

MINUTES 108TH FC MEETING – 20 JANUARY 2009

Attendees

FC Members	Guests	MT	Official Secretary
Frank Wijen	Anne van de Graaf	Steef van de Velde	Catheleyne Jurgens
Robin Claushuis		Dominique Campman	
Linda Huinink		Eric Waarts	
Gianna O'Brien			
Martine Schey			
Jan Sirks			
Patrick van Straalen			
Vinay Tiwari			
Jimmy Tseng			
Erik van Veen			
Bart Ariëns			

1. Opening

Frank opens the 108th FC meeting and welcomes everyone.

2. Agenda

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

3. Minutes

The minutes are approved without further remarks or amendments.

4. Announcements

The MT makes three announcements:

- The enrolment of the Executive MBA is higher than expected, namely 83 students.
- A working group has been established to increase the transparency of RSM's financial documents. The chair adds and updates the FC Members that, in accordance with the vice-dean's proposal to meet with a small committee to discuss RSM's financial situation, a meeting was held last week with the following outcomes:
 - a financial update four times a year;
 - a financial paragraph will be included in RSM's annual report;
 - advice given by a small committee is to be expected shortly regarding transfer pricing;
 - improvement of linking figures to the underlying strategy.
- A project has been launched to obtain insight into the employment of RSM faculty and staff, with particular reference to the time frame regarding hiring student assistants. The guideline is that students are employed by a temp agency when the appointment is only for 3 or 4 months. If the appointment is expected to be for a longer period, a student will receive an RSM contract.

5. Institutionalizing Greening within RSM

"Greening RSM" is an initiative which started about three years ago. Last year the project extended campus-wide to "Greening the Campus". However, the FC is of the opinion that it would be useful to have an institution for decentralised greening initiatives, such as decreasing energy use and double sided printing, at the RSM level. Consensus exists among the FC members to propose to appoint a greening coordinator who

would deal with these issues. A second suggestion, on which no consensus exists within the FC, concerns the establishment of an RSM greening committee, similar to the diversity committee, meaning the committee will convene about four times a year to set objectives and evaluate progress. Dominique remarks that he had a meeting with Ingrid de Vries (coordinator Greening the Campus), from which he concluded that a lot of people are involved and many initiatives exist. RSM reserves money for Greening RSM / Greening the Campus and Dominique is thinking about how this money or support from RSM can be spent in the most effective way. The FC shares the opinion that a suitable structure should be sought to avoid double operations. Jimmy wonders if environmental targets have been set, for instance: can we save X% on energy? Can we save X amount of paper? Dominique is in favour of objectives such as 10% paper reduction and 15% less use of electricity. A Greening paragraph in an annual report is another suggestion from the FC. Martine asks when the decision about the coordinator will be taken. Next week in the MT meeting it will be considered, if Dominique has enough information by then.

6. Employee Lounge

The FC would like to know how far the plan has evolved for an Employee Lounge since 'strengthening ties between RSM employees' has been stipulated as a focal issue by the MT. The MT is thinking of a Faculty Lounge for 30-40 persons. Different locations have been looked at, together with EFB (Erasmus Facilities Bureau) in the T-Building, taking the supply of catering into account. The Lounge will not be in the Mensa on the fourth floor but should be close by, so that sandwiches can be supplied. The "Smitse" is not ideal location because of the distance to the Mensa. The aim was to be operational in the first quarter of this year, but it will probably be later, depending also on EFB. Jimmy suggests a senior common room, which they have at universities in the UK. It is a club with rules & regulations, and allows members to pay their lunch etc. with subsidised vouchers. The Faculty Club had a similar structure but was not a success, probably because the concept is not so "Dutch".

The question arises regarding what "Faculty" implies in this regard. Faculty means academic staff. Martine wonders why the MT has chosen a Faculty Lounge instead of an Employee Lounge, which services another type of guests, and highlights the danger that employees may perceive a kind of division between 1st and 2nd class staff. Dominique responds that this has been the outcome of a vote in the MT. He explains that a lot of issues arise when setting up such a lounge. It is not just finding the appropriate space but also having to deal with all kinds of work-related rules. Besides, there appears to be more need among faculty than support staff to meet with colleagues, which is not readily being done in public places such as the Mensa. Therefore, the MT would like to start with a small step and aim at only the smaller group of academic staff. Martine would like to dispel the idea that support staff only converse about private matters and not about business. Martine is not in favour of excluding support staff and emphasises that this idea should be communicated in a correct manner. Erik wonders if a plan exists for T-3 to create a livelier sphere, such as with the lounge chairs, which were often used. The idea of T-3 is that it should be a multifunctional space, which could be used for different occasions without taking too much time altering the space. Dominique adds that EUR decides about the design of the T-3 open space.

