



Datum

Onderwerp

Besluit wob-verzoek governance  
gerelateerde documenten

Per e-mail verzonden aan

Ons kenmerk  
CvB/BJZ/SL/268.716

Uw kenmerk

Pagina  
1/3

Bijlage  
28

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Geachte heer [REDACTED]

Het College van Bestuur van de Erasmus Universiteit Rotterdam heeft kennisgenomen van het door u opgestelde Wob-verzoek, zoals verwoord in uw e-mail d.d. 2 augustus 2016.

Per onderdeel van uw verzoek zal ik het besluit formuleren en motiveren.

1. Met betrekking tot uw verzoek om afschriften en toelichtingen van de nevenwerkzaamheden van Rotterdam School of Management (RSM) medewerkers in opdracht van de genoemde bedrijven zend ik u een overzicht van de bij de EUR bekende gegevens omtrent de nevenwerkzaamheden van RSM-medewerkers. Tevens verwijs ik u naar het openbare Erasmus Nevenwerk Register ([http://www.eur.nl/eur/feiten\\_cijfers/nevenwerk/](http://www.eur.nl/eur/feiten_cijfers/nevenwerk/)). Intensief onderzoek heeft uitgewezen dat de EUR niet in het bezit is van toelichtingen per nevenwerkzaamheid per werknemer.
2. Na intensief onderzoek is de EUR tot conclusie gekomen dat zij niet in het bezit is van geheimhoudingsovereenkomsten tussen (oud)medewerkers van RSM en de door u in de bijlagen genoemde bedrijven.
3. Bij dezen zend ik u een afschrift van de verslagen van de RSM Advisory Board van 2006 tot en met 2016. Op grond van artikel 10 lid 2 sub e en g en artikel 11 lid 1 en 2 Wob zijn bepaalde gegevens in de betreffende documenten weggelakt. Intensief onderzoek heeft verder uitgewezen dat de EUR geen notulen heeft van bijeenkomsten van/tussen (leden van) de RSM die werkzaam zijn en/of waren bij de door u in de bijlage genoemde bedrijven in het Senior Leadership Team, Executive Board en/of de

Honorary Advisors to the Dean in haar bezit heeft.

4. Met betrekking tot uw verzoek omtrent de samenwerkingsovereenkomsten tussen RSM en bedrijven die actief zijn in de exploratie en exploitatie van kool-, olie- en gasreserves, kan ik u een afschrift zenden van twee samenwerkingsovereenkomsten:
  - Shell en RSM partnership
  - 'Leren van ervaringen in de gassector'Ten aanzien van beide overeenkomsten is – zoals eerder naar u gecommuniceerd (kenmerk CvB/BJZ/SL/271.823) – een zienswijze aan belanghebbenden gevraagd. Mede naar aanleiding van deze zienswijzen zijn er gegevens in de documenten weggelakt op grond van art. 10 lid 2 sub e Wob.
5. Intensief onderzoek heeft uitgewezen dat de EUR niet beschikt over documenten die zijn opgesteld in het kader van de door Shell gemaakte donatie, ter mede oprichting van de 'Interfaculteit Bedrijfskunde'. Voor wat betreft de jaren 1960 tot en met 1973 heeft de EUR geen documenten in haar bezit, nu noch RSM, noch de voorloper van RSM, onderdeel waren van de EUR.
6. Bij dezen zend ik u een afschrift van de documenten die zijn opgesteld in het kader van de bijdrage van Shell Nederland Raffinaderij BV voor de inrichting van de Forumzaal.
7. Met betrekking tot uw verzoek om een overzicht en een toelichting van werkzaamheden van (voormalige) medewerkers van Campus Ambassadors en RSM MentorMe is na onderzoek gebleken dat de EUR alleen beschikt over een overzicht van MentorMe medewerkers. Op grond van artikel 10 lid 2 sub e Wob zijn de namen van de medewerkers weggelakt ter eerbiediging van hun persoonlijke levenssfeer.
8. Bij dezen zend ik u een afschrift van een viertal beleidsdocumenten die van toepassing zijn op RSM dan wel EUR. Op grond van artikel 10 lid 2 sub e Wob zijn de namen van de opstellers weggelakt. Daarnaast zijn ook persoonlijke beleidsopvattingen op grond van artikel 11 lid 1 Wob weggelakt. De bijlage bij 'Collegebesluit uitvoering *'Verzilvering van kapitaal'*' is niet bijgevoegd. Deze bijlage heeft betrekking op een BV en valt derhalve niet onder de reikwijdte van uw Wob-verzoek. Daarnaast wil ik u verwijzen naar de volgende website <http://www.eur.nl/ecv/>. Hier is (een samenvatting van) het valorisatierapport te downloaden betreffende 'Verzilvering van kapitaal'.



Pagina  
3/3

Ons kenmerk  
CvB/BJZ/SL/268.716

Uw kenmerk

Als eerste bijlage vindt u een overzicht van de beschikbare documenten.

Tegen dit besluit kunt u binnen zes weken bezwaar indienen bij het College van Bestuur van de Erasmus Universiteit Rotterdam.

Het College van Bestuur van de Erasmus Universiteit Rotterdam,



drs. K.F.B. Baete  
Voorzitter



Overzicht bijlagen besluit Wob-verzoek governance gerelateerde documenten – dhr. Huzeir.

| Nr. | Bijlage                                                                                        |
|-----|------------------------------------------------------------------------------------------------|
| 1.  | Overzicht nevenwerkzaamheden medewerkers RSM                                                   |
| 2.  | Advisory Board of RSM Erasmus University Minutes of the Meeting April 6 <sup>th</sup> 2006     |
| 3.  | Advisory Board of RSM Erasmus University Minutes of the Meeting November 20 <sup>th</sup> 2006 |
| 4.  | Advisory Board of RSM Erasmus University Minutes of the Meeting October 31 <sup>st</sup> 2007  |
| 5.  | Advisory Board of RSM Erasmus University Minutes of the Meeting April 24 <sup>th</sup> 2008    |
| 6.  | Advisory Board of RSM Erasmus University Minutes of the Meeting October 23 <sup>th</sup> 2008  |
| 7.  | Advisory Board of RSM Erasmus University Minutes of the Meeting March 12 <sup>th</sup> 2009    |
| 8.  | Advisory Board of RSM Erasmus University Minutes of the Meeting April 8 <sup>th</sup> 2009     |
| 9.  | Advisory Board of RSM Erasmus University Minutes of the Meeting March 17 <sup>th</sup> 2010    |
| 10. | Advisory Board of RSM Erasmus University Minutes of the Meeting October 26 <sup>th</sup> 2010  |
| 11. | Advisory Board of RSM Erasmus University Minutes of the Meeting March 11 <sup>th</sup> 2011    |
| 12. | Advisory Board of RSM Erasmus University Minutes of the Meeting October 19 <sup>th</sup> 2011  |
| 13. | Advisory Board of RSM Erasmus University Minutes of the Meeting March 21 <sup>st</sup> 2012    |
| 14. | Advisory Board of RSM Erasmus University Minutes of the Meeting October 31 <sup>st</sup> 2012  |
| 15. | Advisory Board of RSM Erasmus University Minutes of the Meeting April 24 <sup>th</sup> 2013    |
| 16. | Advisory Board of RSM Erasmus University Minutes of the Meeting October 30 <sup>th</sup> 2013  |
| 17. | Advisory Board of RSM Erasmus University Minutes of the Meeting March 12 <sup>th</sup> 2014    |
| 18. | Advisory Board of RSM Erasmus University Minutes of the Meeting March 24 <sup>th</sup> 2015    |
| 19. | Advisory Board of RSM Erasmus University Minutes of the Meeting October 8 <sup>th</sup> 2015   |
| 20. | Advisory Board of RSM Erasmus University Minutes of the Meeting March 31 <sup>st</sup> 2016    |
| 21. | Samenwerkingsovereenkomst Shell & RSM                                                          |
| 22. | Samenwerkingsovereenkomst 'Leren van ervaringen in de gassector'                               |
| 23. | Documenten m.b.t. donatie Shell aan EUR ter inrichting van de Forumzaal                        |
| 24. | Overzicht MentorMe                                                                             |
| 25. | Memorandum 1 februari 2013 'Rapport Stuurgroep Valorisatie'                                    |
| 26. | Memorandum 1 maart 2013 'Erasmus Valorisatie Centrum'                                          |
| 27. | Memorandum 23 juni 2013 'Collegebesluit uitvoering 'Verzilvering van Kapitaal'                 |
| 28. | Memorandum 1 juli 2013 'Valorisatiecentrum EUR'                                                |





Nevenwerkzaamheden medewerkers RSM

| Naam       | Begindatum | Einddatum | Opdrachtgever  |
|------------|------------|-----------|----------------|
| ██████████ | 1-9-2009   | 30-9-2009 | Royal Vopak NV |



## Advisory Board of RSM Erasmus University Minutes of the Meeting – April 6<sup>th</sup> 2006

### Present:

E. Ailasmaa (new member); P. Gerber; N.W. Hoek; J-C Kieffer; M. van der Mandele;  
R.Markland; M.B.T.Molenaar; S. Ogg (new member); G. Motte; M.Q.H. van Poecke; H.  
Rupsch; M.Sharrock; H.N.J.Smits; F.Sijbesma; J. Tammenoms Bakker;

### Absent:

I.W.Opstelten; J.H.Andresen jr (new member); A.H.G. Kinnooy Kan; A.J.Scheepbouwer;  
S.J.Stuiveling; T. de Swaan; B. van der Veer

### Interim Board Chairperson:

F.A. Maljers

### **1. Welcome – Chairperson's report**

Mr Floris Maljers welcomed board members and new members to the second RSM Erasmus University Advisory Board meeting. Maljers re-stated the mission of the board as assisting in the strategic positioning and intent of the school.

Maljers informed members that the permanent position of board chair has been accepted by Mr Tom de Swaan, who will be our new chair.

The minutes from the first RSM Advisory board meeting held on November 3<sup>rd</sup> 2005, were approved by the board. Also approved was the Advisory Board Charter.

### **2. Presentation by the Dean – Han van Dissel**

The dean informed board members that purpose of the meeting was to focus on two main topics of discussion:

- 1) The issue of how to attract talent to the school
- 2) How the school could better develop and strengthen its corporate relations



In regards to issue (1), the following background was provided by the dean:

While the last year has been a good year for RSM – including an increase in enrollment figures; the creation of two new master's programmes; an initiative to establish a social innovation centre addressing innovation in companies in the Netherlands; the MBA programme ascending in the rankings to be placed 24 in the world – the school is finding it harder to attract top new faculty.

All business schools are currently facing this challenge. The pool of prospective faculty (PhD candidates) is shrinking world-wide, while the demand for business and management education is going up. As the competition for talented faculty increases, some schools are securing their share of top faculty by offering larger salaries, often way outside their country-specific pay scale standards. Many schools are now feeling the pressure to find new ways to fund, attract and keep their share of the top faculty.

