

MINUTES 161TH FC MEETING – 2 OCTOBER 2014

Attendees

FC Members	Guests	MT	Official Secretary
Gabi Helfert	Marianne Schouten	Steef van de Velde	Joy Kearney
Jan Sirks	Robbert Brouwer	Frank van de Kruk	Liz Derks
Jelle de Vries		Abe de Jong	
Frederieke Dijkhuizen			
Nicole Morgan			
Andrea Petrini			
Youming Ma			
Lance Cosaert			

1. Opening

Gabi opens the 161st meeting at 10.34 am.

2. Agenda

Due to the fact that the examination board could not be present, point 6 on today's agenda regarding the hardship clause will be postponed to the FC meeting of November.

3. Minutes

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

4. Announcements

Two announcements are made on behalf of the FC:

1. A delegation of the FC has met with Claudia Rutten in order to update the Code of Order and election regulations of the FC. During this meeting they also reviewed the faculty regulations and found quite a mismatch between a Dutch version of 2003 and an English version of 2010. Therefore, the FC would like the management team to update these faculty regulations and provide a unified document both in Dutch and in English that reflects the current situation.
2. Despite efforts from Gabi and Abe, the search for FC members has unfortunately not yielded any results. Currently, there is the idea of changing the Code of Order of the and the Election Regulations of the FC in such a way that if the vacant positions cannot be filled with faculty representatives, the positions can be filled by, for example, PhD students or staff members. This would be implemented as a means of last resort to assure the FC has sufficient manpower to effectively perform their tasks.

Four announcements are made on behalf of the MT:

1. Now that the PAC issue has been solved, the MT already started to update the faculty regulations. Having a recent version is very important and both the English as well as the Dutch version will be updated soon.
2. The reorganisation plan for RSM's generic and support staff, the "Voornemen tot Reorganisatie, has been delayed due to Europa and the EUR central management discussing whether it should be a long or short reorganisation procedure. RSM is awaiting a mutual agreed outcome by the 7th of October and will communicate this to the employee part of the FC on the 9th of October.
3. During the 'Steef of the Union' meeting that was held on October 1st, information about the school has been presented to the RSM staff community by the Dean and others.
4. The Executive Board has formally decided that members of the FC are allocated four hours per week to carry out their FC-related tasks, which means that FC tasks do not anymore come on top of regular

responsibilities. Abe has informed all the department chairs of the academic departments about this development, and he is confident this will help in the search for academic staff members joining the FC.

5. Presentation Steef van de Velde RSM Strategy 2014-2015

Steef gives a presentation on RSM's strategic goals and implementation for the academic year 2014-2015. Below one can read the main takeaways of this presentation:

- RSM's long-term goals are to increase reputation and ensure the school's financial health.
- In order to reach these goals, RSM views its people and branding as its main assets.
- Although reputation might be considered an intangible asset, today's rankings make it a more concrete and tangible asset.
- RSM is a top-tier European pre-experience business school and a first-tier global business school with an excellent research reputation. Executive education is currently lagging and loss-making.
- RSM has two main aspirations, being "entering the top 5 of European business schools rankings" and "shift from government to market funding".
- RSM strategy 3.0 includes 4 focus point to reach its long-term goals:
 1. Optimize education portfolio – Develop new programs
 2. Make our research more impactful/engage
 3. Strengthen our corporate and alumni network
 4. Foster a "one school" culture and mind set

6. Internal communication

Franks starts by giving a brief overview of the issue regarding internal communication. The FC sent a letter to the MT in May, in which they expressed their concerns about the (lack of) internal communication within RSM. A reply from the MT was received in August, and in this letter they elaborated on the plans they had to solve this issue, among which, a survey that was to be held under the RSM staff. Marianne Schouten, Media & Public Relations Manager of RSM, then takes over explaining the current and intended measures to address internal communication. She starts by stressing that everything RSM does when it comes to internal communication should help to increase pride and attachment to the school in some way for all layers of employment. Internal communication should help everyone at RSM to understand what we are doing, why we are doing it and how we are doing it. Current internal communication channels are:

