

MINUTES 121ST FC MEETING – 18 MAY 2010

Attendees

FC Members	Guests	MT	Official Secretary
Susanne Dekker		Dominique Campman	Catheleyne Jurgens
Zvezde Klingenberg		Steef van de Velde	
Bernardo Lima			
Yuuki Peters			
Daniël Timmer			
Dewi Vermeulen			

1. Opening

Dewi opens the 121st 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 then approved without further remarks or amendments.

4. Announcements

There are no announcements.

5. Strategic Principles for a new RSM Business Model

RSM's strategy is clear but RSM's business model has not been adjusted since RSM's growth in recent years and does not comply any more. No integrated plans are set yet. The task forces are operational and 11 bullet points are listed, e.g. a department charter, transfer pricing, ERIM voucher system, tenure track system, flexibility of the workforce, office space etc. It is expected that they will have outlined a new business model at the end of June or beginning of July. Bernardo remarks that for a long period of time the MT held the conviction that the deficit was under control but now it seems this is not the case.

The vice-dean replies that the new executive board looks at the economic environment in another way. It is more about the risks RSM takes and the consequences of upcoming developments such as the student financing system which will perhaps change. The key word is flexibility: RSM needs to increase its flexibility for example with regard to the tenure track system. Presently, faculty have to do research and teaching. Hiring lecturers on a 2, 4 or 6 year contract who are not in the tenure track system could increase this flexibility and keep down some costs (e.g. claim on research voucher). Since the teaching model is under scrutiny all the time, motivated lecturers could change this as well and give added value to classes. Furthermore, small scale classes are then feasible since salary of teaching faculty is less expensive. The internal competition model is under debate but probably stays in place since a 'fixed advance budget' model has no drivers for improvement.

Bernardo wonders if lecturers do not affect the rankings negatively regarding publications. Publications are a research matter and lecturers are not taken into account when assessing the research component in the rankings. The research voucher system worked well 10 years ago but not anymore. Criteria are arbitrary. Ale

and Koos are working on changing the system which should happen gradually. In this process many topics are integrated and RSM will face a transition period.

The MT will report on the progress at every FC meeting.

6. Internationalization

Bernardo discusses the presentation which has been prepared in advance of the meeting. Some additional remarks are made with regard to the following italicized points.

Although RSM's ambition is very international there is no formal strategy regarding internationalization. The FC is of the opinion that this results in ad hoc decisions; different MT members have different views; other business schools do have a strategy on this topic. Since EUR is outlining an international strategy (Erasmus policy for global excellence), the FC thinks the Executive Board will expect that RSM comes up with a strategy on paper in the near future.

Lack of internships/job offers at Career Services. Career Services should be more pro-active and should focus more on internships and jobs for English speaking students. The vice-dean adds that within RSM the BSc & MSc programme management/ career services could learn from the MBA programme management/ career services. Furthermore, RSM should make more use of the great networks of RSM's professors.

Some of the new international faculty sometimes find it difficult to integrate and create a new social network. The vice-dean is in favour of organizing social events for international faculty and staff. The FC wonders if it is possible to have a selection function at 'search people' which filters faculty and staff from abroad.

The vice-dean appreciates the presentation and the information gives food for thought. He will check some suggestions with Eric Waarts and Peter Elsing.

7. Kadernota 2011

Koos explains that the Policy Memo (Kadernota) is the document by which the Executive Board invites the School to provide RSM's budget.

The document consists of two parts:

1. Policy and strategy: developments in the field of higher education
2. Financial Framework: allocation from the government

Ad 1. Government policy is translated in the Vision 2013 (EUR Strategy) in which the school also set some goals. External facts may affect the Vision e.g. an inactive government which put a stop to new legislation such as future fees and policy regarding talented students. It is uncertain how a new government will proceed with these plans. However, there's a big chance that the financing system will change. The decrease in funding of universities should be compensated by a more effective way of operating ('macro-doelmatigheid'). Presently, faculties receive an amount from the university based on the number of incoming students and the number of graduates. In the new system, faculties will receive money based on enrolments.

Ad 2. Koos presents the figures. RSM will receive 27M which is disappointing since it equals this year's amount. RSM can increase the amount by attracting non-EU students who have to pay a fee which is much higher than Dutch or EU students have to pay. In the new system it will be extremely important to have

students graduate within the normal term of 3 years for a bachelor degree and 1 year for a master degree. RSM has already taken measures to deal with a high drop-out rate.

Questions from the FC

Does the declining market share of the EUR amongst students in the Netherlands also apply to RSM? And is there still room for growth? - The number of 1542 incoming students is exactly the same as last year. RSM wants to keep the Dutch bachelor programme at the current level. RSM tries to discourage some potential students who will probably drop out which is very expensive for the school. The IBA programme can still grow from 350 to 400 students which works in favour of RSM in terms of economies of scale. The many non EU applicants gives RSM the opportunity to select and have more qualified students and a lower dropout rate. On the other hand the cost of marketing, sales, admission and service are higher therefore in the end it is not so attractive as it seems at first. The separately accredited masters have growth potential since RSM can fine tune the marketing and sales which put these masters in a different market.

What about the 'overall marketing plan 2013' and the objective of '30% market increase'? - The goals are included in the 2013 university goals. In Koos's view a rise of 30% is very optimistic but is more of a problem for the university than for RSM.

8. Any other business

No further items to be discussed.

9. Closure

Dewi closes the meeting at 12.55 hrs.

Next FC meeting 29 June 2010 10.30 am in T03-42.

To do before the next meeting

Agenda Point	Task	Person Responsible
6	Follow up on internationalization	Bernardo
#	Prepare input for STAR Agenda 2010-2011	Suzanne
#	Plan introduction/ discussion meeting and invite new student members to this meeting	Catheleyne