At RSM, the school attracts young talent by offering them more time for research – allowing them to establish their name early in their career. To really become an elite school however, RSM also needs to establish a full development programme for faculty in mid-career, and invest in 'the heroes' – the 'big names'. While Dutch universities are officially confined to salary scale, this is getting less and less the case. The real problem for RSM lies in the issue of funding.

Since the school's long-term survival depends on its ability to attract young and proven academic talent to the school, the school needs to find other, creative solutions to the issue of attracting talented faculty.

In relation to issue (2), the following background was provided by the dean:

The school needs to launch a large number of initiatives to improve its corporate interaction. While the school chooses very clearly to be a research-driven institution, the question is *how* a research-driven institution can strengthen its corporate ties.

A more systematic organisation of the school's corporate relations is vital. Some of the choices that need to be made by the school are:

- What would the corporate world expect from the school and how should it organise that interface?
- Should the school offer companies a one-stop shop model to simplify and enhance our services and offerings (i.e. recruit talent, develop talent and discover new knowledge through research)?
- Should the school employ individuals to represent it across the whole portfolio to companies?
- Or, should the school organise itself and its corporate services around undergraduate and graduate programmes?

### **3. Discussion by the board**

#### Non-Phd graduates

In regards to the diminishing pool of prospective faculty, the board questioned whether it was possible for non-PhD graduates to teach. By employing practitioners as teachers for instance, the school could have access to a larger supply of potential teachers, and create a more diverse teaching staff. The dean and faculty confirmed it was possible, and some practitioners are already involved in the teaching process at RSM, greatly enriching it.

#### People or salary

The board questioned whether the main problem was to find people, or to pay people. The dean confirmed that paying people at a competitive compensation level was the issue – the school simply cannot compete internationally when it comes to salary and as a result loses some of its most productive researchers to schools offering higher salaries.

#### A narrower strategic focus

The board raised the subject of different schools having different strengths. One school might be number one in education, another in getting papers published. Perhaps the question for RSM should be, where should we focus? The dean responded that the concept of choosing between research and education may be too simplistic, since there is solid proof that faculty members who excel in research also excel in teaching. However, he agreed that the school needs a much narrower strategic focus. This is one of the problems that come with being a big school that is in all markets. Does it really make sense to be all things to all people? How do we break out of being “stuck in the middle?”

#### One domain of research

The board questioned whether the school could compete globally in all areas of research, and whether it would be more effective to focus on excellence in a particular area or domain of research. The board asked what the school's current strengths were. The dean and faculty confirmed that it was marketing, supply chain management, strategy and finance. The board questioned whether these four domains may still not be too broad and too ambitious as focuses for excellence.

#### Three or four strengths

The board discussed the case of Northwestern: the dean built the school up from nothing by focusing exclusively on three or four areas that the school would stand for. The board suggested the school invest in anchor faculty across the portfolio but only invest in the ‘heroes’ in the areas we plan to ‘win’. By channeling resources the school could build a reputation as the best in a certain field, and everything else would rise with it.



### Alliance strategy

The board raised the possibility of an alliance strategy for accessing top talent. Board members questioned why one of the elite US schools would be interested in forming an alliance with a lower-ranked European school. The dean responded that the top schools often aspire to expand across the globe. Very big names pursue a strategy of setting up campuses around the world; others pursue alliances. RSM has already established some links with top US schools, but the question of funding prevents further reciprocation. The board discussed the possibility of RSM forming an alliance with a school that shares complimentary strengths and weaknesses.

### Rankings

The board debated the role of rankings. The dean pointed out that in the international setting, rankings have proven to be the single most important factor in the decision-making process of applicants. Rankings actually define the reputation of the school. Since there is a strong correlation between schools with top-ranked research and schools that are top ranked, ensuring the school is producing top research also contributes to ensuring the school does well in the rankings.

The board asked what the primary drivers of the important rankings were. The dean responded that, amongst other things, the drivers are recruiters' perception of graduates, corporate relations, placement stats, and salary differentiation. The board discussed the fact that each ranking measures different things – the school could aim to improve its positioning in select rankings in the areas in which it could compete. Since RSM could not be compared in terms of a graduates' salary to LBS, it could compete in other areas.

### Executive Education

The board suggested that expanding executive education was a way to break the cycle of lack of funding for top researchers. The shortage of money was preventing the school from acquiring the top faculty – the school should first be where the money is. The dean indicated that executive education was a potential source of revenue, but a strategy was needed for how to expand activity in this area given the strong, international competition. The dean agreed that the school needed to grow its executive education substantially and could only do that by professionalising it.

The board discussed the needs of companies in relation to executive education. The board said that from a company perspective, the Netherlands was producing graduates who lacked adequate social or soft skills. RSM could tap into that need by specializing in leadership skills development in its executive education.

### Research & Executive Education

The board discussed the idea of strengthening one area of research, and using this as the hook to define the schools strengths in executive education. The school could invest in soft skills research for instance.

Under the agreement, every country will have implemented the new, simplified system by 2010. This system is based on the Anglo-saxon model, which contains a division between undergraduate and graduate study in the form of a "bachelor" and "master" framework.

Implementing the accord has been a huge operation, but the school is already seeing changes to the market. The percentage of students choosing to pursue their masters elsewhere is increasing. New master's programmes targeting bachelor graduates are emerging. This year, RSM introduced the new MSc General Management – a master's in business administration designed for non-business bachelor graduates. This flexibility means that students are more likely to make unique degree combinations, such as combining medicine with management. There will be more unique profiling of students and more unique market entries.

How the market will continue to develop no one knows. Will the master's degree become a copy of the MBA, and push the MBA out of the market? At RSM, the school's bachelor students are already looking around at other reputable institutions to complete their master's. While at the moment, 90% stay with the school, this may change. A challenge for the school will be keeping the top students from the Netherlands, but equally, attracting the top students from other countries, from which higher tuition fees can be realised.

The school is aiming to secure a much larger pipeline of prospective students so that it can afford to be selective. Quality students are the biggest determiner of quality graduates – so far the school has not been able to be selective enough.

The board suggested that how the market develops also depends on how universities market bachelor and master graduates – universities could choose to market three year bachelor graduates to companies as employable products – it depends on how institutes' educate the market.

## **5. Close**

Floris Maljers thanked board members for their participation and indicated that a proposal for the formation of advisory committee teams would be issued based on the evening's discussions.

By way of conclusion, Maljers said that the need to establish a narrower strategic focus for the school was a major theme through-out the discussions. The school would exam its key brand and how it could use this to carve out a stronger position in the executive education market. In the meantime, members now had a clearer idea of the framework in which the school was operating.

Maljers suggested the next meeting should further develop the idea of corporate relationship management and apply clearer focus on the issue of branding and brand image. The intent is to keep the original strategy and branding advisory committee together and include other interested board members. The former portfolio committee could be reconstituted as a corporate relations management committee. The topic of portfolio management is important but should probably follow our agreed direction on strategy and branding. Further communication on committee interest will follow.



#### Corporate relations & executive education

One of the board members stated that his company spends huge amounts on graduate recruitment and executive education – more and more of which is action-learning based. His company chooses the school they employ based on what they perceive the school to be strong in. However, many of their best employees are graduates of RSM, and this could be exploited as a base for selling exec education. He asked the question: does RSM really invest enough in its corporate relations? The board suggested the school invest in good 'aggressive salesmanship' in regards to its corporate relations. IMD was cited as being particularly good in corporate relations and sales. The dean admitted the school has not been as active as it could in this, and the school needs to be a more aggressive seller in the areas where the revenue streams are. The school needs to be more professional in supplying education to companies.

#### Alumni network

The board suggested that the school's alumni network could be exploited much more. It could be professionalised so that more incentive is created for RSM alumni to be school ambassadors. A board member said that every year he receives email invitations from both IMD and RSM as an alumnus of both. However, he goes to the IMD events and not the RSM events, because he also receives phone calls from IMD reminding him to attend. The board also suggested the school offer an alumni status as added value for executive ed. graduates.

#### The RSM brand

In the relation to the RSM brand, a board member said that in building up a major brand like Dove, the company involves heavy-duty marketing people who take the lead. Likewise, RSM should get branding people involved. The current brand feels very 'fuzzy'. What exactly is the key brand of RSM? The dean responded that RSM is currently in a branding process with its agency, and branding would be on the agenda for the next meeting.

The board questioned the internal processes at RSM when it came to making decisions such as strategic focus. A democratic approach in this case was perhaps not the best method for getting results. The dean said that in the next meeting he would like to use the board to focus on branding and corporate partnering.

### **4. The implications of the Bologna Accord**

The dean gave a presentation on the implications of the Bologna Accord to provide the board context for the school. The following points were made:

The Bologna Accord is an extremely important environmental force for the graduate market in Europe. To understand the business school market you must first understand the Bologna Accord.

Prior to the Bologna Accord, every country in Europe had an idiosyncratic educational system. In 1999, a document was signed by 29 European countries called the Bologna Accord, agreeing to reform their education to create a system of comparable degrees throughout the European Union. The benefits of this uniform system are numerous and include: more flexibility in the job market; more freedom for students; and stimulation of European market integration.

Advisory Board of RSM Erasmus University  
Minutes of the Meeting – November 20<sup>th</sup> 2006

Present:

J.H. Andresen jr, J-C. Kieffer; M.B.T. Molenaar; G. Motte; H. Rupsch; M. Sharrock; ; S.J. Stuiveling; T. de Swaan; J. Tammenoms Bakker

M.M.C.M. Backx, A.E. Boehlé, H.G. van Dissel, J. Kearney (minutes), M.J. Page, E.M. Rood, A. Smidts, P.N. van Sprang, , H.W. Volberda, E. Waarts.

Absent with notice:

A.H.G. Rinnooy Kan; P. Gerber; F. Sijbesma; F.A. Maljers; M. van de Mandele, A.J. Scheepbouwer, S. Ogg, E. Ailasmaa, B. van der Veer, N.W. Hoek, R. Markland, I.W. Opstellen, M.Q.H. van Poecke, H.N.J. Smits

## 1. Welcome

Dean Han van Dissel welcomed the Board members to the third RSM Erasmus University Advisory Board meeting.

He introduced Tom de Swaan who will take over as Chairman of the Advisory Board from Floris Maljers, who was thanked for his work and commitment to the Advisory Board.

The minutes from the second RSM Advisory Board meeting held on April 6, 2006, were approved by the Board.

## 2. Dean's report - Highlights of the last half year

In general, the last half year was a successful period for the School.

The School is continuing to climb in the rankings. This shows that both the education and research programmes are oriented towards academic and societal themes and mirror the needs in society as well as on the market.