- The quarterly "Steef of the Union" meetings with the Dean of RSM, where the entire staff community is invited to be updated on anything that is currently happening within RSM. This involves a wide range of topics, such as strategic changes, organizational changes, and the announcements of new programs and initiatives. These are interactive 2-hour meetings, based on the meetings and strategic decisions of the MT. The slides of the "Steef of the Union" meetings are published on the intranet.
- The department meetings where the chairs of the different research departments gather to discuss items that are specific to those departments. Sometimes Abe or Frank also join these meetings to address more general topics and answer specific questions that people might have.
- The intranet, which is the online platform where all information about things happening at RSM is being shared. Currently, there is the consideration to make this platform more interactive, giving people the possibility to comment, to ask questions and to start discussions.

Marianne continues stating that the communication department currently has no clear idea how the RSM staff would like to see internal communication to be organized. Therefore, the communication department will organize focus groups and individual discussions among the RSM staff members. This will enhance the understanding of the needs and improvements regarding internal communication.

As the FC received a letter in August from the MT stating that an online survey would be held instead of focus groups, Frank explains this sudden change of plans. After drafting the letter, a survey was being constructed and was being sent to the department chairs on the 11th of September. However, all department chairs expressed dissatisfaction with the survey, with the most particular reason being the desire to have more personal contact where operations is concerned. Their objections towards the survey were unanimous and the MT decided not to carry out the survey, although the intention was there initially. Andrea then expresses his concerns about conducting focus groups, as people in groups tend to influence each other, leading to potentially biased outcomes. Abe explains that this will not be an issue as most staff members make up their mind before such a meeting and additionally individual interviews will also be held. Gabi disagrees with this, stating that interviews and focus groups always involve some sort of bias. Moreover, she is afraid that people will self-select when carrying out focus groups, as only people with sufficient time will attend such meetings, and not the people that you actually want to have the opinion from. Finally, the solution that is agreed upon involves sending out a general call through the intranet to give everyone an equal opportunity to voice their opinion. Additionally, as proposed by Abe, a list of people will be created to invite to these focus groups. Depending on the budget, 3 to 4 focus groups consisting of 10 people will be organized; however, Frank adds everyone willing to participate and voice their opinion should be given the chance to do so. Also, if required, this approach and structure could also be followed to address potential issues with communication towards RSM students. Andrea and Frederieke state that such an issue definitely exists, as most people in their surroundings never access SIN-online.

7. Budget

Frank has discussed the budget with Gabi and Jan during an internal meeting on the 28th of September. During this meeting many questions were asked and answered, the majority being about the policies behind the detailed figures. The budget has been finalized and submitted, the only thing still lacking is a letter of advice from the FC. Gabi states that this letter will be drafted and sent as soon as possible.

8. Status RSM diversity policy

Frank and Abe have checked the documents on diversity on EUR level as discussed in the last meeting. There is quite a difference with the current diversity policy for support staff, so the MT has decided to accept the suggested diversity policy for support staff and a general diversity policy for the faculty will follow at a later stage. Gabi inquires when this later stage will be and Abe mentions that this will probably be before the end of 2015 as there are currently other priorities in terms of HR and a lack of manpower to effectively address this issue at this moment. To spur the set-up of a more specific timeline and action plan, Abe suggests inviting Gail Whiteman and possibly another person to a meeting regarding the subject.

9. Any other business

There is no other business to be discussed.

10. Closure

Gabi closes the meeting at 12.44

Next FC meeting November 6th 2014, 12.30 in T03-42.

To do before the next meeting

Task	Person Responsible	Progress
Drafting a letter of advice regarding the internal communication	Gabi	DONE
Drafting a letter of advice regarding the budget	Gabi	DONE
Setting up a meeting to select specific people to attend the focus groups	Frank, Abe, Gabi, Marianne	DONE
Setting up a meeting with Gail Whiteman to discuss the timeline and possible actions for a faculty diversity policy	Abe	DONE