the provisions of Articles 36 and 38 of these School Regulations, in respect of the management and policy of the School as well as a platform to create a support base for the strategic direction of the Faculty and of RSM B.V.. The Strategic Platform should comprise members of the REB, the Academic Department Chairs and the Director of Corporate Marketing and Communication.
2. The Dean is Chair of the Strategic Platform.
3. The Strategic Platform meets in principle every month. The meetings are prepared by the Dean. The meetings are not public.
4. Depending on the content of the meeting documents and the intended objective, those involved will be sent the complete minutes or sections of these. All documents are for internal use only.

### **Article 38 The Advisory Board**

1. The Advisory Board advises the Dean on the main points of School policy regarding education, research and operational management. Each recommendation is also forwarded to the REB for information.
2. For activities relating to the Advisory Board, the Dean is supported by the School service department responsible for corporate contacts..
3. The Dean appoints the members of the Advisory Board.
4. Further regulations regarding the Advisory Board are determined by the Dean in Advisory Board Regulations.

### **Article 39 The Appointment Advice Committees (AAC)**

1. The Dean establishes an Appointment Advice Committee in preparation for making recommendations to the Executive Board regarding the appointment of a professor.
2. The Dean appoints an official secretary, who participates as adviser to the AAC in every established AAC. The official secretary monitors and safeguards the quality of the procedure.
3. The AAC comprises five (5) to seven (7) professors, including two (2) specialists in the relevant academic area, one (1) professor from another School of the University and one (1) professor from outside the University. If this concerns an endowed professor, the establishing legal entity can propose a member of the AAC. The AAC comprises both male and female members.
4. The Dean appoints a Chair of the committee from a different Academic Department to the one in which the Chair is to be established and to which the professor or endowed professor is to be appointed.
5. Regarding the remaining procedure, that which is stated in or pursuant to the BBR-EUR applies, particularly the guidelines and procedures of the Executive Board concerning the appointment of full and endowed professors.

#### **Article 40      The Promotion & Tenure Track Committee (P&T)**

1. The Dean establishes a permanent academic staff career policy committee known as the Promotion & Tenure Committee (P&T).
2. The Dean appoints the Vice-Dean as member and advisor to the committee. The Vice-Dean chairs the committee and monitors and safeguards the quality of the procedure.
3. The academic staff career policy committee makes recommendations to the Dean in connection with the interim evaluation or permanent appointment of academic staff participating in the tenure track system.
4. The academic staff career policy committee performs its tasks in accordance with a procedure determined by the Dean.
5. Further regulations regarding the academic staff career policy committee are incorporated in the 'Promotion & Tenure Committee regulations'.

#### **Chapter 10                      The Code of Conduct and complaints procedure**

##### **Article 41      The codes of conduct, internal rules for education activities and complaints procedure**

1. The School has internal rules that are intended to promote a pleasant working environment and cooperation, enabling education and research to run as smoothly as possible.
2. The School has an individual Complaints Procedure relating to the handling of individual complaints that are submitted in writing. An up-to-date version of the complaints procedure is made available via intranet and deposited for inspection at the secretariat of the Dean's Office. The Dean appoints three (3) confidential counsellors, two (2) of whom are for the academic staff and one (1) for the support staff.

#### **Chapter 11                      Final provisions**

##### **Article 42      Interpretation of School Regulations**

1. If there is a difference of opinion regarding the interpretation of one or more articles in these School Regulations, the decision rests with the Dean.
2. For issues not provided for in these School Regulations, the decision rests with the Dean.

##### **Article 43      Title and Adoption**

1. These School Regulations are cited as: Rotterdam School of Management, Erasmus University School Regulations.
2. Following Faculty Council approval these School Regulations were amended by the Dean in a resolution on 4 May 2017 and approved by the Executive Board in a resolution on 22 June 2017. They supersede the Regulations approved by the Executive Board in a resolution on 14 January 2015 (reference CvB/BJZ/JL/268080).