7. Security: T-building and Campus Surroundings

T-Building: Dominique has received a security plan, formulated by the EUR. It seems to be a detailed and overall plan. Dominique will discuss the plan with professor Henk de Vries, who has more expertise in this field. John Mulder (EFB/EUR Facilities) has drawn up an action list with a number of points which need to be done at the RSM level (e.g., who is located in which room, who will assist in case of emergencies). What has

been achieved to date is the formulation of email formats that can be sent to all RSM employees in case of a false alarm.

Campus Surroundings: Last month an EUR student died in an accident just outside the campus. She had been running to catch a tram when she was hit by a car. The FC wants to make sure that this issue of security is really taken seriously at the central level. The MT shares this concern and promises to attach some urgency to the topic. Dominique will discuss this issue with Kees van Lansbergen (EFB) in their next meeting.

8. Performance Appraisal Forms

The FC would like to see the format of the appraisal forms simplified. Dominique stresses that the form is intended to provide a service; one is not obliged to use it. Dominique is willing to ask Peter Elsing to look into these forms. At the same time, the FC should specify which points need to be changed in the forms. Jimmy sees room for improvement, namely providing faculty members with the print-outs of data base METIS, teaching evaluation forms, and an overview of supervision tasks listed by Programme Management, so as to avoid repetition of work or inefficiency. The Vice-Dean responds that he has never heard any complaints before, even during his position as departmental Chairman. Furthermore, publications which are in the pipeline or under review are not yet recorded in the METIS system, so there is no efficiency gain in this regard.

9. Master the Master - Proposal

Anne van de Graaf (Executive Director MSc Programmes) and Eric Waarts (Dean BSc & MSc Programmes) have been invited to clarify the project 'Master the Master'. Anne explains that the transition to the bachelor-master structure has been a great change in 2002/2003. The BaMa structure has matured with time. Therefore, Programme Management has taken the initiative to re-examine the publicly financed pre-experience MScBA (Master in Business Administration) Programmes. The Project is called 'Master the Master'. An MSc specialization should become a programme in itself, thus stimulating external incoming students and outgoing RSM students. Two drivers behind the project are:

1. Transparency and programme labelling. The 11 MScBA specialisations have no content in common; it would, therefore, be logical to have a separate certification for each programme. This would enhance the communication of programmes towards external constituencies. Besides, General Management (GM) should be a more integrated programme, for instance a 90 ECTS programme, instead of a separate foundation year and an MScBA.
2. Flexibility. One certification for all disciplines entails the undesired effect that certain students, who do not comply with all entrance requirements for the broader MscBA programme, cannot enter the desired field of specialization, leading to a loss of valuable students. Furthermore, separate certification schemes would enable a more autonomous development of each specialization.

A step-by-step approach will be followed, starting with those that require a separate status: GM and MScBA Chinese Economy and Business, as well as those that show the determination to proceed swiftly: MScBA Accounting & Control, MScBA Finance & Investment and MScBA Supply Chain Management. Eric Waarts adds that the 'Master the Master' proposal is a living document, awaiting the plans of the Ministry of Education and Research in preparing a restructuring operation whereby former specialisations can be transformed into light-footed, stand-alone programmes. Different FC members have questions on the document. Robin refers to the OC's (Educational Committee's) fear regarding the degradation of the qualification of the MSc degree at RSM. Anne explains that internal (RSM) quality monitoring and external

(NVAO) qualifications should prevent quality reduction. Furthermore, AACSB provides a School accreditation, in which external audits are important for evaluations of content and construction of the programmes. Patrick asks why exactly the GM and MScBA Chinese Economy and Business (ChEB) programmes currently require a separate status. And why they have chosen a step-by-step approach, instead of restructuring all MSc programmes at once. Anne replies that the separate status is already the case now: GM is a two-year programme and ChEB is a joint degree with Leiden University. Programme Management would like to see distinctions between the programmes and unique selling points specified for each programme. Restructuring all MSc programmes at once was first discussed. However, RSM does not have much experience in the accreditation process and the 'macrodoelmatigheidstoets' (overall effectiveness test'). The lessons learned from the first experience can be used to adapt the other MSc programmes.

