

Erasmus School of Economics School Council 142

Date: Thursday 24 August 2017 at 10.00

Location: H10-31

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### Draft Agenda

1. Welcome and adoption of the agenda
2. Announcements
3. Minutes of the 141<sup>st</sup> School Council (text) ./.
4. Follow up issues of the 141<sup>st</sup> School Council

### EDUCATION

5. Questions/items Student Council

### ORGANISATIONAL MATTERS

6. ESE Budget 2018 *(approval on headlines) ./.*
7. Resolutions Management Team June *(information) ./.*
8. Mailing list Management Team June, July, *(information) ./.*
9. Any other business
10. Closing

*For information:*

- *Report ESE Klachtencommissie (Complaints Committee - only available in Dutch)*
- *Information 'Sitevisit Instellingstoets Kwaliteitszorg' (only available in Dutch)*

## Draft Minutes of the Erasmus School of Economics School Council 141

Date: Thursday 29 June 2017 at 10.00

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**Present:**

Student Council: Gaby Budel (GB, Chair), Korrein Volders (KV), Hendrik van 't Foort (HF)

Personnel Council: Vladimir Karamychev (VK), Rommert Dekker (RD), Milky Viola Gonzales (MVG) Harry Trienekens (HT/vice-chair/chair Personnel Council)

Other participants: Dean Philip Hans Franses (PHF), Deputy Dean Ivo Arnold (IA), Head Dean's Office, Margaretha Buurman (MB), Nine van Gent (NG) Executive Secretary Dean's Office, Brigitte Hoogendoorn (BH), Robert Arends (current president of Faector) and Thomas Michelotti (future president of Faector and chair of ESE Convent), Valerie Visser (VV) PC Economics of Taxation, Secretary participation bodies Paula Endevelde (PE, minutes)

**Not present:** Student council: Lemeng Li (LL, Chair Student Council), Job Heidkamp (JH), Harmanan Singh (HS), Ata Choudhry (AC) / Personnel council: Teresa Marreiros Bago d'Uva (TBdU)

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### 1. Welcome and adoption of the agenda

- The chair initiates a short introduction round, because the amount of guests present.
- Item 8 will be discussed directly after item 2. Brigitte Hoogendoorn, chair of the working group on the report thesis milestone, is present to answer questions.

### 2. Announcements

- PHF informs the School Council that as of September 2017 the opening times for all EUR buildings will be 8 a.m. until 12 p.m.
- IA informs the School Council that the Master programme Data Science and Business Analytics will start in the new academic year. It will be a hands-on master, with a focus on the tools and skills that are needed to analyse (big) data in modern businesses.

### 3. Minutes of the 140th School Council (text)

The minutes are approved as presented.

### 4. Follow up issues of the 140th School Council

- *Renovation:* PHF: As mentioned before, part of ESE staff will be housed in the N building awaiting the return to the renovated Tinbergen building. Part of the costs to smarten up the N-building will be paid by ESE. Although the rooms in the N-buildings are big enough, the building is quite dilapidated and needs adjustments.
- *Plagiarism check:* IA gathered the following information from the Students service Centre: Students can do a 'halfway' check themselves. If the final paper fails, they can ask for a reset. If needed, students can turn to the Examination Board that will decide whether a new plagiarism test can be executed.  
RD remarks that calling in the Examination Board will take a lot of time and that he would rather have a more practical solution.
- *Relative grading:* IA has forwarded the special case from the student council memo as a complaint to the Examination Board. In this case, relative grading was combined with peer review. The Examination Board has checked the case and decided that relative grading in combination with peer review is not advisable and should not be used any more.
- *Web lectures:* Job Heidkamp discussed this with students of the Programme Committee E&BE. It turned out that the students of the PC were in favour of introducing weblectures more gradually and not forcing lecturers to do this.  
IA adds to this that Michel van de Velde, Associate Professor of Statistics has put himself forward to investigate how he can introduce weblectures in his courses.
- *Application PhD's:* VCW will not grant the request to loosen application requirements (esp re GMat test) for Master students Econometrics. Any master student that applies for a PhD

is in the same situation. Students who know that they want to apply, can be advised (in B3) to do the GMAT test the year/summer before their Master.

## EDUCATION

### 5. Questions/items Student Council:

- Tasks and responsibilities student members SC

This academic year, a member of the Student Council only attended one meeting, the Student Council would like to hear the MT's point of view on this. NG informs the School Council that preparation and attendance of SC meetings should be taken seriously. If a member is not present at (preparation) meetings, the chair should discuss this with the member involved and can even propose to him/her to step down to give other candidates on the list a chance. Since other EUR faculties/schools encounter the same issue, the EUR Student Service Centre (in consultation with EUR Legal office) suggested the following measures:

1. To spread the payment of the grant more throughout the academic year
2. To formally register presence
3. To ask the chair to informally discuss the absence with the student concerned and suggest him or her to voluntarily step down. If needed, the MT can support this suggestion by sending a supporting letter.

The Student Council believes that these measures may be sufficient.

### 6. ESE Teaching and Examination Regulations

The TERs have been discussed in a meeting with representatives of the Programme Committees and School Council in May. The PCs have sent their approval. HT remarks that the Personnel Council does not agree on sharing lecturers' personal information in evaluations. The Personnel Council proposes to add the following to article 8.3:

*De faculteitsraad en de opleidingscommissies behandelen informatie over het functioneren van individuele docenten vertrouwelijk.*

And in the English version:

*The School Council and the Programme Committees will handle information regarding performance of individual lecturers confidentially.*

With this adjustment, the School Council approves the TERs 2017-2018.

### 7. Teaching and Examination Regulations

The School Council approves the following Teaching and Examination regulations:

- EMFC/RC
- Master City Developer
- TI MPhil Programme Academic and Examination Regulations

IA clarifies that the School Council only has to approve the TERs for programmes that are subject to accreditation.

### 8. Report Thesis Milestone

IA explains that the assignment to the workgroup followed from concerns by the EUR Executive Board. A relative high amount of ESE students has difficulties to finish their thesis (in time). In addition, the accreditation provided specific recommendations regarding the thesis process. After having collected the input from staff members, students, Programme Committees and School Council a plan will be drafted to implement changes that will be proposed again to the School Council.

BH clarifies the approach by the workgroup and invites the School Council to give their comments/views on the report.

VV remarks that the proposed two timeframes (options for the Master thesis process) differ in length: students who start in January have more time than those who start in September.

BH admits that with the second option, students have less time.

RD agrees that it is important to install deadlines for the thesis process but considers the proposed schedule too tight. Introduction of a signed study plan could be considered.

Furthermore, he has some concerns as to whether quality of the thesis will be secured.

BH: Given the fact that the thesis' workload is 16 ECT, it should be feasible to deliver a good thesis within a year. Now, some students take a lot of extra time (and supervision) in order to deliver an excellent thesis. This situation seems not fair, study extensions should be based on objective criteria.

IA adds that a well-structured process and expectations to deliver on time, will prepare students for a working environment.

VK welcomes a more structured process and deadlines that make it possible to warn certain students who seem to take too much time.

KV agrees that better structure and communication may lead to earlier signals about students falling out. However, instructions to staff members should be incorporated as well as an escalations procedure, if staff members take too long to send feedback.

IA replies that in these cases, students should go to the thesis coordinator; however, installing a thesis office will be taken in consideration.

The thesis Hub will address mostly generic skills (like writing, referencing) and can not –for example– provide a databank of supervisors with specific expertise.

BH remarks that although thesis' assessment will not be objective, introducing rubrics could be a step forward and could be instrumental in discussing the grades.

As a final remark, the Student Council speaks out in favour of the individual defence.

## ORGANISATIONAL MATTERS

9. **Annual report ESE 2016 and Covenant spring 2017**  
The School Council has no remarks or questions.
10. **Revised School Regulations, Management Instruction and Election Regulation**  
NG sent out an update on Wednesday with remarks of the Staff Council. Student Council has no remarks. The School Council approves the revised School Regulations.
11. **Resolutions Management Team May** - no remarks
12. **Mailing list Management Team May** - no remarks
13. **Any other business**
  - *Overview of Cyber security Questions and answers:*  
HT asks why EUR stopped providing anti-virus software for computers. MB replies that this might be due to the fact that EUR staff and students are supposed to work from their EUR remote desktop. MB will ask RdB to inform the School Council.
  - *Annual Report Examination Board 2016*  
RD would like to know how the EB assures the quality of tests and how staff members will be involved. IA explains that on this subject the EB have been more active than a few years ago, and this section will be expanded even more. Samples will be taken and staff members will be asked to hand over the exams.  
HF notes that (page 16) the number of requests have fairly increased and he wonders whether the EB is overloaded with work. IA replies that with a growing number of students more work can be expected and that the amount of requests have not lead to problems (yet).
14. **Closing**  
11.35 hrs

## Follow-up

1.	Tenure track	- further adjustments CBBA criteria - is internal competitiveness felt? - student evaluations differ for male/female teachers?	MB	SC 143
2.	Quality Impetus	- update every other meeting	IA	SC 142
3.	Merchandise	Update when available	Student council	SC 143
4.	CFA	Is ESE willing to be a partner in level 1 exam?	IA	SC 142
5.	Renovation	Update when available	MB	2016/2017
6.	Anti virus software	Does the EUR provide anti-virus software for staff and students to be used at home	MB - > RdB	SC 142

# Make it Happen *Together*

Erasmus School of Economics

Budget 2018

Budget 2018 Erasmus School of Economics  
Concept 30 juni 2017

# 1 Introduction and Summary

The challenge for Erasmus School of Economics in the next years is to further improve the quality of the school in terms of education and research, while handling larger numbers of students in a more and more internationally competing environment. Since the starting point in 2017 is sound, in terms of motivated staff as well as financial means, we expect to consolidate our position. Furthermore, we will invest in the quality of education through the Quality Impetus Programme and spend part of our reserves to improve the diversity of our staff and increase our internationalisation, which will prepare us for future challenges.

Erasmus School of Economics will further invest in improving the quality of education. The objective is to continue the implementation of the projects of the Quality Impetus Programme and to stimulate the use of blended approaches to learning. Procedures for the selection of tutors and the communication between tutors, teachers, lecturers and students, as well as training and guidance programmes for tutors, will be continued in 2018 in order to improve the quality of small scale teaching. We facilitate innovations in course designs via the use of blended approaches to learning. A new MOOC 'Valuation and Strategy' is being developed. Furthermore, the intensifying of large scale master courses will continue the coming years. In 2017-2018 the new skills programme will be effective and further optimised during the academic year. In addition to the Quality Impetus Programme we will follow-up on the recommendations of the Milestone Thesis project, add a didactic expert to our Examination Board on a structural base and make career services better accessible for our students.

Internationalisation is an important goal in research as well as education for Erasmus School of Economics. Therefore, a new Head of Communication, Marketing & Internationalisation will be appointed to develop, streamline and monitor activities in the field of communication, marketing, internationalisation and alumni policy. Moreover, a web editor has started as of 2017 to support our School's content migration to the new CMS at the end of 2017.

Since the IPRC report we implement a strategy of developing much stronger ties with leading US schools by expanding existing seminar and visitor programmes to a faculty wide formal visitors programme. We focus on producing high quality papers. We increase the appeal of the doctoral training by encouraging doctoral students as much as possible to go to the international job market. The next years we will streamline our recruitment process together with the Graduate schools. We work hard to obtain extra research funding and increase the opportunities to create relevance through research by enlarging the available budget for such activities.

We remain focussing on a diverse and gender balanced staff, reflecting our students' population and will address gender bias issues. To improve diversity in the higher ranks of faculty we will open the vacancy early for female tenure track candidates or post-docs and make sure that the committee recruiting on the job market consists of male, female and non-Dutch members. Education and talent management of our staff is a focal point to ensure that the right person is on the right place and equipped with the right tools. We remain vigilant on a too high workload and will take actions where needed. Erasmus School of Economics stands for a safe environment and we will keep bringing integrity under our

staff's and students' attention as well as giving a better spotlight on our confidential counsellor.

In Spring 2018, Erasmus School of Economics will leave the Tinbergen Building for its renovation and move for two years to the E&N Buildings. We will take efforts to ensure a smooth move, sound and welcome temporarily housing and an up-to-date renovated Tinbergen Building in 2020.