The effects of the BA/MA system have resulted in a higher number of external applications to all our MSc programmes, which is a promising development. For the MSc/IM-CEMS programme, the School received more than twice as much applications as available places, and was therefore able to select the very best students. The School successfully launched an MSc in General Management, which has an excellent mix of one third Dutch students, one third European and one third from the rest of the world.

The MBA programmes are in a turnaround phase due to market circumstances. In terms of the ranking, RSM MBA scores badly in the Economist Intelligence Unit ranking. The



Financial Times ranking is, however, much more important and here we have scored very well.

Furthermore, RSM took over the MBA-programme from Leiden Business School and accommodated the MBA-students from Leiden.

Our Executive Education department has won a major contract with the United Nations.

Research output has been most satisfactory. ERIM has had a mid-term review by an International Peer Review Committee. The School is awaiting the report with confidence.

There was some disappointment when a proposal on '*Smart Mix Social Innovation*' - worth 40 million euros- didn't make it to the second round. The good news, however, is that the *Nederlands Centrum voor Sociale Innovatie* (Netherlands Centre for Social Innovation) has been accepted by the Dutch Innovation Platform and the Ministry of Economic Affairs and will be established in Rotterdam. Henk Volberda participates in this Centre on behalf of RSM Erasmus University and will provide more information on the mission and objectives of this centre on a later moment.

The financial position of the School is sound.

### **3. Presentation by the Dean – Vision 2020 Scenario**

The Dean introduced the topic of 'Strategizing for the Future' to the Board members, focusing on the Scenario 2020.

The lively discussion that followed concentrated around the following themes: (a) The consequences of the Bologna accord, (b) Rooted in Rotterdam, (c) Striving to be an international school and (d) Growth potential vs quality maintenance. We will summarize the key points.

#### **(A) The consequences of the Bologna accord.**

The implementation of the BaMa-structure in the EU will foster an increase in Bachelors. By 2012-13 there will be about 2 million Bachelors in Europe, 20% to 25% of which will be interested in continuing their Master studies in management. This creates enormous possibilities: out of 400,000 prospective students, the School must strive to select the very best.

The key question for the next five years is whether in the longer term the dominant product will be a "return-to-school" market. The US format is first the Bachelor, then a break and an opportunity to make some money, then the Master. In the UK 66% of the students leave after the Bachelor, while in Denmark 90% of the students continue with the Master immediately. It will take time before this system shapes out all over Europe. It is expected to be driven by the labour market. Employers may prefer MSc-grads to BSc-grads. Shell, for example, only aims for top candidates and expects them to have a Masters.

#### **(B) Strive to be an international school**

RSM has the ambition to be a market-oriented European top international business school. Effective international recruitment of students and staff is crucial to achieving our objectives.

Q: why does the scenario take 2020 as focal point and not 2015? It seems quite impossible to predict developments for such a long period of time, especially in the fast-changing educational market. Even 2015 is questionable in that respect.

A: adapting or altering focus in research programmes is a long-term project, that's why we took 2020 as a focal point.

It is agreed, however, that for the educational market it is difficult to set a vision even for 2015.

Our ambition should be to produce better quality graduates by good screening at the gate. At this moment this is legally not possible for all programmes. Another point is that competition among schools is increasing continuously. In the European context RSM EU is a big School, but it is quality that matters.

### **(C) Rooted in Rotterdam**

The region of Rotterdam is not attractive internationally (compared to Paris, Barcelona and Amsterdam), and seems to have little to offer to people who do not know the region well. At Erasmus University we have to face the fact that we could become the first multi-cultural university of the Netherlands, given the composition of the inhabitants of Rotterdam. This cultural diversity should be used as a positive selling point.

Q: Rotterdam has, in fact, a great deal to offer, and we should exploit these selling points: the logistics, the oil business, the harbour. Aren't we selling Rotterdam short at the moment?

A: The harbour is not enough to make Rotterdam attractive as a student environment. It would be difficult to attract people to the School if we'd focus too much on the harbour of Rotterdam. In our communication, we should better focus on the "Randstad" as a whole, since the distances are negligible.

### **(D) Growth potential vs Quality**

Q: Do we want to excel and grow particularly in one area?

A: The School certainly wants the MSc programmes to grow, as well as the Executive Education programmes. We will not focus on expanding the Bachelor or full-time MBA segment. As already indicated, in Europe there are 2 million Bachelors per year as potential students for our MSc-programmes in 2013 and only 30,000 potential full-time MBA students. The question remains whether students will continue their study after the Bachelor or will work first as they do in the US.

Q's: What themes does the School want to profile itself on? What scale/numbers need to be achieved? Do we want to be world top in a number of areas?

A: RSM is large enough at the moment, and has no need to grow in terms of student numbers. We should however be more selective, which can be achieved by good marketing.

Q: How about alliances with other institutions – to realise or canalise growth?

A: There are a number of choices – it is certainly not intended to open campuses all over the world. Via the Partnership in International Management network (PIM) RSM has a broad global network of 50 schools as partners and is as well trying to establish all kinds of collaboration with the world's best business schools. Alliances are a feeder for the



Master's programmes, as well as emerging economies (e.g. Brazil, Russia, India & China).

Regarding the MBA, the more international we are, the less people will want to move further a field. Co-branded programmes work well, such as our OneMBA programme, or those at London-Columbia.

Alliances help to position us favourably in the rankings. CEMS, for example, was 2<sup>nd</sup> in the European FT MSc-ranking while as a School we were placed at number 13.

If we would purely go for numbers we would definitely lose quality, with the result that no-one will want to study at RSM – it is difficult to explain why you are a good student at a school that does not have a good reputation.

In the next decades we will focus on quality which is the only long term strategy for successful survival.

### **Reputation**

The full-time MBA is the reputational flagship of the School. There is however a volume issue with regard to the MBA. In North America there is no distinction between the MScBA & MBA, as is the case in Europe.

The MBA has to have a strongly branded programme. Research at LBS and Insead has shown that of 10 possible students (applicants who, after selection, are offered a place at the School) 6 will arrive, giving 60% intake out of all offers. RSM is under 50%, mainly due to students applying to 3 or 4 schools at the same time and often choosing another school. We do not wish to drop in terms of quality, as students are our products for the corporate world.

### **Research**

In achieving the vision we need to have certain objectives. We try to attract top academics.

We should choose these areas/domains to brand ourselves:

1. International trade, supply chain management & logistics
2. Innovation/entrepreneurship
3. Sustainability/corporate engagement

In terms of locations Rotterdam plays a major role in international trade and supply chains. As a business school we have to show our interest in innovation, also in connection to the Lisbon agenda. Corporate Social Responsibility will become a major theme for the coming 25 years or so.

More research should be stimulated which will also attract good candidates. Major attention should be given to young talent development (post-docs, early career development, etc.). More focus should be on performance while assuring at the same time that the research maintains sufficient breath for a large international business school.

Q: Have the strengths changed – last time we met, we spoke about focusing on marketing, finance and strategy?

A: We need to recognize boundary-spanning areas. These three topics cross the five research areas. At the same time we recognise that we also have to maintain a very high level in the five functional areas.

R: We should grip and broaden Corporate Finance, not throw it away to Amsterdam.

A: We are taking with the VU to see whether we can collaborate in Amsterdam.

Q: Hedge funds/buyout funds are winning over good people. Should we invest in this area?

### **Facilities**

There is an increasing demand on service levels. The main issues guiding the choice are: campus facilities, location, lodgings. Social environment also plays a role. In close collaboration with the City of Rotterdam we hope to ensure that the campus will be converted into an attractive international environment to work and study, including facilities for international housing. This is not always easy, for example: The F/G building has been converted into 150 residential units for international students, all of which are ready, but permission has still not been granted.

### **4. Umbrella positioning of RSM Erasmus University**

(Paul van Sprang, interim director of marketing, introduced the topic.)

One brand and one logo will unite all products and should help us achieve our goals. The positioning should involve a focus on one or more specializations. It should be relevant, unique and ownable.

The Erasmus story can and should be exploited in this respect. However, using Rotterdam as a *main* benefit should be seen as a 'no go'. The focus should centre on the Dutch heritage of international trade and on Erasmus. A brand vision and statement that encompasses this is needed for our website, marketing collateral and advertisements.

The brand concepts tested quantitatively and qualitatively along the way have been amongst others 1. Rotterdam as main benefit (failed); 2. Sustainability as main benefit (failed); and 3. Personal Leadership Development (PLD) as main benefit. The latter tested best, but can't serve as a school-wide umbrella positioning.

Erasmus and RSM are separate but also united – our challenges are different from the Erasmus School of Law etc., but we are at liberty to explore certain avenues. Do we need a catchphrase or a particular philosophy in this respect? 'Leadership with substance' solves the issues around PLD but does not necessarily imply that the others have not.

R.: Please learn from the lesson ABN AMRO has learned, when launching their slogan 'ABN AMRO – THE Bank': this was perceived as extremely arrogant, and lead to negative associations years after the slogan was used.

We do not wish to portray this attitude. Leadership only is not sufficient – it should fit in the context of a business school.



We are approaching a school-wide umbrella position, and we must think carefully how to present it. We must separate the main benefits and the 'reasons why'. Rotterdam will be a 'reason why' but not a main benefit. Research is also a crucial factor in positioning the School. It can very well co-exist with the Erasmus heritage, our desired thought-leadership and Entrepreneurship & Innovation, Corporate Engagement and International Trade & Supply Chain Management. We definitely do not exploit the Erasmus story as much as we should. The great Dutch international trading past and the importance of Rotterdam as a major port should be given more prominence. We need to use the whole concept of Leadership with Substance or LWS in our MBA marketing literature and we need to build it into our pre-experience programmes.

The key elements of LWS were detailed as follows:

- You only succeed as a trading nation if you succeed in dealing with people
- The Dutch ability to manage people and diversity = leadership
- We teach what we know best: dealing with people in international business – we call that leadership abilities
- Leadership is also: ability to think critically and creatively, to be a 'thought-leader'
- No one exemplifies that better than our name sake Erasmus
- Our Dutch heritage and Erasmus roots make us the School that understands what it takes to lead in global business.

This brand vision has to be implemented practically in all our brochures and marketing efforts. We need to agree on these positioning principles and do our portfolio homework. In this respect each programme needs to be considered individually in terms of working the brand vision into it, and all media needs to be reviewed, with specific emphasis on the 'reason why' element.

There are concerns of knowledge in managing leadership. How do we thread leadership through our programmes? The School itself should become an example of handling diversity, if we are to accomplish internally what we would like to display externally.

## **5. Discussion and conclusion**

Some points were raised in response to Paul van Sprang's presentation. A few members were in dispute regarding the point made about Rotterdam not being seen as a main benefit. Rotterdam is a main benefit in terms of its central position in Europe and the fact that it is a very major seaport. It was agreed that this needs more work and should be emphasized more. It should perhaps be coupled with the great seafaring and trading heritage of the Dutch nation and the founding of the very first multinational in the form of the Dutch East India Company (VOC).