Patrick also wonders why some MSc programmes require 'general knowledge'. How will RSM measure the level of students who have a specialised BSc (Bachelor) degree, so that they will not struggle in terms of their knowledge during their MSc trajectory? Anne responds that the level of RSM's own graduated BSc students is well-known. A good definition of entrance requirements should keep away external applicants with a disciplinary BSc degree, thus lacking the required general BSc knowledge. Eric Waarts adds that a good definition of entrance requirements will increase the number of external applicants, because students will know better which MSc programme fits best with their BSc degree. For example, the CEMS programme is a broad programme, which combines well with many disciplinary BSc degrees; the accounting MSc programme could be done by students with a BSc in economics. Jimmy asks about the position of the current MSc students with respect to the job market. Eric replies that company and alumni monitors show that 90% of RSM MSc graduates find a job easily within a few weeks of graduation. The experience is that market considerations motivate students to opt for a particular specialisation.

Robin states that BSc programmes of 4 years are offered in the US. Is RSM thinking of this concept? RSM has no such intentions and will stick to the 3-year BSc format. Students already have to apply for the CEMS and ChEB programmes. Will this also be the case for all MSc programmes? The automatic right of access, legally prescribed by the Dutch government, will remain in place for the coming years. RSM will keep its promise to IBA (International Business Administration) students that when they start the programme, they can access an MSc trajectory. For some programmes, such as the MSc in Finance, a selective process may be put in place if they continue to grow. The debate in the national political arena might lead to permitting the selection of the best students in the future (think of 2014/2015). How is RSM's position as against its competitors in this restructuring process? The umbrella structure of MSc specialisations is a Dutch phenomenon, so you can't compare this process with an international business school. The structure varies at the different Dutch business schools. Tilburg University has had a separate MSc structure since 2003, while Groningen University has the same umbrella structure as RSM. Patrick wonders if RSM will offer extra courses or a summer school to enable students with certain deficiencies (e.g., in statistics) to meet the entrance requirements? RSM is looking into this, possibly by offering e-learning and e-tests. Martine asks about attitude of faculty and the needs of students in relation to this plan. Discussion has taken place with MT, academic directors, department chairs, MBA and PTO Programme representatives, and the Programme Committee, in which faculty and students are represented. And of course, the proposal is now under consideration in the FC, in which students are also represented. Programme Management would like to have as much input as possible from different stakeholders and is open to salient ideas and viewpoints. What is the time frame for the umbrella MSc programmes? The plan is that a decision will be taken in December 2009, so that in the academic year 2010/2011 the MSc programmes will have a separate status. RSM would like to be the first one, because the Minister does not want to finance too many of the same programmes.

Frank asks about the bureaucracy of the accreditation process and the differentiation of the different MSc programmes. Eric and Anne respond that the accreditation process will be led by Programme Management, not by individual departments. The departments will only be asked to define the entrance requirements, skills, and learning outcomes. All the other work will be serviced by Programme Management. Frank is also interested in what will be the binding element of all RSM programmes. He suggests defining shared RSM values, which will be incorporated into each programme. Eric responds that a lot of features can indeed bind the different programmes. These include an RSM degree, taught by highly qualified RSM staff, co-readers from different departments, the ambition to be the best business school etc. Frank argues that is good but not enough, since all business schools claim to be the best, etc. It will, therefore, be important to come up with additional shared elements, for example implementing the RSM philosophy of 'critical thought, practical action'. The final question relates to the possible "failure" of the intended changes. If the separate structure is not a success, do these programmes have the opportunity to go back to the old situation? Eric responds that RSM has to submit an application. If this is not approved, RSM can withdraw the application without any public notification and will stay under the old umbrella structure.

10. Any other business

- Patrick raises the issue of an MSc graduation ceremony. After receiving a BSc degree, a ball takes place. Many MSc graduates are disappointed that the MSc graduation ceremony only consists of a small individual defence. Eric indicates that many students appreciate the personalized character of the individual ceremonies but also acknowledges that a large-scale ceremony for MSc graduates remains a missing element. However, discussions are taking place regarding this issue. It is expected that from 2010 onwards, an annual MSc ceremony will be held, in the style of a young alumni session.
- Jimmy is of the opinion that RSM has a very good programme in Business Administration. However, individual courses are very rigid and too standardised. This point will be on the agenda for a following meeting, when the FC will receive an update on the developments regarding the entire BSc&MSc Programme.

11. Closure

Frank closes the meeting at 12.05 hrs.

Next FC meeting: 4 March 2009 10.00 am in T03-42.

Action points FC meeting 20 January 2009

1. Update on the appointment of a Greening Coordinator at RSM
2. Update on the status of a Faculty Lounge
3. Update on security plan of the T-Building
4. Update on security of the campus surroundings
5. FC will write a letter to Programme Management regarding its views and standpoint relating to the 'Master the Master' Proposal.