Next to our already mentioned investments in our (online) communication activities we will further develop the BackBone Platform and implement the DLWO for our employees. We keep on enhancing a better efficiency and coordination as well as professionalisation of our secretariats, financial reporting and support of the participation bodies.

We strengthen our collaboration with other schools on Campus via the Erasmus Initiatives and mutual appointments with for instance the Faculty of Philosophy, Erasmus School of Health Policy and Management. And with Erasmus School of History, Culture and Communication we share the project of writing a biography of Tinbergen while we fund the appointment of Visiting Professorships at the Faculty of Philosophy.

The budget of Erasmus School of Economics accommodates our plans. Structurally our budget is sound and we show a positive operating result of about 750k in 2021. With the investments from our reserves we will run a total deficit of 2.1 mln euro in the next four year period, to prepare our organisation for future challenges.



	2015	2016	2017	2018	2019	2020	2021
State contribution	25.927.952	29.288.128	30.819.839	31.580.209	31.681.142	31.201.721	30.627.495
2nd money stream	1.286.624	1.409.852	1.541.280	1.555.062	1.014.043	997.514	1.031.235
3rd money stream	2.670.637	3.017.025	2.877.196	3.033.489	3.331.647	3.092.879	3.259.438
Internal income from EUR	1.069.012	630.954	351.090	378.150	337.150	329.150	329.150
Dividends	1.298.086	962.894	717.810	290.723	242.601	210.970	142.850
Internal income from b.v.'s	823.694	1.010.820	1.338.856	931.727	921.657	916.560	839.662
<b>INCOME</b>	<b>33.076.004</b>	<b>36.319.672</b>	<b>37.646.071</b>	<b>37.769.360</b>	<b>37.528.239</b>	<b>36.748.794</b>	<b>36.229.830</b>
Staff costs: own staff	20.134.634	20.911.483	23.823.675	26.746.007	26.782.326	26.384.724	25.697.142
Staff costs: hired staff	1.010.365	1.004.227	1.227.981	1.402.902	1.348.305	1.340.305	1.324.658
Material costs	3.714.549	3.775.949	4.274.091	4.903.119	5.012.728	5.733.796	4.667.909
Internal payments to EUR	3.451.347	3.465.003	3.493.755	3.556.902	3.546.902	3.630.235	3.796.902
Internal payments to b.v.'s	2.184.840	2.092.482	1.365.199	1.228.604	1.128.604	1.078.604	1.078.604
<b>EXPENSES</b>	<b>30.495.735</b>	<b>31.249.143</b>	<b>34.184.701</b>	<b>37.837.534</b>	<b>37.818.865</b>	<b>38.167.664</b>	<b>36.565.216</b>
Result	2.580.269	5.070.529	3.461.370	-68.175	-290.625	-1.418.870	-335.386
Reserve	7.194.124	12.264.653	15.726.023	15.657.848	15.367.223	13.948.353	13.612.967
Fte's							
Faculty	123,58	125,16	145,46	164,8	165,53	155,19	147,46
PhD students	61,77	55,84	56,94	65,98	62	65	63,75
Student assistants	32,01	38,19	44,39	42,91	42,91	42,91	40,91
Support staff	54,08	50,11	60,42	67,84	66,97	66,97	66,97
<b>Total fte's</b>	<b>271,43</b>	<b>269,3</b>	<b>307,21</b>	<b>341,53</b>	<b>337,41</b>	<b>330,07</b>	<b>319,09</b>
APC (GPL)	74.179	77.650	77.548	78.312	79.376	79.937	80.533

## 2 Education

### 2.1 Objectives

Erasmus School of Economics will further invest in improving the quality of education. The objective is to continue the implementation of the projects of the Quality Impetus Programme and to stimulate the use of blended approaches to learning, in order to achieve the following four aims:

1. Improving the quality of small scale teaching in the bachelor programmes
2. Facilitating innovations in course designs
3. Intensifying large scale master courses
4. Improving skills education

### 2.2 Strategic decisions

As of March 2016, the Quality Impetus Programme started several projects in order to meet the four aims of educational improvement and innovation. The current state of affairs of these projects is described below. In addition, Erasmus School of Economics intends to further invest in the development of online learning, to improve the thesis process and to follow up on the feedback received during the audit of December 2016.

#### 2.2.1 Quality Impetus Programme

##### **Tutor Academy**

The Tutor Academy started as of September 2016 and aims to improve the quality of small scale teaching at Erasmus School of Economics, by professionalising the selection, training and guidance of tutors. Procedures for the selection of tutors and the communication between tutors, teachers, lecturers and students, as well as training and guidance programmes for tutors, will continue to be implemented in 2018.

##### **Innovations in course designs: Innovation Hub and Online Learning**

The aim of the Innovation Hub is to help the academic staff improve their courses by making knowledge about educational innovations easily accessible, facilitating the exchange of experiences and providing technical and didactic expertise.

In the last two years several innovative projects have been realised. In 2018, the Innovation Hub will continue to stimulate, develop and implement the use of blended approaches to learning. Erasmus School of Economics wants to enable state-of-the-art teaching and to keep up with international educational developments in online learning, to attract new international students, to stimulate blended learning and to increase success rates. For example, Erasmus School of Economics intends to increase the number of recorded lectures and webcasts, as well as to stimulate the use of innovative digital tools, such as Autolab. In addition, as a part of the renewal of the master specialisation Financial Economics, a new MOOC 'Valuation and Strategy' is being developed and will be available in academic year 2018-2019.

### **Intensifying large scale (master) courses**

Erasmus School of Economics intends to use the available funds to develop and implement more small-scale and intensive methods of teaching not only for large-scale master level courses, but also for large-scale bachelor courses. This intensification aims to increase the quality of education. In 2017, several projects have been approved and executed, such as the development of engaging assignments for the large scale B3 course Philosophy of Economics. In 2018, Erasmus School of Economics wants to increase the number of innovative intensifying projects. All of the approved projects are evaluated after completion.

### **Skills education**

Skills education is further intensified and improved. For all programmes (Economics & Business, Econometrics, Economics of Taxation) a new Skills trajectory will be effective in the academic year 2017-2018. For 2018, Erasmus School of Economics plans to further optimise, implement, streamline and integrate skills education in each year of all our bachelor programmes.

#### **2.2.2 Milestone Thesis**

In May 2017, the workgroup "Milestone Thesis" provided recommendations to improve thesis policy and processes. The recommended improvements are expected to lead to increased success rates in the master programmes. In 2018, Erasmus School of Economics will start to follow up on these recommendations.

#### **2.2.3 Examination Board**

The Examination Board structurally needs more didactic expertise to successfully execute its task to monitor exam quality. An educational expert is therefore hired on a structural base.

#### **2.2.4 Career preparation**

In 2018, Erasmus School of Economics will continue to invest in a better career preparation of our future alumni. Inspired by the Erasmus School of Law MyFuture programme we intend to develop a programme together with our student associations to enhance our students' success rate on the labour market and offer them opportunities for personal development.

### **2.3 Allocation of resources among the relevant activities**

For 2018, a dedicated project manager is working on the Quality Impetus Programme (0,6 FTE), supported by a student assistant (0,3fte).

#### **2.3.1 Quality Impetus Programme**

##### **Tutor Academy**

For 2018, funds are used for the financing of dedicated teaching staff (5,9 FTE); eight teachers are working to achieve the aims of the Tutor Academy, supported by two administrative assistants. Additionally, funds are available to train tutors.

## **Innovation Hub and Online Learning**

Erasmus School of Economics wants to continue to invest in the development of online learning. For 2018, resources are available to implement projects that have started in 2016-2017, as well as to develop new initiatives of using blended learning tools, redesigning and intensifying courses, developing webcasts and new teaching materials. In addition, funds will be used to hire an additional educational renewal officer (1,0 FTE, in addition to the current educational expert), as well as a web manager (0,2 FTE) and a student assistant (0,5 FTE).

## **Intensifying large-scale (master) courses**

For 2018, Erasmus School of Economics wants to continue to invest the available funds to redesign large-scale courses, and develop additional materials. Furthermore, funds will be used to enable staff members to focus on developing new initiatives to innovate and redesign courses. Long-term funds are available to hire extra teaching capacity if necessary.

## **Skills education**

Long-term investments will be made to hire extra teaching capacity (1,8 FTE). Furthermore, funds will be available to hire additional tutors.

### **2.3.2 Milestone Thesis**

In 2018 Erasmus School of Economics will start to follow up on several of the recommendations of the workgroup Milestone Thesis. Consequences for the budget will depend on which of the recommendations will be executed. To this end, the School plans to install a workgroup with a dedicated coordinator (1,0 FTE) to draw up and execute an implementation plan in 2018.

### **2.3.3 Examination Board**

Additional resources are available to hire an education expert (1,0 FTE) on a permanent basis.

### **2.3.4 Career preparation**

Out of the reserves, we will invest €20K for development of the career preparation programme. Furthermore we will hire a staff member (1,0 FTE) to promote and support these career services, improve their visibility amongst our student population, and coordinate activities with the student associations and emphasize co-branding.

## **2.4 Use and timetable**

Erasmus School of Economics assumes structural funds for the Quality Impetus Programme will still be available after 01 January 2020.

## **2.5 Adjustments and uncertainties**

The high workload of academic staff at Erasmus School of Economics still limits the time and energy available to invest in the innovation of education. Although several proposals for course innovations have been approved and executed in 2017, the workload still entails a risk of not achieving as much innovation as we would like. Funds have been made available to hire additional staff, it is however difficult to find suitable candidates, as the

expertise needed for positions is often scarce. In addition, extra funds are needed to follow up on the recommendations of the Milestone Thesis workgroup. Lastly, compared to 2017 some numbers may differ in response to increasing student numbers.

## **2.6 Impact**

The Quality Impetus Programme leads to expansion of the workforce (currently 9,5 FTE). Teachers have been hired (5,0 FTE) to focus solely on education. Furthermore, extra fte's are available for the hiring of teachers who focus both on teaching and research and for support staff. The same applies to the Examination Board (1,0 FTE).

## **3 Internationalisation**

### **3.1 Objectives**

Investments to strengthen our international base will go on in the coming years. The interest in our international bachelor programmes continues to grow. Erasmus School of Economics anticipates to further increase the number of high quality international students. In order to facilitate this growth in combination with an increased interest in studying abroad amongst our students, our School is committed to further expand its international exchange network.

As the major research activities of Erasmus School of Economics take place in an international playing field, internationalisation stands at the core of the School's research policy. Most of our main competitors on the markets for talented doctoral students and new faculty are foreign institutions. Most information about the international aspect of our research can be found in chapter 4 Research.

### **3.2 Strategic decisions**

In order to increase the number of high quality international students and to attract enough international attention for our programmes, the Educational Marketing team has been extended in 2016 with an online marketing adviser and with extra capacity in exchange. In 2017, we also invested in additional capacity in the admission office to handle the extra applications, especially for the Erasmus School of Economics international programmes. In addition, a new Head of Communication, Marketing & Internationalisation will be appointed to develop, streamline and monitor activities in the field of communication, marketing, internationalisation and alumni policy. Moreover, a web editor has started as of 2017 to support our School's content migration to the new CMS at the end of 2017.

Developing stronger ties with leading schools worldwide, especially in the United States, as well as expanding the number of non-European partners are important priorities for the coming years. These aims relate to all research activities as well as to education.

### **3.3 Allocation of resources among the relevant activities**

In 2017, Erasmus School of Economics will hire a new Head of Communications, Marketing & Internationalisation (1,0 FTE) to develop, streamline and monitor activities in the field of communication, marketing, internationalisation and alumni policy with the aim of creating synergy and connecting our efforts across the student life cycle. In addition, the Head will manage the team, allowing the current coordinator to focus on international marketing and recruitment as well as increasing our international partner network.

To enhance international relations between our researchers and those at foreign leading schools, each research programme has been allocated a budget of €25K per year in the long term budget to set up an inbound- and outbound visitors programme. Additionally every programme has been allocated €40K per year in the long-term budget to set up a rotating chair to allow additional senior staff to visit Erasmus School of Economics. Since these positions have all been filled by male professors, the board of Erasmus School of Economics decided to install five additional rotating chairs for female professors.