The importance of strategy and branding should continue to be a major focus. The next meeting should more deeply explore the vision of and strategy up to 2015 and the branding issue. Entrepreneurship should be on the agenda also, and should include entrepreneurship among minority ethnic groups such as Turkish and Moroccan entrepreneurs. Another point should concern alumni – do we want to leverage alumni or not? Can they be an important resource, financial or otherwise? We do not want to follow the American models in this respect, however, as we are not in the business of collecting

donations. However, the reputation of successful alumni reflects a good image of the School and they should be involved in further adorning this reputation.

#### Advisory Board Membership

There should be clear benefits attached to membership of the Advisory Board. The status of the School warrants a good Advisory Board that come up with new ideas and approaches. Mandates should be written and tested with the members of this Board. Their experience will provide a valuable sounding Board in the branding issue.

By way of conclusion, the Board members were thanked for their participation and it was agreed that a more vigorous strategic focus was needed particularly in the field of branding. The School needs to emphasize key strengths and further establish its reputation in the field of executive education.

Theo Backx will inform Tom de Swaan on the status of the Advisory Board subcommittees and their members.





Advisory Board of RSM Erasmus University  
Minutes of the Meeting – October 31<sup>st</sup> 2007

Present

F. Sijbesma; A. Rinnooy Kan; J. Tammenoms Bakker; M. Molenaar; M. van der Mandele;  
F. Maljers; S. Stuiveling; G van Essen.

RSM: B. Wierenga; A. Boehlé; E. Waarts; A. Smidts; H. Volberda; M. Page, T. Backx; E. Rood,  
W. Koolhaas; G. Mertens; A. de Jong; R. Morris (minutes)

EUR: J.W. Oosterwijk (President).

Absent

T. de Swaan; E.A. Ailasmaa; A.J. Scheepbouwer; I. Opstelten; S. Ogg; M. Sharrock; H. Rupsch;  
M. van Poecke; G. Motte; R. Markland; N. Hoek; P Gerber; J. H. Andresen Jr; H. Smits.

Interim Chairman: F. Maljers

**1. Welcome – Chairperson's report**

In the absence of the current chairman Mr de Swaan, Mr Floris Maljers welcomed the board to the fourth RSM Erasmus University Advisory Board meeting. He thanked members for their continued commitment to the school and emphasised the importance of the board's critical view on the school's activities in shaping the future of RSM Erasmus University.

**2. Address by the President of Erasmus University Rotterdam**

Mr Oosterwijk, the chairman of Erasmus University Rotterdam's (EUR) Executive Board (as of March 2007), introduced himself and his background as the former Secretary-General at the Ministry of Economic Affairs. He described his enthusiasm for his new role as chairman of the EUR board and the unique challenges he sees ahead for the institute, which requires very strong leadership. He described the ability of EUR to successfully adapt itself to changing conditions as the key to its success – an ability that the university has not yet sufficiently developed.

**Where is Erasmus University now?**

Mr Oosterwijk provided an overview of the EUR as it currently stands. The university has 23,000 students and 3,500 non-Dutch students representing more than 100 countries. Almost all programmes are taught in English. Selectivity is boosting quality and leading to a virtuous circle. RSM is by far the largest school at EUR, with more than 7,000 students enrolled. Overall, the university's position is sound and finances healthy. But, he asked, is relatively good shape, good enough? He believes the answer is 'no'.

Chronic underinvestment and over-regulation characterise Europe, said Mr Oosterwijk, with the UK the only exception. EUR's competitiveness is slipping – not because EUR did not perform better than last year (it did) but because others are performing better.

Mr Oosterwijk said he would personally welcome regulatory change, however EUR does not have the time to wait and, furthermore, change is possible now. An enormous positive agent of change has been the Bologna Agreement, which has created Europe-wide opportunities. EUR also has its own competences that will allow the university to reposition itself to meet the challenges ahead. Again, Mr Oosterwijk stressed that EUR's ability to adapt to changing circumstances was the key to its future success.

The newly-developed 2013 strategy for the EUR (which celebrates its 100<sup>th</sup> anniversary in 2013) has been developed in response to these challenges. This strategic reorientation is not geared towards turning EUR into the next Harvard on the Maas – the university operates on a totally different business model – but will see it move away from being a regional university and close to being an internationally-oriented university in terms of both education and research. The university will have a much stronger private nature. EUR will invest selectively in top-notch research and invest in creating a more modern campus. It will build a more intensive relationship with the city of Rotterdam, strengthen its ties with the surrounding industry, and invest in and develop more 'friend-raising' capabilities. Historically the university has not cared well for its alumni – in future it will follow the lead of RSM and professionalise its alumni relations. EUR will invest in a full service for lifelong learning, and expand its student body to 30,000 students by 2013. A large proportion of these students will come from outside the region. Housing facilities will be built on campus.

In regards to the search for a new dean for RSM, Mr Oosterwijk said they were at the point of final selection after a long international search, and a decision was expected within the coming weeks. Among the specific challenges he saw facing the new dean were better marketing of the product that is RSM because, given the quality of the staff and the very high academic level, RSM should be performing better in this respect. He encouraged more cooperation between RSM and other schools within and outside of Erasmus University (e.g. Delft and Leiden University) and with the business world. He concluded by saying he was very optimistic about the future of RSM.

### **3. Update on the school by interim dean of RSM**

Interim Dean Berend Wierenga presented an update on the latest performance and activities of RSM.

#### **Pre-experience programmes**

In relation to the school's pre-experience programmes, Mr Wierenga stated that it was not yet customary at RSM for bachelor students to leave university and enter the job market – most were still going on to complete their master's. RSM's master's programmes were up 20% this year in terms of intake, with more students coming from other universities. RSM now has a total of 1,000 master's students. In conclusion, RSM did very well in the latest rankings of pre-experience programmes, but there was always room for improvement.

[REDACTED]

[REDACTED]



### Post-experience programmes

In relation to the school's post-experience programmes, Mr Wierenga gave an overview of the latest MBA class statistics portraying the international character of the classes, with the Americas a dominant incoming group. This, he said, was an interesting indication of the growing appeal of European programmes for Americans.

Ongoing recent developments are being seen in the post-experience programmes, he said, especially in terms of complex skills development.

[REDACTED]

[REDACTED]

In recent post-experience rankings, the MBA was ranked no. 1 in the Netherlands, 12 in Europe (as compared with 9 in 2006) and 30 in the world. This variance year-to-year may not be significant, said Mr Wierenga, but was still a matter of concern.

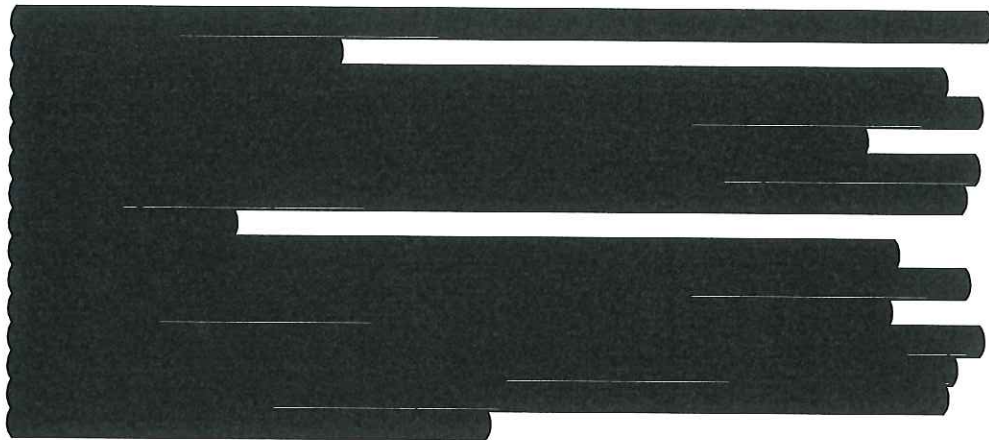
[Editor's note: FT EMBA rankings 2007 were released this month and placed RSM's EMBA programme at 39 worldwide and 27 in Europe, compared with 28 worldwide and 13 in Europe in 2006.]

He pointed out that keeping ahead of the competition in rankings was challenging. In its first years, RSM was ranked number 5 in Europe, but with more and more schools entering the fray (a new school in Amsterdam will soon enter the market, for example), it was getting tougher to keep ahead in the rankings.

[REDACTED]

[REDACTED]





#### **ERIM**

Mr Wierenga provided an overview of ERIM's recent activity, into which 17 % of the school's total school budget is invested. He indicated that in all five research programmes output has systematically improved over the last three years.

In a recent Dutch ranking, ERIM was placed first in Europe. This analysis was based on the 85 best journals in management worldwide. On impact ERIM scored lower, impact being the extent to which you are cited by other researchers as well as your impact on society at large. ERIM must improve in this area.

#### **In Summary**

RSM is a well-established school with an excellent reputation. The question is: how does RSM become number 5 in Europe again? Mr Wierenga said resources (a key resource being faculty), and a mix of public and private funding were key. When RSM's funding was compared to that of an equivalent US school (also public university but with a business school) it was clear that RSM was desperately short of funding. RSM needed to be on an equal footing with these schools, and an important part of that could come via endowments. At the moment, RSM did not have many endowments. Mr Wierenga said that this was something that he wished to get started and RSM was interested in the advisory board's opinion on this.

#### **4. Corporate Governance by Gerard Mertens & Abe de Jong**

Mr Mertens and Mr de Jong presented their research on corporate governance from a financial and accounting perspective, a topic chosen due to its relevance to board members. The board were asked to consider possible future vendors for further research in this area.

After sharing with board members his background as a professor of financial analysis and accounting, Mr Mertens introduced the subject of corporate governance in Netherlands. He gave an overview of the projects and research in which they have been involved over the past decade including projects for the Ministry of Finance and for the Economic Council. He then delved into his research on Royal Ahold.

Together with Mr de Jong, Mr Mertens conducted a detailed case study examining and investigating the reasons for the success and failure of Ahold. Ahold was very successful in the nineties, with acquisitions in Europe and abroad. What were the main reasons things went wrong? Amongst the reasons for the failure, Mertens pointed to serious governance problems in

the board, among which independence. He also raised questions relating to the role of investors and institutional shareholders (being too passive and lacking possibilities to intervene), and pointed to discrepancies between US and Dutch reporting. Based on the outcome of a recent study that deals with corporate governance activities of institutional shareholders, he indicated that corporate governance reforms do not help performance despite popular perceptions, and that shareholder involvement also did not have much impact. Interestingly, while many institutional investors said corporate governance was important, there was strikingly little money flowing into governance related shareholder activities.

[REDACTED]

[REDACTED]

Mr de Jong described two major research projects in which he has been involved. The first relates to the history of corporate governance in the last century, which has seen an enormous evolution. The topics they were interested in, he said, included the interplay of politics law and economics, the changing networks of the 20<sup>th</sup> century, and dividend policies and the balance of power. These three topics were related to performance and the Dutch economy.

The second research project – which has just been presented to the minister of finance, raised questions about the role of certain shareholders. The project involved summarising the entire theoretical literature worldwide on active investors and a survey of shareholder activism in the Netherlands. In summary, they sketched a detailed picture of the opportunities and threats that result from this.

## **5. Positioning of RSM Erasmus University by Willem Koolhaas**

The new marketing director of RSM Erasmus University updated the board on the positioning work of the last nine months.

The new positioning of RSM is based on extensive research and consists of a core concept with the working title: 'leadership with substance'. Underpinning this concept are three key elements that build on the strengths of the school:

- **Location**

The school reflects its location in the Netherlands – an outward-looking, diverse and international trading nation with a history of thinking beyond borders. The school thus reflects certain core values such as open-mindedness and tolerance of diverging views, all essential traits of leaders. These values are utilised throughout the school to help the school to develop individuals who can both think and act as leaders.



- Thought-leadership

Leaders must have intellectual substance, like the school's namesake, Desiderius Erasmus. The open-minded and interactive culture at RSM results in academic insights that have global impact (Research institute, ERIM);

- Global diversity

RSM is still one of the most international business schools in the world, with over 80 different nationalities and over 50% foreign students.

#### **How does that relate to our portfolio?**

Depending on your career stage (bachelor level or executive), students start with the foundations of knowledge (content) at the bachelor level, before moving deeper into soft-skill development (context) at the executive level, such as the ability to influence and inspire others.

Mr Koolhaas gave an example of how each programme will be differentiated under the school's umbrella positioning. The Dutch bachelor programme, for instance, will focus on promoting Rotterdam as opposed to the Netherlands, and our MBA will focus on promoting Europe and the Netherlands rather than Rotterdam.

In practice, this positioning is being implemented across various mediums such as brochures and advertising, with work underway on the website. Mr Koolhaas showed examples including the most recent edition of RSM Outlook, the school's corporate magazine, and the new exchange programme brochure.

In terms of challenges, he described long-term consistency as a key challenge, as well as making sure that internally the school understands the positioning, agrees with the positioning, and is living the positioning.

Turning to the board, he said, is our story consistent? Sufficiently distinguishable from other schools? Believable? Attractive?

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

#### **6. Inventory of topics for the next meeting**

Mr Maljers discussed the agenda for the next meeting. He proposed one of the topics be endowment – RSM would like to discuss this further with the advisory board, and a second topic executive education – where to from here? Mr Maljers concluded that a more in-depth discussion of these issues would be a good way to move forward in the next meeting.

Mr Maljers also brought attention to the need for a vice-chair for the board. After discussions with Mr de Swaan, he said it had been agreed that they would ask Mr Smits to be the vice chairman of the RSM Advisory Board. Mr Smits is an alumnus of RSM and a well-known Rotterdam businessman who is currently president of the Port of Rotterdam Authority.

The meetings of the Advisory Board in 2008 will take place on April 24th and October 23rd.

END





Advisory Board of RSM Erasmus University  
Minutes of the Meeting – April 24<sup>th</sup> 2008

Present

T. de Swaan; E.A. Ailasmaa; H.R.Ph. Dijkman; M. van Kalveveen; F.A. Maljers; M. van der Mandele; F.A. Maljers; R. Markland; S. Ogg; H. Rupsch; M. Sharrock; F. Sijbesma; J. Tammenoms Bakker

RSM: G.S. Yip; M.M.C.M. Backx; H.G. Barkema; H.A. Benink; A.E. Boehlé; D.L. Bevelander, W. Koolhaas; M.J. Page, A. Smidts; S.L. van de Velde; E. Waarts; E.M. Rood (minutes)

Absent with notice

J.H. Andresen Jr; G. van Essen; P. Gerber; N.W. Hoek; J-C Kieffer; M.B.T. Molenaar; G. Motte; I.W. Opstelten; M.Q.H. van Poecke; A.J. Scheepbouwer; H.N.J. Smits; S.J. Stuiveling

Chairperson: T. de Swaan

**1. Word of welcome**

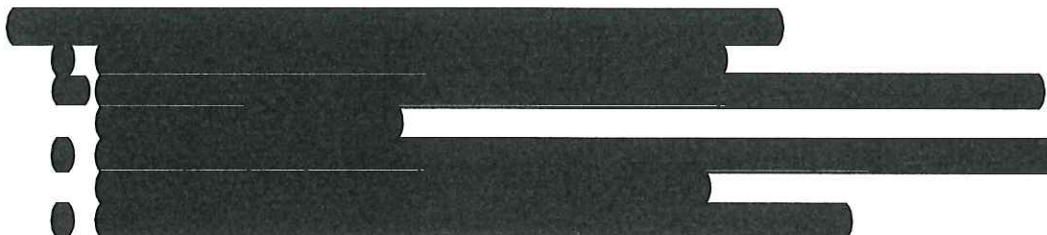
Chair Tom de Swaan welcomes RSM's new Dean, George Yip, and two new Advisory Board members: Hans Dijkman (Korn/Ferry, RSM alumnus) and Marco van Kalveveen (McKinsey).

**2. Review 4<sup>th</sup> meeting**

The minutes of last advisory board meeting were approved without changes. The agenda was approved as well.

**2. Vision and direction of RSM by George Yip**

The vision of a business school mustn't be too complicated and should provide a direction for RSM's future: We are a research driven school, and have a very good production of output. But we could have a stronger voice in the public debate. One of my major tasks as a dean will be to strengthen our external voice and recognition. Moreover, we should be more proud of what we are as RSM. One of the steps that we will take is to encourage faculty to publish more in managerial journals, such as Harvard Business Review.





### **Rankings and how to climb them**

Mr Yip: We have fallen a little bit down the rankings ladder, and should climb it again.

Mr Yip: Money, academic research, support from companies and autonomy from the university. That's why we will strengthen and expand our Executive Education, and will stimulate faculty to write more popular books and publish in management journals.

Mr Yip: Executive education (Harald Benink will present his plans later this meeting), but also, we will reposition RSM by drawing media attention – I see this as a key role for myself as Dean (George already spent some time being interviewed by some of the bigger newspapers).

Moreover, we're launching an advertising campaign (see slide for some examples) that we will place in the international media in a couple of months.

Publishing in managerial journals will help as well. But executive education will be the main driver for all of these.

Why did the Spanish B-schools grow so strong suddenly? Because they got support from their corporate relations: they delivered money, but also sent good students, who got offered good jobs and sold the story in their companies etc.

all successful b-schools have strong links with their local community. Where would IMD be without Nestle? That's why closer corporate partnerships are vital for RSM.

[REDACTED]

#### **New marketing campaign**

George Yip explains why he changed RSM's name to Rotterdam School of Management, Erasmus University and presents the new Marketing campaign that RSM will launch in the coming months, based on a 'book concept'.

The tagline, *Critical Thought. Practical Action.*, reflects our Erasmus tradition and 'Rotterdam-approach': sleeves rolled up, and action!

[REDACTED]

#### **The Role of the Advisory Board**

George Yip explains that he considers the Advisory Board as an Advisory and Action Board: its members should be willing to participate in activities with RSM. Attitude follows action, that is: the more you do for us, the more you'll like us.

Some examples:

We are considering launching a case writing centre. We need access to your companies. Companies who cooperate in case-writing often notice that it has a positive effect on their recruitment activities.

Some ideas that follow from the discussion:

- speak to students;
- involve your company's RSM alumni;
- help RSM build research centres.

### **3. Innovation Co-Creation Lab – by Harry Barkema**

*We refer to the presentation that Harry Barkema gave on 24 April, and that has been sent to all members of the Advisory Board.*

Open question: what is keeping you awake at night re: innovation issues?

- the speed of commercialisation, bringing new products into market
- my company is strong in research, but we lack a thorough translation into concrete products
- we need more street-smartness in our company.
- the size of my organisation disallows out of the box thinking (in the very early stages of the pipeline)

- because of the rapidly changing world, my company needs to make a shift and start to develop new products
- my company is continuously in the dilemma of continuing to invest in traditional products vs not wanting to miss new developments
- innovation is a bottom-up process. How can I stimulate this?
- we are looking to prepare ways to handle these rapid changes.

ICCL's USP's are:

Combining the best business school knowledge with company knowledge, using their top talents in order to change and innovate.

Reactions:

- ICCL has a co-location. Why the London School of Economics?  
⇒ LSE has an excellent reputation, a large alumni network and is well-connected in the business world.
- You should innovate an existing organisation or create real products  
⇒ but then you have to be very careful for competitive advantages and conflicts of interest
- How will you grow ICCL from limited participation to more?  
⇒ We'll create a second ecosystem, rearrange groups or enlarge them.
- You should sharpen your USP's so that they are crystal clear. In my point of view, it's 'ecosystem learning environment in combination with group of top thinkers'.

BREAK & DINNER BUFFET

#### **4. New direction in Executive Education - by Harald Benink**

*For details, we refer to Harald Benink's presentation that we've sent to all Advisory Board members.*

A business school generates managerial knowledge, and has the obligation to apply this knowledge. Top level executive programmes build your reputation and credibility. That's why we've decided to invest heavily in building a number of open programmes – up to date, RSM is strong and well-known for its customised executive programmes. We will hire 2-3 more Business Directors for executive education.

Discussion:

- [REDACTED]
- use your alumni for pitching these programmes
- recently, I've heard about 'portfolio careers': senior people who leave the company in order to take up several non-executive directors positions. How about developing a 'portfolio MBA'? A deluxe version of an MBA?
- your programmes should contain a couple of signature experiences.
- Back to class, and take a friend who can join our alumni network after attending only 3 or 4 sessions.
- how about targeting programmes at civil servants? -> we're at the moment talking to the municipality of Rotterdam about this.
- how about Industry specific programmes? You may approach employers associations to cooperate and discuss how you can help them.



## 5. RSM's Network & Fundraising by George Yip

### About expanding (or internationalising) the network:

We will focus on Germany as well. Germany is our natural backyard; we should profile RSM as the natural partner to cooperate with for Germans and German companies.  
- Would you consider Shanghai? The city of Rotterdam has excellent connections with Shanghai, as well as the Port of Rotterdam. -> Perhaps Singapore is an option, because of the access to Indonesia.