### **3.4 Use and timetable**

Internationalisation efforts to strengthen our international base are a long-term process and require long-term investments, for both education as well as research & relevance. These investments will continue for five years.

### **3.5 Adjustments and uncertainties**

It is expected that investments towards a more international orientation of our research will have a significant effect on average paper quality, number of citations generated and overall societal visibility. However, it is difficult to determine in advance exactly how strong this effect will be. Likewise it will be difficult to specify when exactly the results will be clear, considering the long lead times for new academic publications. However, it is highly likely that those results will be generated in the future.

### **3.6 Impact**

The discourse in economics is strongly dominated by a small group of elite schools abroad, as is the case in many other disciplines. Intensifying the relationships with especially those schools, getting 'closer to the fire' and creating a more prominent role for ourselves in setting the research agenda in economics will have a very significant effect on our visibility, prestige and appeal. In particular, stronger ties with leading schools will expand the international job market for our PhD alumni and have a positive impact on our research, publications and the reputation of Erasmus School of Economics.

## 4 Research & Relevance

### 4.1 Objectives

Erasmus School of Economics' research strategy is built around five coherent research programmes which are strongly aligned with our departments: Applied Economics, Econometrics & Management Science, Economics, Finance & Accounting and Marketing. Each research programme is built around one or more important field(s) in Economics and has sufficient critical mass to create global visibility in the chosen field(s).

In 2018 Erasmus School of Economics intends to allocate the available resources for research in a large part to these five research programmes in order to make further progress on realizing our current strategic priorities, as were endorsed in the IPRC report (2015).

### 4.2 Strategic decisions

The current strategic priorities have been described in more detail in other documents (Erasmus School of Economics Budget 2016 and 2017 and the Erasmus School of Economics Self-Assessment 2008 – 2014). Summarised these priorities are:

- Put more emphasis on producing high quality papers;
- Develop much stronger ties with leading US schools by expanding existing seminar and visitor programmes to a faculty wide formal visitors programme;
- Increase the appeal of the doctoral training by encouraging doctoral students as much as possible to go to the international job market. Establish a formal policy of not hiring one's own PhD candidates;
- Obtain extra research funding;
- Increase opportunities to create relevance through research.

In 2018 Erasmus School of Economics will conduct a midterm review to evaluate the progress on these priorities.

Our Research Office supports the Dean in his role as Research Director with the day-to-day management of the research environment of the School, the implementation of research policy in general and the current strategic priorities in particular. In 2017 the responsibilities of individual members of the Research Office have been redefined to increase transparency with regards to personal and shared responsibilities. As of September 2017 two new employees will be added to the research office (1,0 FTE permanent Policy Manager Research to fill an existing vacancy, 1,0 FTE LDE trainee for 1 year).

In the near future a vice-dean of research will be added to the Management Team of Erasmus School of Economics, who will directly supervise the activities of the Research Office.

### 4.3 Allocation of resources among the relevant activities

Erasmus School of Economics allocates a large part of the available budget for research, to the five research programmes. The large half will be used to cover the research time of current and new faculty, the remainder will be used to fund activities directly related to the strategic priorities.



A small part of the total available budget is allocated to the Research Office to fund several school-level research related policies (e.g. research services, incentive schemes, etc.).

The non-staff budgetary allocations are described in more detail below, grouped by strategic priority.

#### **4.3.1 Put more emphasis on producing high quality papers**

All research programmes are taking measures (primarily budgetary neutral) to produce less, but higher quality papers. For example: group feedback sessions on works-in-progress (publications and grant applications), exclusively hiring on the international job market and incorporating the directive to publish in the field's top journals, in the yearly appraisal talks

#### **4.3.2 Develop much stronger ties with the leading US schools**

Erasmus School of Economics will expand the existing seminar and visitor programmes to a faculty wide formal visitors programme. Erasmus School of Economics has allocated €25K per research programme in the long term budget to cover (travel and other) expenses incurred by faculty when building their international network. All programmes are using this money to set up a structured inbound- and outbound visitor programme. Additionally €40K per programme has been allocated in the long term budget to found a rotating chair for international visitors.

#### **4.3.3 Increase the appeal of the doctoral training**

Erasmus School of Economics encourages doctoral students as much as possible to go on the international job market. Furthermore, there is a formal policy of not hiring one's own PhD candidates. All research programmes are taking actions (primarily budgetary neutral) to increase the opportunities of PhD graduates on the international job market. For example, by requiring single authored papers and facilitating visits to future employers. And by groupwise supervision, additional supervision from visiting professors and so on, we aim to increase the quality of supervision to our current PhD students.

The increase in PhD positions deployed in 2017 with additional budget from the reserves, is continued in 2018 onwards to 2021 on a more structural base.

To enhance more efficiency and professionalise the School's PhD programme, the coordination and support is allocated at the Research Office. From September 2017 onwards the Policy Manager Research will, in joint cooperation with the Erasmus School of Economics Doctoral Director, ERIM and Tinbergen Institute, develop more coherent PhD programme that will help to achieve our strategic priorities. An LDE trainee will start at the Research Office in September 2017 to assist the Policy Manager Research with this project. And we allocated €25K for additional job market training to our PhD students.

#### **4.3.4 Obtain extra funding**

Erasmus School of Economics pursues a grant strategy which closely aligns with the overall strategy of 'quality before quantity':

- Dedication to grants that leverage research excellence in economics;
- A focus on personal grants, for excellent research;
- Make full use of opportunities to obtain other types of funding to leverage excellent research.

The Erasmus School of Economics Funding Manager Research (1 FTE, part of the Research Office) supports faculty and management throughout the whole grant application process. In addition Erasmus School of Economics runs two financial incentive schemes to incentivize researchers to apply for external funding: the Application Bonus and the Prep Money Research scheme (more details on both schemes are available on the Erasmus School of Economics website).

#### **4.3.5 Increase opportunities to create relevance through research**

Societal relevance indicators show Erasmus School of Economics is actively pursuing opportunities to create more relevance with her research. Erasmus School of Economics is working on several school-level policies to further increase opportunities to create relevance, for example by writing more frequent dedicated 'briefs' for people outside academia that convey the results of a project in accessible terms.

Erasmus School of Economics plans to take a more active approach with regards to research marketing once the new Erasmus University website has been launched (planned at the end of 2017).

The Research Programmes mostly create relevance through their interactions with the private organisations affiliated with Erasmus School of Economics (Erasmus Q Intelligence, TKI-Dinalog, SmartPort, EHERO, IHS, RHV, Energy Finance Institute, etc.) or in public-private partnerships (with NS, Ahold, the Worldbank, Aegon, etc.). Researchers are actively collaborating with external actors for research purposes (for example in field experiments or when gathering / analyzing research data) and are active in public advisory bodies (CPB, SER, etc.). Furthermore, our Programmes are actively seeking access to the media and additional media exposure is generated by Erasmus School of Economics collaboration with the 'Newsroom' (an independent news organization embedded within Erasmus University for on- and offline media) to publish news about the relevance of the research done at the School. The Newsroom pioneers new formats to bring its news to previously unreached audiences, for example with the use of subtitled videos tailored for consumption by young target groups. The content by the Newsroom can be syndicated by other news media; widening the reach of the news about Erasmus School of Economics.

#### **4.3.6 Participation in Erasmus Initiatives and other collaborative projects**

Erasmus School of Economics plays a prominent role in the Erasmus Initiative Smarter Choices for Better Health. While Erasmus School of Economics does not yet actively participate in the other two Erasmus Initiatives, it expects to be able to contribute to those initiatives as well once they invite other schools through open calls (which are expected in the foreseeable future). Together with RSM, we will participate in a new Erasmus Initiative in Marketing. Erasmus School of Economics will invest €200K annually for the next five years in this Initiative. The Research Excellence Initiative (REI) projects all run successfully and according to plan. Lastly, Erasmus School of Economics intensifies the collaboration with the Faculty of Philosophy through a visiting professorship programme for five years, costs €30K annually.

#### **4.3.7 Research Services**

Erasmus School of Economics actively participates in the university wide Research Support Programme (RSP) to bring research services and experience available outside Erasmus School of Economics (both on and off campus) closer to our faculty.

In 2017 Erasmus School of Economics has decided to participate in the NWO ODDISSEI data platform for the social sciences for €20K per year (for a period of 5 years).

Erasmus School of Economics organises a yearly event for all faculty to reflect on the current status of specific themes in the research done at the School and future opportunities and threats. Costs incurred for this event are about €6K per event. Lastly, we reserve a budget of €65K annually for promoting the relevance of our research through for instance the writing of popular versions of our scientific articles.

#### **4.4 Use and timetable**

We expect the investments to be made in 2018 will help us to make further progress in realising our priorities, especially with regards in creating stronger ties with leading US schools. Most initiatives mentioned have already started in 2017 and will be continued in 2018. The Midterm Review Research which is planned for 2018 will provide an opportunity for reflection on our current efforts to realise these priorities.

#### **4.5 Adjustments and uncertainties**

Most plans outlined in the budget for 2017 are currently in progress and we monitor them on a regular base. Some plans have been realigned to accommodate current priorities. Furthermore, it's a priority to enhance our PhD programme and amongst other actions, a dedicated LDE trainee will be hired to achieve this. Uncertainties are the increasing competition for grants as well as that we expect the Brexit will lead to complications with the European grants.

#### **4.6 Impact**

The statement which concluded the research chapter of the 2017 budget still holds true: *"Research at Erasmus School of Economics offers much that can make us proud. At the same time, especially when comparing ourselves to the really world class schools, it is clear that room for improvement still exists"*. We believe the continued investment in realising the strategic priorities listed above will enable us to gradually bridge the gap and help us become more visible within the world-wide network of top research institutes in the field of Economics. The resulting increased visibility and networked-ness of the School will be of great help with the recruitment of top PhD candidates, the placement of our PhD graduates at top institutes abroad and will create new opportunities for international academic collaboration on high quality papers.

## 5 Staff and Accommodation

### 5.1 Objectives

The secret to our past and future success can be found in our people. We are committed to bringing on board and keeping “good people” in our academic and support staff. Our successful teaching and research is not merely the result of how individual employees perform; how our groups perform is key too. By focusing on a few groups and setting clear ambitions and targets, we have been able to create a climate where the departments and their staff have ample room to take their own initiatives, develop in a direction that they consider promising and excel by working together. At Erasmus School of Economics, strategy and staff are aligned.

To achieve a good balance of seasoned scholars and young talent among a committed and increasingly diverse workforce, we aim to hire the best, stimulate the development of their careers and help them to get the best positions when they leave Erasmus School of Economics.

Furthermore, we offer our employees a work environment where they can flourish and feel at home. Our aim is to have a refurbished building in 2020 in which our groups can flourish and interact informally. A building in which ‘we can make it happen together’, a building that invites people to come to Erasmus School of Economics.

### 5.2 Strategic decisions

#### 5.2.1 Diversity

Improving our gender balance and diversity within the School is very important to us. We strive to have a diverse staff as role model for our students and to recruit as much talent as possible. Two diversity officers were appointed to make and implement the diversity action plan for the Erasmus School of Economics. Gender bias is addressed in the CBBA and one of the actions taken is to enlarge the CBBA committee with four female scholars, one from each department. We expect to have three female professors by the end of 2017. To continue this right track, we will go forth with the previously announced measures to enhance our diversity. If a professor is due to retire, we will open the vacancy early for female tenure track candidates or post-docs. And we aim to recruit on the job market with a committee consisting of male, female and non-Dutch members. We encourage the head of the departments to enrol the female faculty in their department for the Erasmus Women in Academia programme.

Furthermore, to create more role models within the school, we match the current rotating chair programme with rotating chairs for women. We organise an implicit bias training for members who are engaged in the recruitment and selection process of student assistants. With these actions we strive for a more diverse staff.

#### 5.2.2 Education

We encourage continuously the development of our staff, by improving skills and gaining more knowledge. Improving educational skills is required for all faculty. Besides the regular

BKO and SKO, we also offer a special training didactics with Risbo to our PhD-students. Peer review is becoming a common instrument for increasing educational skills.

The Supporting Ambitions Together (SAT) values- responsibility, customer intimacy and cooperation- will be introduced to all our support staff in team sessions as well as discussing the SAT values in the regular P&D cycle.