### About fundraising:

- Why not approach new rich people who are interested in recognition?
- We could perhaps launch a 'deans circle', offer donors name recognition and a bit of education: a series of 'trends in global ...'
- Please keep in mind that the Dutch are shy in being named!
- Try to combine Doing well & Doing good: business with a social agenda.
- Facilitate people leaving their legacy to RSM
- Holland ranks high in all sorts of sustainability rankings. What about linking named gifts to charity?
- And why not link this to the network discussion? Perhaps focus on Africa, develop executive education and scholarships over there?

➔ George Yip will approach a number of Advisory Board members to discuss this issue further.

## 6. Conclusion and inventory of topics

- The AB members would appreciate updates from RSM between the meetings: new publications, current affairs etc.
- The attending members appreciated the dynamism of this meeting.

George Yip introduced Steef van de Velde, professor of Operations Management & Technology, who is RSM's new Vice-Dean. He thanked Mike Page, Dean of the RSM BV, who is leaving RSM to take up the position of Dean of Business and the McCallum Graduate School at Bentley College in the US, for his valuable contribution to RSM.

The next meeting of the Advisory Board will take place on October 23<sup>rd</sup>, 2008.

END

### ACTION LIST

- ➔ George Yip will approach a number of Advisory Board members to discuss the fund raising issue further.
- ➔ RSM will send regular updates to the members of the Advisory Board
- ➔ Harry Barkema will talk to several members about participating in ICCL.



Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 6<sup>th</sup> Meeting – 23 October 2008

Present

Tom de Swaan; Hans Dijkman; Martijn van der Mandele; Ruth Markland; Godefroy Motte; Hendrik Muilerman; Kimberly Ross; Saskia J. Stuiveling; Jacqueline Tammenoms Bakker.

RSM: George Yip; Steef van de Velde; Theo Backx; Dianne Bevelander, Dominique Campman, Connie Tai, Klaas Wassens, Anna Pehar, Andreas ter Woort, Noreena Hertz, Eva Rood (minutes)

Absent with notice

E.A. Ailasmaa; J. H. Andresen Jr; J. Baan; G. van Essen; P. Gerber; N. Hoek; M. van Kallevé; F. Maljers; M. Molenaar; S. Ogg; I. Opstelten; M. van Poecke; H. Rupsch; A.J. Scheepbouwer; F. Sijbesma; H. Smits.

Chair: Tom de Swaan

**1. Word of welcome**

Chair Tom de Swaan welcomes two new Advisory Board members: Jan Baan (Cordys) and Kimberly Ross (Royal Ahold). Hendrik Muilerman has replaced Mike Sharrock, who has been appointed BP's Partnership Director London 2012.

**2. Review 5<sup>th</sup> meeting**

The minutes of last advisory board meeting were approved without changes. The agenda was approved as well.

**3. RSM Update: George Yip, Dianne Bevelander, Klaas Wassens, Connie Tai**

**George Yip:**

To get back on the action points from last meeting:

1. We've appointed Connie Tai as Director of Corporate and Alumni Relations. She will introduce herself later this meeting, and will approach a number of Advisory Board members for input on fundraising issues
2. We've provided you with regular updates
3. Harry Barkema visited a number of AB-members. He has prepared an update on ICCL, which was handed out during the meeting.

In addition to the slides:

- 



- We've created a new position: academic director of MBA-programmes. This position is filled by Jaap Spronk, professor of Finance and Investment at the Erasmus School of Economics, who has transferred to RSM.

- [REDACTED]

Discussion on offering programmes in other countries:

[REDACTED]

[REDACTED] inquires what the ideological model is behind RSM's executive education, what the underlying assumptions are, and whether they are the same as the programmes in the Middle East. Dean Yip explains that there is a specific 'RSM Flavour' in our programmes: a focus on multi-stakeholder management, and a strong multicultural edge.

The AB discussed why is RSM not entering China: 1) only top 10 schools have a chance of succeeding there, in the highly competitive field, and 2) now that top Chinese schools are coming up, we're simply too late.

The AB discussed offering executive education in South Africa. Dianne Bevelander explained that that is a very complicated market at the moment, because of the difficult social circumstances, and the rates that we're seeking. Nevertheless, we have some executive education programmes in place there – we made use of opportunities that came by.

The criteria for working in other countries are:

- distance: a maximum of 4-5 hours flight time
- economically strong, solid
- underserved
- opportunity & timing
- preferably a strong and trustworthy local partner to cooperate with
- We will focus on Eastern Europe (especially Germany), the Middle East, and the Southern Mediterranean.

[REDACTED] has 12 years of working experience in Germany, and offers his help and advice when needed.

#### Rankings:

Some very good results for RSM this year (see the slide with the rankings overview). The FT EMBA-ranking is under embargo until Monday: we are in reach of our top-20 goal for EMBA & OneMBA-programmes now. We haven't had the time to analyse the results yet, but we will let you know what factors helped us climb the rankings. To refresh your memory: FT rankings question alumni who graduated 3,5 years ago, because they want to measure the current salary and the 3 year salary increase. These two items account for 40% of the ranking.

#### Increase the number of management publications

The Harvard Business Review editor Europe paid RSM a 2-day visit, to chat with faculty and educate them about the decisive elements that play a role in publication or not. Furthermore, we'll try to alter the 'ERIM credits' that people can earn by publishing articles in managerial journals and books, to support our goal of publishing more popular scientific books.

#### About our MBA classes:

The classes that started a couple of weeks ago are again very diverse, with 41 OneMBA students (where there is a limit of 40 students), and 112 MBA students. The MBA class consists of roughly 40 % students from Asia (excl. India), 20 % Indians, 20% Europeans, and 20% from the Americas.

#### The Network Experience

The AB was given the book *The Network Experience, New Value from Smart Business Networks*, edited by a.o. prof Peter Vervest. It reports on an interesting conference that we've hosted in cooperation with Cordys in Beijing this summer.

#### **Dianne Bevelander - MBA programmes – update & long term strategy**

##### Strategy:

The AB asked what would be the optimum number of students in a class: MBA-classes have an optimum with a batch of 60 students, so any multiple of 60 is optimal. At the moment, we're close to that with 112 students. In the medium term future we want to grow to 180, with in the long run 240 students as a maximum.

The AB discussed how to grow to 180 students:

- through advertisements
- personal marketing: George will yearly visit many recruitment sessions around the world
- clearer positioning of RSM as a more 'challenging' school (for people who like a challenge).

Furthermore, we will shorten our MBA-programme to a one year programme from next year on.

Some AB-members commented that RSM is difficult to advise to. AB-members lack information and overview of where the school and its departments are heading, and would appreciate talking about vision, strategy, objectives etc: Where does the dean see the school in 5 years; What has to happen; What discussions need to take place. Then the AB would appreciate helping RSM with advice on these matters.

The AB discussed what happened with the great name RSM had 15-20 years ago, and what should be done to regain that position:

- build our corporate relations, in the Netherlands and in Europe
- build on our brand and distinguish ourselves through our portfolio
- accept and, even better, exploit our location.

██████████ explains that among the key assets of Rotterdam are its diversity, as well as serving as a gateway to Europe, and being a global centre of logistics. These are precisely the reasons that Eastman's EMEA-headquarters are located in Rotterdam.



Mr Yip elucidates: we will launch an advertising campaign, and restore our brand name. At the moment, we're looking at 'the Apple of Business schools', and playing with: the different business school that makes a difference: focus on innovation, sustainability, leadership, and diverse all over.

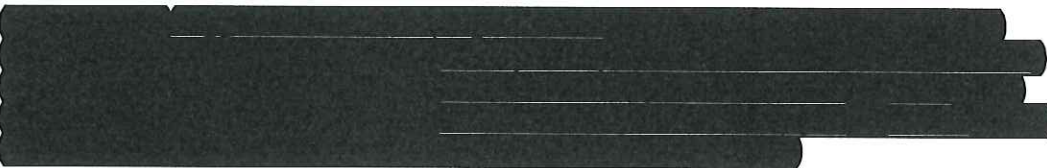
The AB advises to hook up with Rotterdam, that is: Not a classical city. RSM bills itself exactly on what Rotterdam profiles itself on. Moreover, try to find out who pays the bill for students and to get into the mind of the guy who pays the bill. Focus on strengths, and don't be negative over the fact that RSM is partly state-funded.

#### **RSM Update: Klaas Wassens - Launch of Executive Open Programmes**

RSM will start offering a portfolio of open programmes for executives. We've structured our open programme portfolio in 7 clusters, and will start with offering the essentials. Most of the open programmes will be short, from 2-4 days maximum. The advantage of participating in open programmes are, apart from networking opportunities, exchanging information, as well as benchmarking your company, and individual development (instead of company development), its economics in contrast to the number of executives needed to fill a closed programme.

Q: why choose this typical, classical approach, and not focus on actuality: what's hot this year? Trying to find your niche is important.

KW: but long-term portfolio as well. And the classics are always welcome.



#### **Connie Tai - Alumni Relations & Fundraising**

Virtually all of our competitors receive funds and endowments, and start major campaigns. RSM needs to build on her alumni & Corporate Relations, in order to keep up with the competition. That's why we've appointed Connie Tai. Connie started on 1 September in the newly created position 'Director of Alumni & Corporate Relations'.

The AB discusses issues such as: how to become a charitable organisation?

How to get into people's wills? What can you offer in return?

How can you build the loyalty that alumni need before donating? Mr Yip states that fundraising can also be a way to build a relationship: attitude follows action. People feel more involved and committed if they've donated money.

points out that Erasmus University is building a fundraising programme as well, and that we should be colleagues and not competitors.

The AB recommended to take the following into account regarding organising events:

- Topic is more important than location
- focus on highly networked people, entrepreneurs
- mix content and network opportunities
- scale of event depends on topic
- don't forget your capital: young, foreign, talented students
- events do not automatically turn into hard cash, and building relations does not automatically turn into donating money. It's about who you meet, what you ask them, how you identify your guests/prospects, etc etc.



The AB advises to consult a good advisory practice on how to give money, and how to set up governance etc. The AB warns that building a fundraising programme is not something that you do overnight.

Tips: do market research amongst alumni, and find the trigger that makes people give.

#### **4. Guest speaker: Noreena Hertz – The future of global capitalism**

*Noreena Hertz has been appointed Visiting Professor of Business-Society Management from mid-October 2008. She is recognised as one of the world's leading experts on economic globalisation and is the author of a number of highly-praised books on that topic, including *The Silent Takeover* in 2001 and *I.O.U.: The Debt Threat and Why We Must Defuse It* in 2004.*

*Professor Hertz published an article in *New Statesman* the day after the AB-meeting: *The Death of Gucci Capitalism*, read it online here:*

*<http://www.newstatesman.com/business/2008/10/politicians-power-world-shift>*

Ms Hertz states that we've arrived at the end of a paradigm, the paradigm of Anglo-Saxon capitalism. The dominant theory in the Anglo-Saxon interpretation of capitalism was one that put liberty before equity. This encouraged greed, and profiled risk as a great good. The real economy, not the virtual economy, has started to hurt badly. The recession is a disease that will spread because of the globalised, interconnected world. There will be a negative domino-effect from country to country. This shows that globalisation is not always good. Once the dust settles down, people will start to think about what happened, and how this was possible. And then the public will get really, really angry at the banking community, energy companies and CEOs. It will get more and more aware that it has the moral authority to challenge the companies and politicians who allowed this to happen.