Yearly we organise the ESE-bility day for all our staff. Next to the more light-hearted 'nice to know and a nice to meet character', informative workshops are offered for faculty and support staff jointly

### **5.2.3 Talent Management**

One of the focal points for the support staff is to ensure that the right person is on the right place. Therefore, talking about one's future role and mobility is not only part of the P&D cycle, but a continuous point of attention for both supervisor and staff. We encourage and stimulate support staff to take an assessment with the aim of developing their strengths. Furthermore, employees who cannot continue their work at EUR or who want to work elsewhere, are accommodated to developmental assessments to determine their best fit for the future.

Tenure trackers are offered development assessment as well, to enhance insights in their personal development.

### **5.2.4 Workload**

Both our academic and support staff experience a too high workload (29,4%) and 6,7% deem their workload as excessively high. Although most of our staff score their workload at a good level, we must remain vigilant regarding the workload levels of our employees and where possible, we will take action. For example, in cases where it takes longer to fill an academic position, contracts of PhD-students can be extended to fill the gap of education. Or external expertise will be hired.

And to enhance the support of our new employees the first steps to improve upon overall communication, 'learning by doing' and give better support to 'first time' teachers, are to check on a regular base if every new employee is appointed a mentor according to current policy and to evaluate and improve the introduction program, which was recently undertaken for the first time.

### **5.2.5 Confidential counsellor and integrity**

Erasmus School of Economics stands for a safe and integer environment. Employees must feel free to talk to their supervisor in case of unwanted behaviour or at least report it to the School's confidential counsellor. On the upcoming intranet, we will include clear information piece on the role, presence and accessibility of our confidential counsellors. As a School we continue emphasizing the importance of reporting cases of unwanted behaviour or scientific integrity. We will do this by written articles by a counsellor in the student newsletter and address it at departmental meetings, introduction days and the ESE-bility day.

## **Housing**

In the refurbished building in 2020, along with meeting rooms and locations for informal contact, we take into account enough room for our researchers to be able to concentrate and do their research in a place where they feel at home. All this must be achieved within the norms for office space. We are willing to make an exception for our study associations. If we cannot provide rooms for our study associations within the current norms for office space, we are willing to invest. The same applies to our Economics Lab. Furthermore, we will contribute to the renovation of the Tinbergen Building and in workspaces in the renovated building. Lastly, we will invest in some uplifting of the N-building to offer our employees a welcome and sound working place, even if temporary.

### **5.3 Allocation of resources among the relevant activities**

From 2017 onwards, all training will be financed from the HR budget to stimulate development. Our central HR budget has therefore increased to € 300K. The additional investment from our reserves in training and seminars following from our diversity action plan is in total € 300k for the next five years. We will finance the early hiring of the female Tenure Trackers from our reserves (€ 1.5 mln for a five year period). The additional female rotating chairs cost € 1 mln for a five year period.

We expect that our additional housing will cost us an extra € 250K annually from 2020 onwards. Furthermore, in 2019 and 2020 we will spend € 500K on furniture and invest about € 1 mln from our reserves in the interior design of the Tinbergen Building. Lastly, we will lose the rental income from EURAC BV, € 150K annually from 2018 onwards.

### **5.4 Use and timetable**

See paragraph 5.3.

### **5.5 Adjustments and uncertainties**

As Erasmus School of Economics is a springboard to the successful future of our talents, some of our talents pursue their further careers at other Schools and institutions, for example in Insead and Chicago. Since the market is getting tighter, it is increasingly more difficult to fill vacancies with good candidates.

### **5.6 Impact**

To achieve a good balance of seasoned scholars and young talent among an increasingly diverse workforce, we aim to hire the best, stimulate the development of their careers and help them to get the best positions when they leave Erasmus School of Economics. Furthermore, we offer our employees and study associations a work environment in which they can flourish and feel at home.

## 6 Organisation

### 6.1 Operational Management

Next to the responsibility of the four departments of Erasmus School of Economics on the content and quality of research and education, the Dean's Office and the Education Centre take responsibility for the operational management, taking into account the applicable frameworks, rules and regulations. To achieve further alignment and strengthen our operational management, we will continue the collaboration between the various organisational departments within Erasmus School of Economics itself and Erasmus University as a whole. In the text below, we show some examples of our recent initiatives.

### 6.2 Service Provision

In serving each other as well as the university and its community, Erasmus School of Economics endorses the slogan '*Make it happen*' of Erasmus University Rotterdam, thus serving its students, science and society. At Erasmus School of Economics, we realise that we cannot achieve our goals on our own. While some support activities will be handled internally, we prefer to receive some specialised support from other parties on and off campus. Furthermore, we realise that by sharing support activities, we can improve the efficiency and quality of the support offered to our staff. As in past years, we will continue to participate in strategic projects from Erasmus University. Our Dean is one of the members of the Top Support Board and member of the CMS Steering group. The head of the Dean's Office is chairman of the Project Alignment Support Organisation, member of the Taskforce MSI and together with the director of the University Support Centre responsible for Supporting Ambitions Together programme, the Vice Dean participates in the steering groups of Nominal is Normal and Digital is Normal, the Head of the ESC participates in the Change Team Education to name just a few. A good example of close cooperation is the support for the cross-school Flagship project.

### 6.3 Cost price trends

We discuss cost pricing and trends in cost prices in the account-and demand management meetings with central services.

### 6.4 Special projects

#### 6.4.1 Communication

We will continue to further improve communications within the School.

Depending on the progress of the central strategic projects on renewal of the website and intranet, we keep continuing our focus on:

- implementing an (internal) communication & collaboration platform (DLWO);
- improving our external website and research pages;
- further developing and enrolling our BackBone Platform, an internet platform to improve our communication about our research, opinions and performance to multiple

stakeholders here in the Netherlands and internationally. We will have two electronic versions and one paper version of Backbone each year;

- creating a readily accessible handbook to improve the access of information and regulations for our employees.

As stated last year, as soon as the DLWO system or another intranet is available, we will replace our newsletters with a vibrant new platform for internal communication and collaboration. This extended intranet offers many different possibilities to update our staff with news from the management team, present new employees and the support staff from 'the sixth floor' and inform our employees about the joys and tribulations of their colleagues. As we intend to be a truly international School, we will launch this platform in English only.

Per 1 September 2017 the newly appointed Head Marketing and Communications (1,0 FTE) will start and we expect this to contribute in achieving our goals as for example further internationalisation of our faculty as well as the further strengthening of the bond with our much valued alumni.

#### **6.4.2 Efficiency**

As a result of the pilot to restructure the Secretariats pilot, started in July 2016, more mutual coordination between the several secretariats and an increase in efficiency and streamline of work is experienced. The focus of the office managers on supporting the directors of the departments is enhanced. As of 1 June 2017, the newly appointed office manager at the Dean's Office supports the activities of the Dean's Office and Educational Services as well as coordinates the upcoming move (related to the reconstruction of the Tinbergen Building). The pilot will be evaluated before leaving the Tinbergen Building.

In 2017, we started to prepare the digitalisation of several processes, including HR processes and the contract management flow, to be implemented by 2018. We expect this to lead to greater efficiency as well as a better control of both processes as results.

#### **6.4.3 Further improvement of financial reporting**

The in August 2016 newly created position of assistant controller has led to monthly overviews and optimising the Hard Close process. For 2018 onwards, we expect to further optimise our financial reporting and therefore, have more insights in our financial developments.

#### **6.4.4 Further professionalisation of participation**

As of 1 January 2017 a 0,6 FTE secretary to the participation bodies (School Council and Programme Committees) was appointed to increase the professional support of each body and to improve their mutual coordination, as we believe this to be crucial to the enhanced participation rights of the Programme Committees as of September 2017. As a result, we already notice more 'in between' discussions with (delegations of) the School Council and Programme Committees about relevant issues.



## **6.5 Investments**

By continuing the investments in our Quality Impetus project, including all its subprojects, the quality of our programmes and our service to students is strongly pushed. The marketing of our Education programmes will be stimulated through further investments in the development of our website. With 25 offers to PhD students to start 1 September 2017, we take further step in investing more PhDs of a higher quality and better placements on the international job market. We started with one rotating chair per department and added one female rotating chair to set examples for international and female faculty.

## **6.6 Miscellaneous**

We strengthen our collaboration with other schools on Campus via the Erasmus Initiatives and mutual appointments at for instance the Faculty of Philosophy, Erasmus School of Health Policy and Management and Erasmus School of Economics. Furthermore, we collaborate with Faculty of Philosophy and Erasmus School of History, Culture and Communication in the project of writing a biography of Tinbergen and the appointment of Visiting Professorships at the School of Philosophy financed by Erasmus School of Economics.

## 7 Finance

### Finance

In the planning period, the *base budget plan* shows a long term balanced image which is linked to a positive long term result.

<b>Base Budget</b>	2015	2016	2017	2018	2019	2020	2021
Total income	33.076.004	36.319.672	37.646.071	37.769.360	37.528.239	36.748.794	36.229.830
Total costs	30.495.735	31.249.143	33.868.169	35.884.260	35.656.162	35.459.683	35.483.589
<b>Results</b>	<b>2.580.269</b>	<b>5.070.529</b>	<b>3.777.902</b>	<b>1.885.099</b>	<b>1.872.078</b>	<b>1.289.111</b>	<b>746.241</b>

The results slowly decline over the years, but we think that the 2021 budget gives a fairly good indication of the long term budget. The main reasons for the decline are

- the increased housing costs as a result of being charged under the new regime when the ESE re-enters the Tinbergen building:

	2015	2016	2017	2018	2019	2020	2021
Housing						83.333	250.000

- conservative budgeting of external earnings and dividends:

	2015	2016	2017	2018	2019	2020	2021
Grants	1.513.361	1.718.268	2.186.665	2.309.469	1.980.505	1.545.211	1.564.520
Dividends	1.298.086	962.894	717.810	299.590	295.850	261.967	242.851

## Reserves and plans

In recent years we have seen a steady increase of the ESE reserves.

Last year we presented an expenditure plan to invest in increasing diversity and internationalization in our school and reducing the reserves to a lower level. Incorporating new insights this plan now looks like this:

<i>1st Plan</i>	2015	2016	2017	2018	2019	2020	2021
Extra costs			316.532	963.274	1.042.703	837.981	461.627
Extra fte's			3,92	12,96	14,30	11,31	5,87

In addition to last year's plan we propose some more investments:

- 1) Diversity Action Plan (additional 1.3 mln euro) ,
- 2) Stimulate top level research collaborations
  - a. Flagship Marketing together with RSM
  - b. Contribution to EIPE's anniversary in the form of visiting professors
- 3) Promotion of career services (MyFuture)
- 4) More attention to relevance
- 5) Renovation of the Building
  - a. Interior Design
  - b. Furniture
  - c. Updating the N-building

These additional investments are budgeted as follows

<i>2nd Plan</i>	2015	2016	2017	2018	2019	2020	2021
Extra costs				990.000	1.120.000	1.870.000	620.000
Extra fte's				5,00	5,00	5,00	5,00

## Resulting Budget 2018-2021 ESE

When we include the first and second plan to reduce the reserves in the base budget, the resulting budget is

<i>Budget</i>	2015	2016	2017	2018	2019	2020	2021
Total income	33.076.004	36.319.672	37.646.071	37.769.360	37.528.239	36.748.794	36.229.830
Total costs	30.495.735	31.249.143	34.184.701	37.837.534	37.818.865	38.167.664	36.565.216
<b>Results</b>	<b>2.580.269</b>	<b>5.070.529</b>	<b>3.461.370</b>	<b>-68.175</b>	<b>-290.625</b>	<b>-1.418.870</b>	<b>-335.386</b>
Reserve	7.194.124	12.264.653	15.726.023	15.657.848	15.367.222	13.948.352	13.612.967

## Risks

The main risks in the planning period are related to

- increasing competition and uncertainties in the grants area; and
- the new university allocation model.

## Increasing competition and uncertainties in the grants area

Competition for grants is increasing, in the Netherlands (NWO) as well as in the European Union.

## The new university allocation model

With the intention of the EUR Executive Board to introduce a new allocation model for the budget plans from 2018, there is a chance that the budgeted contribution of the EUR Executive Board will be redistributed among the schools. If a new distribution lowers the contributions to our school, we will have to reconsider the budget plans for 2018-2021.

## The long term budget of the affiliates

Besides offering higher education and conducting fundamental research, Erasmus School of Economics aims to engage actively with the public, the business world, the government and the third sector (e.g. charities). The third core function of Erasmus School of Economics is thus relevance: the process of creating value and impact from knowledge by making it suitable and/or available for economic and social use and by adapting it for conversion into competitive products, services, processes and new business. The relevance activities of Erasmus School of Economics focus on making tangible contributions to society, such as supporting and advising governments and businesses and by translating newly acquired knowledge and innovative research results into applications with economic and/or social benefits. To make this possible, amongst other things, Erasmus School of Economics is affiliated with 11 private limited companies. The affiliated companies have annual revenues of about € 25-27 million. The affiliated companies will show a slight increase in results in the coming years. These long term budgets already account for the introduction of CIT.

		IHS	EUPT	Eurac	ESPR	SEOR	ERBS	EA	FEI	SMO	ISAM	EQI	Total
Revenues	2018	4.049.500	1.800.000	8.677.000	941.048	866.890	2.405.864	3.605.000	850.000	550.000	1.036.815	1.039.000	25.821.117
	2019	4.122.000	1.920.000	8.506.000	988.100	884.227	2.478.040	3.691.100	850.000	625.000	1.309.415	1.089.000	26.462.882
	2020	4.216.000	2.040.000	8.465.000	988.100	901.912	2.453.982	3.768.562	850.000	735.000	1.514.815	1.089.000	27.022.371
Results	2018	22.000	56.000	375.000	8.252	45.463	53.003	66.656	1.600	4.000	48.172	112.218	792.364
	2019	72.500	56.000	346.000	10.362	44.471	61.823	78.886	1.600	20.000	116.204	110.163	918.009
	2020	158.500	56.000	320.000	8.772	42.512	59.542	83.298	1.600	28.000	167.090	110.163	1.035.477

## Dividends

At the beginning of 2011, EURAC BV took the initiative to set up a structural dividend policy for the years 2011-2015. This period has ended. We made cautious predictions about the amount of dividend to be distributed, since the new policy, the effects of the introduction of CIT and the amount of dividend to be distributed are not yet fully known.

## Required tables

*See separate document*

## 6 Appendices

*See separate document*

**Allocation of the 1st flow of funds**

	2018	2019	2020	2021
Geormerkt vanuit CvB	3,69%	1,84%	0,74%	0,31%
Onderwijs	33,18%	34,30%	34,88%	34,98%
Onderzoek	19,77%	20,24%	20,25%	20,39%
O&O	7,77%	8,53%	7,22%	4,59%
Bestuurlijke taken O&O	2,42%	2,08%	2,08%	2,10%
Onderwijsondersteuning	14,98%	14,42%	15,95%	16,79%
Onderzoekondersteuning	6,50%	6,59%	6,63%	6,69%
Ondersteuning	11,69%	12,02%	12,23%	14,15%
Onderwijs en onderzoek	64,41%	64,90%	63,10%	60,27%
O&O Ondersteuning	23,90%	23,09%	24,66%	25,58%
Generieke ondersteuning	11,69%	12,02%	12,23%	14,15%

	2018	2019	2020	2020
	1.166.815	582.617	232.449	94.103
	10.477.869	10.866.139	10.883.696	10.714.381
	6.243.120	6.410.887	6.318.984	6.243.770
	2.454.152	2.701.005	2.254.212	1.406.727
	765.727	657.588	649.932	644.319
	4.730.682	4.568.998	4.977.372	5.142.898
	2.051.453	2.087.370	2.068.536	2.047.561
	3.690.390	3.806.538	3.816.539	4.333.736
	20.341.956	20.560.648	19.689.342	18.458.981
	7.547.862	7.313.956	7.695.839	7.834.778
	3.690.390	3.806.538	3.816.539	4.333.736

31.580.209 31.681.142 31.201.721 30.627.495

**Present:** Vladimir Karamychev, Rommert Dekker (personnel section), Margaretha Buurman (Head Dean's Office), Reino de Boer (Control) and Nine van Gent (Executive Secretary Dean)

the Student Council has sent its questions by e-mail

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## I Questions Students Council (by e-mail)

*Questions: in italic script*

1. *MyFuture:*

- a. *How does the MT see this issue and to what extent does the MT believe that the demand side at the Erasmus School of Economics differs from that at ESL?*
- b. *To what extent the MT believes there are missing parts in the current supply of all the study associations and, if there are missing parts, how MyFuture and the extra staff member can fill those gaps?*
- c. *If the first questions are answered in an affirmative way for both parts, to what extent a full time employee would be necessary to perform the tasks?*

ESE deems career planning important and wishes to offer our students the best options for career planning, that includes (and not competes) the good work of the study associations as well. Please note that currently, there are no concrete or settled plans, but we do wish to develop the idea further.

MyFuture, as used by ESL, is a starting point and inspiration. But of course at ESE, we need a tailor made platform that accommodates the wishes of our School, students and study associations. We need to explore if (a form of) MyFuture is feasible for ESE, how we should fill in the platform, what is important for our students and so on.

Our staff lacks the manpower to do so, reason why after this summer recess, a student assistant will start to work on this. And of course, in close cooperation with our study associations. And if it's clear that MyFuture (or another name) is a solid option for ESE, maybe an extra staff member is needed for further development. However, if we want to appoint this extra staff member at some point in the coming year, we need to incorporate the position in this Budget already. That is the reason why both positions are in this Budget.

2. *Where does the large drop in expected revenues from dividends in 2018 come from?*

This is related to the ending of the dividend policy of EURAC BV, (partly) caused by a change in tax climate. Hence, the EUR private companies organise their financial structures in a different way and instead of sharing out of dividends, EURAC BV is now reimbursing ESE for rendered services.

3. *Where does the considerable drop in internal revenue from EUR the last two year come from?*

With correction of less participation of ESE in Erasmus University College, the ERIM IBA course, the secondment of some of our employees to other EUR Schools, our internal revenues will be

around K€4 - K€5 per annum. The drop is caused by correction of misplaced items in this column as dividends, resources from 'Profileringsfonds' and so on.

## II Questions Personnel Section

1. *How will the School profit from income from EQI BV; although the revenues at EQI have increased, ESE does not seem to profit likewise?*

The increasing revenues are primarily used to pay back EUR Holding BV for their start investments in EQI BV. Once these investments have been paid back, the department of Econometrics will profit from the revenues of EQI BV. Furthermore, the department has budgeted carefully. It is suggested that the department and EQI BV evaluate the developments on a regular base. The department should be alert on the risks of cross subsidy of the primary money flow.

2. *What are the head drivers of the ESE budget?*

The budget is primarily driven by education: the state contribution and students paying the increased institutional rate. For research, a smaller contribution is received such as the doctoral premium (K€60 per doctorate, M€ 1,5 in total). Next to international students, incoming master students (bachelor degree from another Dutch university) are lucrative. It seems that RSM is attracting more external master students. Working with separate CROHO's has advantages in terms of marketing and disadvantages in terms of the 'makro doelmatigheidstoets' and ending a not well functioning master.

3. *For Education, there are the following remaining questions:*

- a. *What can ESE learn from RSM with respect to the influx of master students and the number of graduates, could this increase the revenues and how can ESE improve this?*
- b. *Into what extent are our investments leading to an increasing number of students? And if so, does that mean that ESE can raise the bar on quality and prestige?*
- c. *What is the view of the Board of future innovation with respect to the content of education and examination? Is there a portfolio for plans for the future, for example, do we prepare our students sufficiently for the needs of our graduate schools?*
- d. *Can ESE make good placements of our alumni more visible?*

4. *Could you explain more on the staff costs and housing expenses?*

The staff costs include the costs of social security as well. The housing expenses show an increase in the next 3 years, caused by preparation of the N (and E) Building for temporarily housing and to adjust the Tinbergen Building slightly better than the minimal, for instance double glass walls, cast floors and so on. The furniture will be budgeted in 2019 and 2020, before our return to the Tinbergen Building.



5. *Does the new university allocation model affect the ESE Budget?*

The calculations will be made this summer. One of the alterations is to change the flat-rate basic grant per school (currently M€ 3,5) from the number of students per school into one per school. Another discussion is how much each school contributes to the USC (university support centre) and what the method of payment will be (billing or another method). Control keeps the finger on the pulse.

6. *How does ESE wishes to increase the second/third money flow/their market share?*

The grant market is much more competitive than it used to be. Research Office started to improve the grant application process and aims to improve ESE's success rate. Applied economics is relatively active in other markets than NWO. Marketing is commercially active in ECMI. ESE staff received amongst others, a VIDJ, Norface-Dial grant, Marie Curie Scholarships, Netspar. This adds to the REI grants of EUR.

7. *Are there any Leiden-Delft-Erasmus (LDE) provisions in the ESE Budget?*

LDE used to be the initiative of the Executive Boards of the LDE universities. If the related budget will become the responsibilities of the schools, ESE will have to look into this further.

8. *Does a university cap on PhD's affect the ESE Budget?*

A university cap on PhD's will be cushioned by ESE (expenditure out of the reserves). Furthermore, ESE aims to improve the market share on PhD and the marketing of PhD positions. In September, a PhD officer will start to work on this.

9. *Are there any changes in the ESE internal allocation model?*

The internal allocation model is equal to last years' model. If the allocation model changes next year, the School Council will be involved.

## Format 1 Financial overview 2016-2021

in k€

Cost categories	Description	Actual 2016	Forecast 2017	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021
	<b>Budget</b>	<b>29.288</b>	<b>30.820</b>	<b>29.869</b>	<b>31.580</b>	<b>31.681</b>	<b>31.202</b>	<b>30.627</b>
	8.40 State contribution	29.288	29.881	25.874	26.993	27.703	27.575	27.141
	8.41 State contribution to be mandated	-	939	3.995	4.587	3.978	3.627	3.486
	<b>External income</b>	<b>4.427</b>	<b>4.418</b>	<b>4.329</b>	<b>4.589</b>	<b>4.346</b>	<b>4.090</b>	<b>4.291</b>
	8.12 Course fees	289	374	86	293	270	270	270
	8.13 <i>Income work third parties</i>							
	Income 2e money stream research	1.410	1.541	1.560	1.555	1.014	998	1.031
	Income 3e money stream research	308	645	790	754	966	548	533
	* of which to hand over to third parties	-	-	-	-	-	-	-
	Other contract income	2	-	-	-	-	-	-
	8.16 Other	2.417	1.858	1.893	1.987	2.095	2.275	2.456
	<b>Financial income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	8.17 Interest	-	-	-	-	-	-	-
	<b>Internal Settlements</b>	<b>2.605</b>	<b>2.408</b>	<b>1.951</b>	<b>1.601</b>	<b>1.501</b>	<b>1.457</b>	<b>1.312</b>
	8.32 Internal income from EUR (intra company)	1.594	1.069	1.039	669	580	540	472
	8.30 Internal income from BV's (inter company)	1.011	1.339	912	932	922	917	840
	<b>Total Income</b>	<b>36.320</b>	<b>37.646</b>	<b>36.148</b>	<b>37.769</b>	<b>37.528</b>	<b>36.749</b>	<b>36.230</b>
	<b>Staff costs</b>	<b>21.916</b>	<b>25.052</b>	<b>25.526</b>	<b>28.149</b>	<b>28.131</b>	<b>27.725</b>	<b>27.022</b>
4.1 excl.	4.14 Staff costs: own staff	20.911	23.824	24.121	26.746	26.782	26.385	25.697
	4.14 Staff costs: hired staff	1.004	1.228	1.405	1.403	1.348	1.340	1.325
	<b>Material costs</b>	<b>3.776</b>	<b>4.274</b>	<b>4.675</b>	<b>4.903</b>	<b>5.013</b>	<b>5.734</b>	<b>4.668</b>
	4.20 Depreciation	-	-	-	-	-	-	-
	4.21 Rent, housing expenditures	3	29	53	382	530	279	29
	<i>Other costs</i>							
	4.22 Furnishing and equipment/ Accounting costs	219	227	369	244	235	1.224	225
	4.23 Stationary and consumables	439	482	574	518	499	476	478
	4.24 Services from third parties	1.235	1.424	1.499	1.529	1.474	1.404	1.412
	4.25 Travel, residence, communication and other costs	1.198	1.390	1.449	1.493	1.439	1.371	1.378
	4.26 Subsidies and contributions	682	721	732	737	835	980	1.145
	<b>Financial costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	4.27 Interest	-	-	-	-	-	-	-
	4.28 <b>Corporate income tax</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Corporate income tax	-	-	-	-	-	-	-
	<b>Internal Settlements</b>	<b>5.557</b>	<b>4.859</b>	<b>4.876</b>	<b>4.786</b>	<b>4.676</b>	<b>4.709</b>	<b>4.876</b>
	4.32 Internal payments to EUR (intra company)	3.465	3.494	3.418	3.557	3.547	3.630	3.797
	4.30 Internal payments to BV's (inter company)	2.092	1.365	1.458	1.229	1.129	1.079	1.079
	<b>Total Expenses</b>	<b>31.249</b>	<b>34.185</b>	<b>35.076</b>	<b>37.838</b>	<b>37.819</b>	<b>38.168</b>	<b>36.565</b>
	<b>Results</b>	<b>5.071</b>	<b>3.461</b>	<b>1.072</b>	<b>68-</b>	<b>291-</b>	<b>1.419-</b>	<b>335-</b>
	8.71 Change in reserve	5.071	3.461	1.072	68-	291-	1.419-	335-