The main questions for the coming period will be: how to deal with free trade (vs protectionism), and how to deal with regulation issues in general.

What should companies do?

- assume moral leadership
- show responsibility
- take a collective spirit
- take the opportunity to innovate, be creative, and reinvent products to suit the next generation

#### Discussion:

The AB discussed how the banking crisis is induced by the banks themselves –because they didn't trust each other. This is never seen before and fundamentally different from earlier crises.

The crisis offers opportunities for Europe and may stimulate a revival of the European sense of cultural responsibility.

#### **6. Closure**

The next meeting of the Advisory Board will take place on 12 March 2009.

The second meeting in 2009 will take place on 8 October.

END



Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 7<sup>th</sup> Meeting – 12 March 2009

Present

Tom de Swaan; Jan Baan; Hans Dijkman; Marco van Kalleveen; Floris Maljers; Martijn van der Mandele; Ruth Markland; Godefroy Motte; Hendrik Mulierman; Marc van Rooijen; Saskia J. Stuiveling; Jacqueline Tammenoms Bakker.

RSM: George Yip; Steef van de Velde; Theo Backx; Dianne Bevelander, Dominique Campman, Josette de Goede; Willem Koolhaas; Hans van Oosterhout; Jaap Spronk; Connie Tai, Eva Rood (minutes)

Absent with notice

A. Aboutaleb; E.A. Ailasmaa; J.H. Andresen Jr; G. van Essen; P. Gerber; N. Hoek; V. Keur; J-C. Kieffer; M. Molenaar; S.Ogg; M. van Poecke; K. Ross; H. Rupsch; A.J. Scheepbouwer; F. Sijbesma; H. Smits.

Chair: Tom de Swaan

**1. Word of welcome**

Chair Tom de Swaan welcomes two new Advisory Board members: Jan Baan (Cordys) and Marc van Rooijen (McKinsey). Marco van Kalleveen will leave McKinsey to pursue other opportunities at Bain Capital as per 1 April. He will remain in the Advisory Board. Josette de Goede, RSM's newly appointed executive director Executive Education, was welcomed as well.

**2. Review 6<sup>th</sup> meeting & agenda**

The minutes of last advisory board meeting and the agenda were approved without amendments.

**3. RSM Mission, Vision & Strategy: George Yip**

Following the feedback from last AB-meeting, George Yip presents RSM's mission, vision and strategy. In short, RSM is a large business school, with a broad array of services. The school is organised in a matrix structure, with great independence for academic departments.

Because RSM is such a broad business school, it needs plural strategies to reach its goals. We're specifically looking for boot-strap strategies: strategies that serve multiple goals and cost relatively little money, and constantly looking for win-win situations and innovative approaches when working with companies.

If we take a closer look at the different programmes that we are offering:

**Pre-experience programmes:** we're almost where we want to be, in Europe's top 5.

**Post-experience programmes:** our MBA-programme has been bouncing up and down the FT-ranking. Climbing that ranking will of course be a focus point for us, but since that takes a few years (they survey the class 3 years after graduation) we'll also try and climb the Business-week ranking, that questions the class directly after graduation. Further more, we will



- lower the average age of participants and
- increase the quality and number of companies who recruit our students

**Executive Education:** for such a big business school, we have a relatively small Executive Education department, [REDACTED] Josette de Goede has just started in her challenging role of executive director, and it's up to her to lead the team to grow the open programmes enormously. In this stormy economy, this will be even a greater challenge.

[REDACTED]

#### Discussion:

Why does RSM need this broad & deep focus?

GY: all our units support and strengthen each other, and all are interconnected. Good research stimulates good executive education, etc.

FM: From a marketing point of view it would be better to define 3 or 4 key areas which RSM can own, and on which you can emphasize your skills.

GY: you can compare us with a supermarket: we offer a broad array of products that customers want, and claim that we have the best combination of price and quality.

The discussion circles around whether RSM should try and own/excel in a number of topics, and what the distinguishing elements that RSM could own would be. Ms Stuiveling argues that RSM's usp is, and always has been, Multi-stakeholder management, thus educating 'specialists in being generalists'. Why not try and own that?

Both [REDACTED] suggest that Supply chain and logistics is in RSM's backyard. Why doesn't RSM choose these areas to excel in?

Mr Van de Velde replies that those areas are indeed of key importance to RSM: about 20% of our researchers focus on research in one of these areas, which is unusually big for a business school.

#### *Some other topics to consider:*

- where's the customer in your goal & mission? Who are your customers? And how will you work on strengthening your bonds with the corporate world?
- How do you work on creating a feeling a being an institute of excellence?
- Where does your money come from? What is your most profitable business? Since to survive, you'd have to stimulate that area in order to get money that you can invest in other areas.

#### *Outcome of the discussion:*

1. RSM will spend the coming months defining what it is that they want to be known for. Specific suggestions are more than welcome. We will stress the generic education that our students throughout all of the programmes enjoy.
2. RSM will continue to think about focus on subjects and the position of different parts of the school. Where is our biggest strength, and how can we use it more?
3. RSM needs to create a community and a sense of belonging. We should get rid of the culture that is afraid of exclusivity.

#### **4. New Communications Strategy – a sneak preview: Willem Koolhaas**

Willem Koolhaas explains that his department has, in cooperation with a PR agency, developed a Big Ideas Platform, that will link management, customers, students, alumni and employees. The expression *I WILL* is the central slogan of this platform.

*I WILL* will:

Let the academic world understand what makes RSM a different business school: drive, determination, inspiration;

Invite RSM students to think about their own goals and ambitions critically, and to act upon them;

Inspire and challenge (potential) students, researchers, staff and stakeholders to give their best every day.

*I WILL* is scheduled to launch this September, using not only traditional media but as well online tools such as Facebook, Twitter, YouTube, etc.

Discussion:

- Why wait until September? In the 2.0 world, September is eras away. And since it's all about involving people and having them use *I WILL*, the most important thing is to be sure about your core message. If you think that *I WILL* is suitable, there is no use in waiting.
- There is a debate about the use of pre-testing. Some members advise strongly to pre-test the concept, others believe in 'the reality is the test'.
- Have you thought about follow-up? Decisive for success is not so much the start, but the continuation of these concepts.
- Please build in renewal mechanisms, so the concept stays fresh, and try and anticipate the reactions/response (e.g. how to deal with students who use *I WILL* to declare that "I WILL get drunk and smoke pot tonight")
- How will you deal with cultural identity? *I WILL* seems to be a very Western, egocentric statement. On the other hand, students who choose to study in Rotterdam may not be representative for the culture of their community.

**5. Will the global crisis require new management models: discussion led by Hans van Oosterhout**

The AB had a lively discussion around three questions:

- How did we get where we are now?

Most AB-members feel that it is not that useful to look back and reflect, but would rather spend their time to look forward and find out how we can contribute to the recovery.

- What do we need to change? Which reforms and innovations are necessary to get back on our feet and prevent the next crisis?

We need to find different ways of handling risk, and invest in high-quality scenario writing. Flexibility will become even more important in the future.

- How can RSM contribute to the required changes?

RSM is famous for its multi-stakeholder approach and should stress that society itself is a stakeholder in this crisis as well –and has to deal with the consequences of the risks that banks too, without any involvement in the decision-making. RSM can be a voice in the debate, since it's educating the next generation of leaders (and should be held responsible for teaching her students a responsible attitude and investing in softer management skills).

**6. Closure**

Mr de Swaan thanks the participants for their active input to this dynamic meeting. The next meeting of the Advisory Board will take place on **8 October 2009**.

END







Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 8<sup>th</sup> Meeting – 8 October 2009

Present

Tom de Swaan; Hans Dijkman; Gert van Essen; Peter Hartman; René Hooft Graafland; Martijn van der Mandele; Jacqueline Tammenoms Bakker; Kimberley Ross; Saskia J. Stuiveling.

RSM: George Yip; Theo Backx; Dominique Campman, Josette de Goede; Pursey Heugens; Willem Koolhaas; Lucas Meijs; Jaap Spronk; Connie Tai, Eveline Wijnmaalen (minutes).

Absent with notice

Ahmed Aboutaleb; Eija Ailasmaa; Jan Baan; Peter Gerber; Niek Hoek; Marco van Kalveveen; Vera Keur; Floris Maljers; Ruth Markland; Maria Molenaar; Godefroy Motte; Hendrik Muilerman; Sandy Ogg; Marcel van Poecke; Marc van Rooijen, Feike Sijbesma; Hans Smits; Jeroen van der Veer.

Chair: Tom de Swaan

**1. Word of welcome**

Chair Tom de Swaan welcomes six new Advisory Board members: Jan Aalberts (Aalberts Industries), Karien van Gennip (ING), Peter Hartman (KLM), Joost van Heyningen Nanninga (Egon Zehnder International), René Hooft Graafland (Heineken) and Jeroen van der Veer (Shell). Four people resigned: Helmut Rupsch, Ivo Opstelten, Ad Scheepbouwer and Johan Andresen.

**2. Review 7<sup>th</sup> meeting & agenda**

The minutes of last advisory board meeting and the agenda were approved without amendments.

**3. State of RSM affairs & strategy part 1 by George Yip**

MBA programmes

The intake of the Global Executive MBA is very successful, especially given the economic environment, with 38 new students to 40 the year before. The intake of the fulltime MBA is on track. There are no figures yet since its start date has changed to January. The placement of the full-time MBA is challenging. The intake of the Executive MBA is challenging due to limited financial support from employers.

Tom: What is our contribution to place the graduates?

George: we give them coaching, we have active career services.

#### MSc programmes

Compared to last year, the intake has increased again. Managing the huge volume of students puts enormous pressure on our resources. As of September 2009 a new MScBA programme on Chinese Economy and Business (CHEB) has started.

[REDACTED]

#### CEMS graduation

RSM will host the CEMS graduation in 2010.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### Alumni & Corporate Relations: Connie Tai

Connie informs the AB on various outreach activities like the alumni events & communication, Journeys with Erasmus, inaugural address & business symposiums and RSM Leadership summit. She also mentions the instalment in August 2009 of the Dean's Alumni Advisory Board.

*Question for the AB: relating to the topics of the 'Journeys with Erasmus' should we stick with the financial crisis or has the time now come to address new topics?*

Tom thinks we should focus on solutions of the financial crisis. Another interesting but more Dutch topic might be the loss of many multinationals.