Change in reserve (k€)	Actual 2016	Forecast 2017	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021
Operational result	5.071	3.461	1.072	68-	291-	1.419-	335-
Reserve after result	12.265	15.726		15.658	15.367	13.948	13.613

Format 2 Specification still to mandate budget

k€

Costcategorie	Description	Income source	Budget 2018	Budget 2019	Budget 2020	Budget 2021
841000		- Model				
		- Strategy				
		- Central costs EUR				
		- EUR Fellows	200	102		
		- Institutional fees non-EEA and HBO	3.363	3.363	3.363	3.363
		- Dean	26	26	26	26
		- Desiderius Chair	10	10	7	
		- Voorschotmiddelen incidental				
		- Voorschotmiddelen structural				
		- SEO means				
		- REI ECMI	2	81		
		- REI Finance	164			
		- REI Choice Modelling (met RSM)	77	63	16	
		- REI Health	389			
		- REI Thurik	212	192	98	53
		- REI ESCHER	36	37	25	
		- REI (met RSM) Pennings	57	59	60	44
		- EURIBEB	52	45	32	
		- FLAGSHIP Marketing				
		- CvB decision				
		- To decide				
		- Income/payments Erasmus MC				
<b>Total</b>			<b>4.587</b>	<b>3.978</b>	<b>3.627</b>	<b>3.486</b>

Format 3 Specification external income			in k€					% already acquired				
Costcategorie	Description	Income source	Actual 2016	Forecast 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	2018	2019	2020	2021
812020	Course fees	- APG - Glencore - Cursusgelden divers	5 30 257	5 275	5 20 274	5 20 245	5 20 245	5 20 245	95,00% 95,00% 95,00%	95,00% 95,00% 95,00%	95,00% 95,00% 95,00%	95,00% 95,00% 95,00%
813000	Income 2e money stream research	- NWO - KNAW	1.403	1.448	1.555	1.014	997	1.031	85,53%	59,85%	63,76%	64,85%
813100	Income 3e money stream research	- Non profit organisations - Companies and other - Government - BSIK - International organizations - Other	-10 81 334	115 82 435	93 71 426	93 40 562		16 302	100,00% 100,00% 100,00%	100,00% 100,00% 100,00%	100,00% 100,00% 100,00%	100,00% 100,00% 100,00%
813101	of which to hand over to third parties <sup>1)</sup>		-28	17	158	271	229	533	59,26%	64,67%	61,98%	43,92%
813800	Other contract income	- Source of income A - Source of income B - etc.										
8.16xxx	Other income <sup>2)</sup>	- VU en UvA - Other - etc.	1.598 444	1.450 195	1.585 402	1.709 387	1.896 380	2.099 363	100,00% 99,17%	100,00% 99,21%	100,00% 99,33%	100,00% 99,46%
817000	Interest											
<b>Total</b>			4.114	4.022	4.589	4.346	4.090	4.291	92,88%	88,25%	85,09%	80,01%
									<b>Date acquisitionpercentage</b>			

1) work for third parties: not for own account and risk. This is negative income.

2) such as secondments (816210), rental income (816110) and donations and grants (816310)

Format 4 Personnel staffing & costs	in fte							in k€							in k€
	Planned staffing							Staff costs							GPL
	Actual	Forecast	Budget	Budget	Budget	Budget	Budget	Actual	Forecast	Budget	Budget	Budget	Budget	Budget	
	2016	2017	2017	2018	2019	2020	2021	2016	2017	2017	2018	2019	2020	2021	
Categorie															2018
*01 Professor 1	18,90	24,88	22,90	25,76	26,77	26,00	26,00	3.011	3.827	3.397	3.963	4.118	4.000	4.000	154
*02 Professor 2	7,30	3,40	7,33	2,70	2,84	3,48	3,50	956	451	931	358	376	461	464	133
*03 Associate Professor	31,67	35,52	37,03	41,17	40,93	41,49	40,94	3.003	3.538	3.512	4.100	4.076	4.132	4.077	100
*04 Assistant Professor	61,41	81,66	85,98	95,18	94,99	84,22	77,02	4.395	6.395	6.445	7.454	7.439	6.595	6.031	78
*05 Teacher	5,61	-	-	-	-	-	-	320	0	0	0	0	0	0	67
*06 Post-doc	0,29	-	-	-	-	-	-	14	0	0	0	0	0	0	51
*09 PhD	55,84	56,94	55,33	65,98	62,00	65,01	63,75	2.513	2.585	2.425	2.996	2.815	2.952	2.895	45
*10 Student- assistant	38,19	44,39	41,96	42,91	42,91	42,91	40,91	1.411	1.626	1.486	1.572	1.572	1.572	1.499	37
<b>Subtotal Academic Staff</b>	<b>219,22</b>	<b>246,79</b>	<b>250,54</b>	<b>273,70</b>	<b>270,44</b>	<b>263,11</b>	<b>252,12</b>	<b>15.624</b>	<b>18.422</b>	<b>18.195</b>	<b>20.442</b>	<b>20.397</b>	<b>19.712</b>	<b>18.966</b>	
*11 scale 15-18	-	-	-	-	-	-	-	0	0	0	0	0	0	0	
*12 scale 12-14	8,64	10,26	8,70	12,00	12,00	12,00	12,00	826	1.002	812	1.172	1.172	1.172	1.172	98
*13 scale 10-11	15,86	19,38	22,30	23,94	23,84	23,84	23,84	1.136	1.410	1.575	1.741	1.734	1.734	1.734	73
*14 scale 7-9	18,06	19,82	20,07	21,00	21,00	21,00	21,00	951	1.078	1.051	1.142	1.142	1.142	1.142	54
*15 scale 4-6	7,52	10,96	6,81	10,92	10,15	10,15	10,15	345	501	302	499	464	464	464	46
*16 scale 1-3	-	-	-	-	-	-	-	0	0	0	0	0	0	0	
<b>Subtotal Support. &amp; Management staff</b>	<b>50,08</b>	<b>60,42</b>	<b>57,88</b>	<b>67,86</b>	<b>66,99</b>	<b>66,99</b>	<b>66,99</b>	<b>3.258</b>	<b>3.990</b>	<b>3.740</b>	<b>4.554</b>	<b>4.511</b>	<b>4.511</b>	<b>4.511</b>	
*20 Bonussen Gratuites (411200 tot en met 411380)								958	665	802	850	908	1.043	1.071	
*21 Other personnel costs (4.13)								949	660	61	843	901	1.035	1.062	
*22 Staff costs: hired staff (4.14)								1.004	1.228	1.405	1.403	1.348	1.340	1.325	
*23 Payment to "Wachtgeldfonds" (4.15)								2	55	55	0	0	0	0	
*24 Social refunds (4.16)								-41	-60	-60	-60	-60	-60	-60	
*25 Ruimte (413980) (afronding)								161	91	1.328	117	125	143	147	
<b>Total staffing &amp; costs</b>	<b>269,30</b>	<b>307,21</b>	<b>308,41</b>	<b>341,56</b>	<b>337,43</b>	<b>330,10</b>	<b>319,11</b>	<b>21.916</b>	<b>25.052</b>	<b>25.526</b>	<b>28.149</b>	<b>28.131</b>	<b>27.725</b>	<b>27.022</b>	

**Format 6 Number of dissertations**

	<b>Actual 2016</b>	<b>Forecast 2017</b>	<b>Budget 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget 2021</b>
<b>number of dissertations</b>	27	36	33	22	13	28

## Begroting Programma Kwaliteitsimpuls/Quality Impetus :

### Begroting 2018 QIP

Projectonderdeel	Begroting	FTE
ODE - Tutor Academy	447.118	5,9
ODE - Teaching Innovation Hub	295.944	2,85
ODE - Intensifying large courses	202.860	1,73
ODE - Umbrella/Skills	169.665	1,87
<b>totale raming</b>	<b>1.115.587</b>	<b>12,34</b>

2018



Decision number	Date	Document number (ese)	Decision
340-1	6/19/2017	35948	The request of EQI BV to register their post-graduate programme "Executive Program Data Analytics for Management Control" in the EUR register for non-initial education, has been granted by the Management Team. The Executive Board EUR will be asked to take care of the actual registration.
341-1	6/26/2017	35965	The executive board EUR wants to introduce risk management at EUR. The corporate controller EUR has been asked to talk to all the different schools, to start with 2 schools, ESE and RSM as a pilot. It has been decided to invite the corporate controller at an MT meeting in September to introduce the pilot Risk Management at ESE.
341-2	6/26/2017		In addition to the yearly meetings with the different departments within Erasmus School of Economics, it has been decided to have a yearly meeting as well with representatives of all ESE related limited companies, to start with a first meeting in the fall of 2017.

**Overzicht poststukken Erasmus School of Economics  
periode 01.06.2017 t/m 30.06.2017**

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<i>Stuknummer:</i>	ese0035910
<i>Datum poststuk:</i>	30/05/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	faculteitsraad ese
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	the school council gladly agrees with the intended reappointment of the vice dean
<i>Actie medewerker:</i>	425907
<i>Actie:</i>	Afh
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0035916
<i>Datum poststuk:</i>	06/06/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	r te lindert, bestuurlijke en juridische zaken.
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	voordrachten knaw de jonge akademie 2018 - advies cvp gevraagd
<i>Actie medewerker:</i>	
<i>Actie:</i>	tk
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0035917
<i>Datum poststuk:</i>	02/06/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	Kluck
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	progress report programme quality impetus ese, may 2017
<i>Actie medewerker:</i>	
<i>Actie:</i>	tk
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0035941
<i>Datum poststuk:</i>	30/05/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	j h mersmann, eurac
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	ter goedkeuring het onderwijs- en examenreglement van de executive master of finance and control (emfc) juli 2017
<i>Actie medewerker:</i>	
<i>Actie:</i>	tk
<i>Deadline:</i>	

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**Stuknummer:** ese0035943  
**Datum poststuk:** 31/05/2017  
**Ref/Kenm:**  
**Afzender:** j h mersmann, eurac  
**Geadresseerde:** decaan ese  
**Onderwerp:** jaarverslag 2016 executive master of finance and control/post-master opleiding tot registercontroller  
**Actie medewerker:**  
**Actie:** tk  
**Deadline:**

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**Stuknummer:** ese0035947  
**Datum poststuk:** 14/06/2017  
**Ref/Kenm:**  
**Afzender:** eurac bv raad van commissarissen eur holding bv  
**Geadresseerde:** decaan ese  
**Onderwerp:** directiewisseling post-master opleiding tot registercontroller/emfc  
**Actie medewerker:**  
**Actie:** tk  
**Deadline:**

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**Stuknummer:** ese0035983  
**Datum poststuk:** 13/06/2017  
**Ref/Kenm:**  
**Afzender:** w van den heuvel, econometrics  
**Geadresseerde:** decaan ese  
**Onderwerp:** voordracht leden opleidingscommissie econometrie en operationele research  
**Actie medewerker:** 425904  
**Actie:** afh  
**Deadline:**

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**Stuknummer:** ese0035986  
**Datum poststuk:** 19/06/2017  
**Ref/Kenm:**  
**Afzender:** college van bestuur  
**Geadresseerde:** decaan ese  
**Onderwerp:** aangepaste taakverdeling college van bestuur  
**Actie medewerker:**  
**Actie:** tk  
**Deadline:**

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**Stuknummer:** ese0035989  
**Datum poststuk:** 21/06/2017  
**Ref/Kenm:** cvb/ab/hb/274.508  
**Afzender:** rector magnificus college van bestuur  
**Geadresseerde:** decaan ese  
**Onderwerp:** invitation mini conference educational vision on 5.7.2017  
**Actie medewerker:**  
**Actie:** tk  
**Deadline:**

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**Stuknummer:** ese0035992  
**Datum poststuk:** 21/06/2017  
**Ref/Kenm:**  
**Afzender:** ml reid, institutional development office  
**Geadresseerde:** decaan ese  
**Onderwerp:** planning dagdelen proefvisitatie instellingstoets kwaliteitszorg in week van 13 t/m 17 november a.s. verzoek om voor donderdag 22 juni 16.00 uur beschikbaarheid aan te geven.  
**Actie medewerker:** tineke kurtz  
**Actie:** afh  
**Deadline:**

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**Stuknummer:** ese0035993  
**Datum poststuk:** 21/06/2017  
**Ref/Kenm:**  
**Afzender:** directeur ssc onderwijs onderzoek & studentenzaken  
**Geadresseerde:** decaan ese  
**Onderwerp:** opleiding management of the european metropolitan region (memr) is uit niet initieel onderwijs (nio) eur register geschrapt.  
**Actie medewerker:**  
**Actie:** tk  
**Deadline:**

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**Stuknummer:** ese0035994  
**Datum poststuk:** 26/06/2017  
**Ref/Kenm:** CvB/HP/PR/UB00003425  
**Afzender:** rector magnificus college van bestuur  
**Geadresseerde:** decaan ese  
**Onderwerp:** oproep tot voordracht knaw leden 2018  
**Actie medewerker:** P125399492  
**Actie:** afh  
**Deadline:** 30/07/2017

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**Stuknummer:** ese0035997  
**Datum poststuk:** 28/06/2017  
**Ref/Kenm:**  
**Afzender:** voorzitter facultaire klachtencommissie  
**Geadresseerde:** decaan ese  
**Onderwerp:** verzoek herbenoeming voorzitter en leden facultaire klachtencommissie per 1.9.2017  
**Actie medewerker:** 425905  
**Actie:** afh  
**Deadline:**

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**Stuknummer:** ese0035998  
**Datum poststuk:** 20/06/2017  
**Ref/Kenm:**  
**Afzender:** decaan rotterdam school of management  
**Geadresseerde:** decaan erasmus school of economics  
**Onderwerp:** copy of letter to prof.dr. p.p.m.a.r. heugens concerning appointment as scientific director erim  
**Actie medewerker:** p0023  
**Actie:** Tk  
**Deadline:**

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**Stuknummer:** ese0036002  
**Datum poststuk:** 28/06/2017  
**Ref/Kenm:**  
**Afzender:** erasmus university china centre, mrs w. tseng msc  
**Geadresseerde:** decaan ese  
**Onderwerp:** call for csc phd candidates 2018  
**Actie medewerker:** P125399492  
**Actie:** afh  
**Deadline:** 28/09/2017

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*Stuknummer:* ese0036003  
*Datum poststuk:* 28/06/2017  
*Ref/Kenm:*  
*Afzender:* j de reus, unitmanagement & staff  
*Geadresseerde:* decaan ese  
*Onderwerp:* eigenrisicodragerschap ziektewet per 1 juli 2017  
*Actie medewerker:* 425901  
*Actie:* tk  
*Deadline:*

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*Stuknummer:* ese0036036  
*Datum poststuk:* 29/06/2017  
*Ref/Kenm:*  
*Afzender:* koninklijk actuariel genootschap  
*Geadresseerde:* decaan ese  
*Onderwerp:* johan de wittprijs 2017  
*Actie medewerker:* P057460668  
*Actie:* afh  
*Deadline:* 12/09/2017

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**Overzicht poststukken Erasmus School of Economics  
periode 01.07.2017 t/m 31.07.2017**

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<i>Stuknummer:</i>	ese0036069
<i>Datum poststuk:</i>	04/07/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	ondertekening door decaan rsm namens cvb tijdens vakantieperiode
<i>Actie medewerker:</i>	decaan ese
<i>Actie:</i>	tk
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0036077
<i>Datum poststuk:</i>	05/07/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	college van bestuur
<i>Geadresseerde:</i>	decaan ese
<i>Onderwerp:</i>	nominations young erasmus academy 2017
<i>Actie medewerker:</i>	
<i>Actie:</i>	
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0036088
<i>Datum poststuk:</i>	12/07/2017
<i>Ref/Kenm:</i>	E&S/RL/ra00275049
<i>Afzender:</i>	college van bestuur
<i>Geadresseerde:</i>	decaan ese
<i>Inhoud:</i>	opname executive program "data analytics voor management control" in het eur register niet-initieel onderwijs
<i>Actie medewerker:</i>	
<i>Actie:</i>	tk
<i>Deadline:</i>	

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<i>Stuknummer:</i>	ese0036094
<i>Datum poststuk:</i>	19/06/2017
<i>Ref/Kenm:</i>	
<i>Afzender:</i>	erasmus school of economics
<i>Geadresseerde:</i>	decaan ese
<i>Inhoud:</i>	annual report 2016 examination board ese
<i>Actie medewerker:</i>	
<i>Actie:</i>	tk
<i>Deadline:</i>	

**Stuknummer:** ese0036097  
**Datum poststuk:** 13/07/2017  
**Ref/Kenm:** CvB/KB/JL/274577  
**Afzender:** college van bestuur  
**Geadresseerde:** decaan ese  
**Inhoud:** goedkeuring faculteitsreglement en beheersinstructie erasmus school of economics 2017  
**Actie medewerker:** bestuurs secretaris ese  
**Actie:** afh  
**Deadline:**

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**Stuknummer:** ese0036099  
**Datum poststuk:** 14/07/2017  
**Ref/Kenm:** cvb/hp/pr/ub00003446  
**Afzender:** college van bestuur  
**Geadresseerde:** decaan ese  
**Inhoud:** n.w.o. spinoza 2018 oproep aan decanen voor nominaties  
**Actie medewerker:** p.f. vreeburg  
**Actie:** Afh  
**Deadline:** 18/08/2017

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**Stuknummer:** ese0036103  
**Datum poststuk:** 18/07/2017  
**Ref/Kenm:**  
**Afzender:**  
**Geadresseerde:** decaan ese  
**Inhoud:** naamswijziging eur-register diverse opleidingen: executive program tax assurance, executive program bedrijfseconomie, the next lever, programma corporate social responsibility  
**Actie medewerker:** executive assistant to the dean  
**Actie:** afh  
**Deadline:**

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**Stuknummer:** ese0036117  
**Datum poststuk:** 18/07/2017  
**Ref/Kenm:**  
**Afzender:** nwo  
**Geadresseerde:** decaan ese  
**Inhoud:** themasuggesties calls 2018  
**Actie medewerker:** a. de rijk  
**Actie:** afh  
**Deadline:** 23/08/2017

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Aan de decaan van de  
Erasmus School of Economics

**Datum**  
27 juli 2017

**Onderwerp**  
Verslag Facultaire Klachtencommissie  
2015-2016

**Onze referentie**  
RL/15-16

Geachte decaan,

**Uw referentie**

-

Met genoegen zend ik u hierbij het verslag van de Facultaire Klachtencommissie, betreffende de periode 2015 -2016.

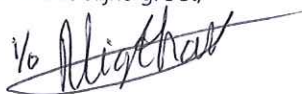
**Pagina**  
1/1

Daarbij verwijst ik naar artikel 8 lid 5 en 6 van de individuele klachtenregeling waarin is bepaald dat de klachtencommissie verslag doet van haar werkzaamheden en dat de decaan dit verslag zendt naar de faculteitsraad en tevens openbaar maakt.

**Bijlage**  
-

**Afdeling**  
Facultaire Klachtencommissie

Met vriendelijke groet,



**Bezoekadres**  
Erasmus School of Economics  
Burgemeester Oudlaan 50  
Tinbergen gebouw  
Kamer H 6-30

Prof. Dr. A.J. Dur  
Voorzitter Facultaire Klachtencommissie ESE

**Postadres**  
Postbus 1738  
3000 DR Rotterdam

T 010 408 2229  
E [ligthart@ese.eur.nl](mailto:ligthart@ese.eur.nl)  
W [www.eur.nl/ese](http://www.eur.nl/ese)

# Verslag Facultaire Klachtencommissie

2015– 2016

## I. Inrichting van de werkzaamheden

De facultaire klachtencommissie is per 1 september 2005 ingesteld door de decaan van de FEW, met als mandaat bijlage 3 van het faculteitsreglement.

In de commissie zijn als lid

- Prof. Dr. A.J. Dur (voorzitter)
- W. Rowaan M.A.
- N. van Rossum / H. van Holten (studentlid)

Aan de commissie is R. Ligthart – van der Mast toegevoegd als ambtelijk secretaris.

## II. Klachten

De commissie heeft in de verslagperiode één klacht ontvangen en behandeld.

*Ila. Een klacht van een student tegen de ESE.*

De Facultaire Klachtencommissie heeft een bemiddelingsgesprek gevoerd met de betrokken partijen. Dit heeft niet tot een oplossing van de klacht geleid. Op basis van het feitelijke onderzoek, de gesprekken en de bevindingen, heeft de Facultaire Klachtencommissie de klacht ongegrond verklaard.

## III. Aandachtspunten

Toezending van dit verslag aan de faculteitsraad, conform het faculteitsreglement.

Rotterdam,

Prof. Dr. A.J. Dur

W. Rowaan M.A.

N. van Rossum / H. van Holten

R. Ligthart – van der Mast

Registratuur: ESE-DD	Ontvangen: 02-08-2017	Corr. Nr: 36127	
		Class. Nr.	
	te behandelen door:	ter kennisname	deadline
Decaan		X	
Plv. Decaan			
Head Dean's Office		X	
Bestuurssecretaris		X	
P.A. Decaan			
Senior beleidsmedewerker onderwijs			
Beleidsmedewerker Onderwijs			
Programme Manager Research			
Information Manager Research			
Marketing & Brand Manager			
Secretariaat B&B			
HR Adviseur			
Controller			
Dir. Alumni Affairs & Development			
OSC			
Opleidingsdirecteur			
Overige		Paula Endevelt	
Evt. Opmerkingen			
Deponeren			

Erasmus Universiteit Rotterdam  
T.a.v. Decanen en  
onderwijsdirecteuren

Datum

12 JULI 2017

Onderwerp

Organisatie Sitevisit Instellingstoets  
Kwaliteitszorg

**Ons kenmerk**  
CvB/AZ/BV/274.521

**Uw kenmerk**

**Pagina**  
1/1

**Bijlage**  
Infomemo

**Afdeling**  
College van Bestuur

**Bezoekadres**  
Burgemeester Oudlaan 50  
Erasmus Building  
A2-02

**Postadres**  
Postbus 1738  
3000 DR Rotterdam

**T** +31 10 408 1753  
**F** +31 10 408 9073  
**E** cvb@eur.nl  
**W** www.eur.nl

Geachte collega,

Hierbij treft u informatie aangaande de organisatie van de sitevisit op 30 november en 1 december 2017 en 16, 17, 18 en 19 januari 2018 in het kader van de Instellingstoets Kwaliteitszorg.

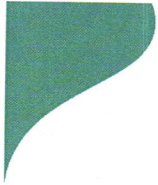
Gezien de planning en in verband met verdere voorbereidingen, vraag ik u hierbij kennis te nemen van deze informatie en de nodige inhoudelijke voorbereidingen te treffen. De benodigde informatie kunt u toesturen naar de projectleider (zie hieronder voor contactgegevens). Daarnaast verzoek ik u om deze informatie te delen met uw faculteitsraad en de opleidings- en examencommissie.

Voor vragen over het proces kunt u contact opnemen met Bienenke Verheijke ([bienenke.verheijke@eur.nl](mailto:bienenke.verheijke@eur.nl)), projectleider Instellingstoets Kwaliteitszorg.

Het College van Bestuur van de Erasmus Universiteit Rotterdam,



Prof. dr. H.A.P. Pols  
Rector Magnificus



# Memorandum

Aan : Decanen, Onderwijsdirecteuren  
Van : Bienneke Verheijke  
Datum : 4 juli 2017  
Onderwerp : Sitevisits NVAO

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1. *Datum sitevisit*

De sitevisit van het panel voor de instellingstoets zal plaatsvinden op **30 november en 1 december 2017**. De vervolfbezoeken (de 'trails') vinden plaats op **17, 18 en 19 januari 2018**.

Deze bezoeken vergen inzet van de faculteiten. In deze memo wordt u daarover geïnformeerd. Aan het eind van deze memo staan alle acties in een overzichtsplanning.

2. *Panel*

Drs. W.J. Breebaart is oud voorzitter CvB van de Haagse Hogeschool en voorzitter van de Vereniging van toezichthouders van hogescholen (voorzitter panel)

Prof. Dr. H. Martens is emeritus hoogleraar Chemie aan de Universiteit van Hasselt (Vlaanderen) en ere-rector van deze universiteit.

Prof. Dr. J. Cohen-Schotanus is hoogleraar Onderzoek van onderwijs in de medische wetenschap en Hoofd Centrum Innovatie en Onderzoek Medisch Onderwijs, Rijksuniversiteit Groningen;

Mr. M. Zaanen is Algemeen Directeur van de Koninklijke Academie van Wetenschappen, voorheen Secretaris van de Universiteit van Amsterdam.

Lennart van Doremalen MSc is promovendus aan de Universiteit van Utrecht.

3. *Doel eerste bezoek (30 november, 1 december)*

Het eerste bezoek is verkennend en bestaat uit een aantal gesprekken met vertegenwoordigers die gezamenlijk een dwarsdoorsnede vormen uit de universiteit. Het panel vormt zich op basis van de kritische zelfevaluatie en deze gesprekken een beeld van onze universiteit. Op 1 december laat het panel aan het einde van dag de onderwerpen weten die zij in de trails wil onderzoeken tijdens het bezoek op 17, 18 en 19 januari.

4. *Voorstel inrichting programma eerste bezoek (sitevisit)*

Onder punt 8 in deze memo vindt u de doorloop van het programma. Ten aanzien van de programma onderdelen het volgende:

- 4.1. De eerste sessie bestaat uit een meet & greet sessie. Tijdens deze sessie willen we starten met de vertoning van de film die in het kader van de ITK is gemaakt. Verder kunnen de diverse gremia uit onze universiteit hun verwachtingen uiten ten aanzien van hetgeen zij bij de instellingstoets verwachten. Dit onderdeel zal worden



voorbereid in de voorbereidingsbezoeken per faculteit die in september zal plaatsvinden.

- 4.2. Voor de samenstelling van de middagsessies is het verzoek aan de faculteiten om voor 31 augustus een lijst met deelnemers aan te leveren op basis waarvan een selectie kan worden gemaakt door decanen en College.

30/11 13.15	Visie en Beleid	Decaan Opleidingsdirecteur Docenten (2) Studentlid OC Docentlid OC Lid Learning & Innovationteam Onderwijshoogleraar of docent SKO
30/11 14.30	Uitvoering	Opleidingsdirecteur Docenten (3) Studentlid OC (2) Docentlid OC (2)
30/11 15.45	Evaluatie en monitoring	Kwaliteitsbeleidmedewerker(s) Docent (2) Voorzitter Examencommissie Voorzitter Opleidingscommissie Opleidingsdirecteur (2)
1/12 9.00	Ontwikkeling	Decaan (2) Opleidingsdirecteur (2) Projectleider/leider CLI (1) Onderwijsonderzoek: vertegenwoordiger faculteit

5. *Voorstel inrichting tweede bezoek (trails)*

Het tweede bezoek bestaat uit een trail. Dit is een onderzoek binnen een faculteit, of een onderzoek naar aanleiding van een onderzoeksvraag bij meerdere faculteiten. Van tevoren weten we niet welke trail zal plaatsvinden. Echter, we weten wel dat de werking van het kwaliteitszorgsysteem (zoals beschreven in het kwaliteitszorgportret uit januari 2017) onderwerp van gesprek is en in welke mate de faculteit erin slaagt om de kwaliteit op die wijze in te richten. Vanuit de besturingsstrategie zoekt het panel naar voorbeelden van de werking van de interactieve besturingsstrategie. Vanuit de kwaliteitscultuur onderzoekt het panel in welke mate de stakeholders (studenten, externe stakeholders) betrokken zijn bij het onderwijs.

*Projectteams (een derde 'bilo')*

Op 4 december worden de decanen, opleidingsdirecteuren en diensten ingelicht over de trails. Om een trail te kunnen voorbereiden, is het wenselijk om in de periode tussen 4 december en 16 januari per faculteit capaciteit vrij te maken van:

- Kwaliteitszorgmedewerker(s)/beleidsmedewerker(s)
- Opleidingsdirecteur(en)
- Faculteitsdirecteur

Na 4 december wordt iedere faculteit verbonden met een accountmanager Academische Zaken en een HR-partner. In principe wordt voor de indeling per faculteit gebruik gemaakt

van de bilovoorbereiders van de afgelopen jaren, aangezien zij 2 jaar (of langer) hebben meegelezen met de ontwikkelingen bij de faculteit.

*Paper trail op orde*

Het advies is om per november de kerndocumentatie beschikbaar te hebben. Het betreft hier:

- a. Beleidsplannen van de faculteit: Onderwijsvisie, Toetsbeleid/Toetsplan, Internationalisering, Online Leren, en andere faculteitsgebonden visiedocumenten.
- b. Evaluatierapporten van opleidingen (NVAO; midterm en aanvullende rapporten over benchmarks, alumni onderzoeken).
- c. Plannen van aanpak in het kader van opvolging van evaluaties of in het kader van reorganisatie.
- d. Jaarverslagen van de Examencommissie, met terugwerkende kracht tot 14/15.
- e. Jaarverslagen van Opleidingscommissie, in ieder geval vanaf 16/17.
- f. Rapportages studenttevredenheidsmetingen, centrale gegevens over kwaliteitszorg.
- g. Ten aanzien van HR een visie op talentbeleid. De R&O cyclus is op orde. Verder: gegevens en verslaglegging over docentdagen, cursussen, kennisdelingsbijeenkomsten.

Het is verstandig om een aantal concrete voorbeelden van verbeteracties voor te bereiden die ingaan op het delen met- en overnemen van best practices van andere faculteiten. Deze voorbeelden worden verder in kaart gebracht in de september ronde.

6. Voorbereiding op eerste & tweede panelbezoek: Proefaudit

*6a. Bezoekronde september 11 – 15 september*

Er vindt een bezoekronde plaats door de projectleider ITK Bieneke Verheijke en Suzanne den Tuinder, secretaris van de proefaudit commissie tussen 11 en 15 september. In deze bezoekronde worden de deelnemers gesproken van de lijst die op 4 september wordt aangeleverd, plus het opleidingsmanagement.

De bezoekronde heeft ten doel om de zelfreflectie door te nemen, in te gaan op de proefaudit en nodige acties intern op te pakken ten aanzien van de 'paper trail'.

Op 4 september ontvangen de deelnemers te voorbereiding een publieksversie van de zelfreflectie ITK, een concept zelfevaluatierapport en een informatiebijlage met een set met mogelijke vragen.

*6b. Proefaudit per faculteit 13 – 17 november*

Tussen 13 en 17 november vindt een proefaudit per faculteit plaats. Inmiddels is door de secretariaten een planning gemaakt voor de aanwezigheid van de decanen. Wilt u zorg dragen voor de beschikbaarheid van de volgende vertegenwoordigers:

Faculteit
Decaan
Opleidingsdirecteuren
Docenten (6)
Studentlid OC (2)
Docentlid OC (2)
Lid Learning&Innovatonteam (opt)
Onderwijshoogleraar of docent SKO (opt)
Kwaliteitsbeleidmedewerker(s)
Onderwijsonderzoek: vertegenwoordiger faculteit

Het panel voor de proefvisitatie bestaat uit:

- Eric Halsberghe, Ere Algemeen directeur bij KATHO, Brugge, België en NVAO-auditor.
- Prof.dr. T. (Ton) van Haften, hoogleraar Taalbeheersing en voormalig decaan en vice-rector magnificus College van Bestuur Universiteit Leiden. Hij was lid van de Adviesraad van de NVAO.
- Suzanne den Tuinder, NVAO auditor, Odion Onderzoek. Adviseur ITK bij de Erasmus Universiteit.

## 7. Actieplanning

Tijdstip	Actie	Actor
4 september	De faculteit levert een concept lijst met deelnemers aan voor de gesprekken op 30 november en 1 december	Faculteit > AZ
	Academische Zaken levert documentatie zelfreflectie aan faculteit	AZ> Faculteit
11 september – 15 september	Bezoekronde faculteiten met opleidingsdirecteuren en deelnemers gesprekken lijst 4 september	AZ ism Faculteit
6 november	Panel Proefaudit stuurt vragen	AZ>Faculteit
6 november	Paper Trail per faculteit op orde	Faculteit
13-17 november	Proefauditronde met panel	Faculteit: deelnemers AZ: panelbezoeken organisatie
30 november, 1 december	SITEVISIT 1	Faculteiten, CvB, AZ, Diensten
4 december	College informeert Decanen en Diensten over trails	CvB > Faculteiten&Diensten
4/5 december	Gesprekken met faculteiten (Faculteitsdirecteur, Opleiding directeuren, kwaliteitszorgmedewerker en accountmanager bilo AZ	AZ, CPC en Faculteiten
4 december tot en met 21 december, 4 tot en met 16 januari	Trailvoorbereiding	AZ, CPC, Faculteiten
17,18,19 januari	SITEVISIT 2	



8. Conceptprogramma

Dag 1 –

18.30u – 22.00u

**woensdag 29 november (besloten panel)**

Voorbereidend paneloverleg in hotel (incl. diner)

Dag 2 –

08.30u – 09.15u

09.15u – 10.15u

10.15u – 10.30u

10.30u – 11.15u

**donderdag 30 november**

Sessie 1 – Kennismaking instelling en panel

Sessie 2 – Gesprek CvB

Besloten overleg panel

Sessie 3 – Gesprek Raad van toezicht (indien nodig  
mogelijkheid om te wisselen met open spreekuur en dan  
sessie 3, 4 en paneloverleg in het hotel/restaurant)

Langer besloten paneloverleg

Sessie 4 Lunch met studenten

Paneloverleg (*besloten*)

Sessie 5 – Gesprek over ST1: visie en beleid

Besloten overleg panel

Sessie 6 – Gesprek over ST 2: uitvoering

Besloten overleg panel (inclusief lunch)

Sessie 7 – Gesprek over ST 3: evaluatie en monitoring

Besloten overleg panel

*Verplaatsing naar hotel*

11.15u – 12.00u

12.00u – 13.00u

13.00u – 13.15u

13.15u – 14.15u

14.15u – 14.30u

14.30u – 15.30u

15.30u – 15.45u

15.45u – 16.45u

16.45u – 17.30u

17.45u – 18.45u

18.45u – 19.45u

20.00u – 22.00u

Sessie 8 Open spreekuur

Besloten overleg panel

Diner panel

**Dag 3 – vrijdag 1 december**

08.30u – 09.00u

09.00u – 10.00u

10.00u – 11.00u

11.00u – 12.00u

12.00u – 13.30u

13.30u – 16.00u

(eventueel eerder)

16.00u – 17.30u

Besloten overleg panel

Sessie 9 – Gesprek over ST4: ontwikkeling

Rondleiding

Vrije ruimte voor extra gesprek

Besloten paneloverleg (inclusief lunch)

Beknopte terugkoppeling panel met vermelding trails

Nadere uitwerking trails – welke gespreksgroepen, welke  
documentatie, etc.