Peter adds that we have a rather negative approach; China does not have a crisis. Tom feels the EU is negatively perceived in the sense that people don't know how they benefit from Europe. RSM could facilitate debate on explaining these benefits and make it wider if we incorporate corporate social responsibility. George likes this idea although he remarks we can't talk about the EU as an institution since that is not our field of expertise.

#### Fund raising

*Question for the AB: How can RSM attract a sponsor, in other words what makes it interesting from a sponsors' point of view.*

[REDACTED]

[REDACTED]

What followed was a lively discussion on various ways, needs and issues of fundraising. Connie would like to use the I WILL idea in alumni fundraising for scholarships and supporting projects. "I WILL give back". George mentions the possible launch of a research centre on women in business, which at this point definitely needs more focus

George refers to the issue of getting named chairs approved by the University. The University does not allow for named chairs, whereas schools all over the world have named chairs. [REDACTED]

[REDACTED] suggests solving that by sending a letter to the CvB. Another related issue are the professors of practise. The University treats this with the same hesitancy. [REDACTED] thinks the AB should come up with exact ideas of what it means and what the contributions would be.

[REDACTED] George remarks that this will be touched upon by the presentation of Lucas Meijs.

#### **4. Executive education; new business plan & restructuring by Josette de Goede**

Josette presents to the AB what RSM has been doing in the field of EE over the past 6 months and what the overall strategic objectives are.

*Question for the AB: How can we grow, how can we get more clients. Bring back founding fathers like 20 years ago?*

[REDACTED]

#### **5. Smart port initiative by Jo van Nunen**

The University has the ambition to be top in port research, port education and port projects. The smart port initiative illustrates this.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### **6. The launch of the I WILL campaign by Willem Koolhaas**

On the very day of the AB meeting the I WILL campaign is launched with four seminar events on different locations in Rotterdam, to be watched on the I WILL website. Willem illustrates the launch by a video of George Yip in which he presents his I WILL: "I will get RSM the recognition it deserves".

On the I WILL website there is a place where interesting business people can be interviewed by students. Willem invites the AB members kindly for such an interview and to spread the word to other interesting business people.

#### **7. State of RSM affairs & strategy part 2, with a focus on research by George Yip**

George wants RSM to be a top business school by 2012. Among others this means that faculty should have more managerial impact by teaching in the post experience programmes and doing more applied research.

Just recently RSM insight was created. George is interested in the AB opinion on the magazine. The AB likes the concept of the magazine, [REDACTED]

[REDACTED]

[REDACTED]

#### **8. ERIM's strategy, with a focus on the role of Centers of Expertise by Pursey Heugens**

Pursey asks the view of the AB on three challenges ERIM faces:

Challenge 1: Getting researchers out of their comfort zone

*How to turn more basic research centres into dialogue centers*

Challenge 2: Institutionalizing successful centres

*How to ensure the continuity of research centres with a limited funding window*

Challenge 3: Establishing business impact

*How to measure the impact research centres have on business*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### 9. Start of Erasmus Centre of Strategic Philanthropy by Lucas Meijs

The AB had a lively discussion around four questions:

- What are the managerial challenges of philanthropic organizations that RSM should focus on?
- What would you recommend as a (innovative) way to engage the philanthropic/business/government community with the centre?
- How does CSR and more specifically the position of corporate foundations fit into this centre?
- How do you think the centre can add value to 'you' in your role of board member (RvT) in these philanthropic organizations?

[REDACTED]

[REDACTED]

### 10. AOB & Closure

Willem mentions the Grey Pinstripes 2009 ranking. Grey Pinstripes is a biennial survey and alternative ranking of business schools in which issues of social and environmental stewardship into curricula and research are rated. RSM ranks number 1 in Europe and from 15 to 7 globally.

Tom thanks the participants for their active input on the challenging presentations to this dynamic meeting. The next meeting of the Advisory Board will take place on **17 March 2010** at Schiphol airport.

END







Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 9<sup>th</sup> Meeting – 17 March 2010

Present

Tom de Swaan; Doug Baillie; Peter Bakker; Hans Dijkman; Gert van Essen; Peter Hartman; René Hooft Graafland; Martijn van der Mandele; Kimberly Ross; Feike Sijbesma; Jacqueline Tammenoms Bakker.

RSM: George Yip; Steef van de Velde; Theo Backx; Harry Barkema; Dianne Bevelander, Dominique Campman, Josette de Goede; Willem Koolhaas; Connie Tai, Gail Whiteman; Eva Rood (minutes)

Absent with notice

J. Aalberts; A. Aboutaleb; E.A. Ailasmaa; J. Baan; K. van Gennip; P. Gerber; J. van Heyningen Nanninga; N. Hoek; M. van Kallegeven; V. Keur; F. Maljers; M. Molenaar; G. Motte; H. Muilerman; M. van Poecke; M. van Rooijen; H. Smits; S.J. Stuiveling; J. van der Veer.

Chair: Tom de Swaan

**1. Word of welcome**

Chair Tom de Swaan welcomes new Advisory Board members: Jan Aalberts, Peter Bakker, Doug Baillie and Joost van Heyningen Nanninga. He thanks Sandy Ogg and Ruth Markland, who both left the Advisory Board, for their support over the years.

**2. Review 8<sup>th</sup> meeting**

The minutes of the last advisory board meeting were approved without changes. The agenda was approved as well.

With reference to the minutes, George Yip reports the following:

- The intake for the MBA greatly increased to 151 students, [REDACTED]  
 [REDACTED] We've shortened the programme to a 12-month programme, changed the start date to 1 January and are happy to see that that paid out.
- [REDACTED]
- We are now allowed to appoint professors of management practice, who are called 'network professor'.
- We're about to launch the Smart Port Initiative that Jo van Nunen presented to you in our previous meeting.

**3. Welcome by host of this meeting, Peter Hartman**

This meeting is kindly hosted by KLM Royal Airlines. Peter Hartman informs the attendants about the state of affairs of KLM and KLM/Air France. Attendees discuss the competitive advantage of having Schiphol and Paris as hubs available and speak about the dangers and consequences of industrial actions.

#### **4. RSM State of affairs & review of 5 years RSM Advisory Board: George Yip**

**Rankings:** Our full time MBA climbed the FT-ranking to a top 25-position (coming from 30). In time, we would like to grow to the global top 20. In the meta-ranking of business schools, we are now ranked 7 in Europe. The first 6 schools are all private schools, and none of them offer undergraduate education – a true accomplishment.

The Stephen M. Ross Business School, part of the University of Michigan, also state-funded, is our aspiration. Other top state-funded top business schools are UCLA and UC Berkeley.

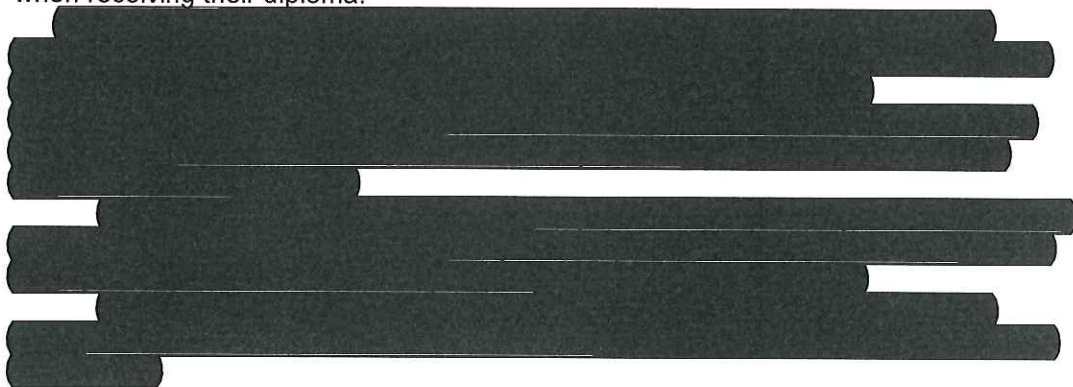
To refresh your memory: the FT-ranking is 20% composed of current salary three years after graduation and another 20% for increase in salary from before the MBA to 3 years after graduation. Other elements are: research, percentage of women & nationalities in the Advisory Board, satisfaction.

For the Business Week ranking, the opinion of recruiters counts for 45% and that of the graduates 45%. Our ambition for the Business Week ranking there is to get back into the top-tier of international business schools.

For the FT ranking, students need to get into higher-paying jobs. One thing we've done to improve our position is taking on younger students, with higher GMAT-scores. And it may seem profitable to attract students from 3<sup>rd</sup> world countries.

**40<sup>th</sup> anniversary:** (since the start of the 'Interuniversitaire Interfaculteit Bedrijfskunde' in Delft). On 9 October, there will be the Grand Lustrum Reunion. This is preceded by the 2<sup>nd</sup> edition of our annual RSM Leadership summit, on 8 October. We'll start with a VIP-lunch (to which you'll be invited), and will host a conference themed 'Strategy for the new business landscape' between 14.00-18.00 hrs. One of the speakers confirmed is Chris Zook, from Bain. The Leadership summit will take place in the WTC Rotterdam. We expect around 600 participants.

**I Will:** We're slowly incorporating I WILL into all elements of our programmes. Two examples: All full time MBA students have their personal I WILL statement on their RSM business card. The MBA graduates had their I WILL statement projected on the screen when receiving their diploma.



#### **Review of 5 years RSM Advisory Board**

George Yip elaborates on the slide with learning points, improvements, direct wins and challenges. The AB suggests improving the balance of give and take. For example, IMD organises a CEO-dinner after their Advisory Board meetings. They also invite professors to discuss hot topics, so attendees can gain knowledge for their own job. Furthermore, they discuss issues to improve IMD through break-out sessions. This structure keeps people coming.



It is agreed that meetings could be more content-driven to keep them attractive for members. The meeting further discusses RSM's challenges:

#### **(1) positioning the school**

Members ask if RSM can't portray itself as specialist in 2 or 3 topics.

George Yip explains that, because RSM is such a broad business school, it is impossible to choose specialisms. What RSM can do, is make a difference by excelling on other domains especially the ways of teaching – we stress critical thinking, practical action, through all programmes. We also consistently focus on innovation, sustainability and multiple perspectives.

The meeting discusses if RSM should focus on different areas, and what they should be. Innovation, Sustainability and Critical Thinking reflect RSM perfectly and could be of great help in distinguishing the school from competitors, and shaping the programmes. Furthermore, RSM should be prouder of its accomplishments.

#### **(2) Positioning Executive Education & generating more income**

Members ask how MBAs are perceived these days, in view of their role in the current crisis. George Yip cites a study in the Harvard Business Review that states that an MBA title still gets you promoted faster than your peers.

RSM has always taught critical thinking, and stressed the values of multiple perspectives. So we didn't have to radically change our programmes after the crisis. The AB suggests writing an article about the lessons we've learned and how we've adapted those into our programmes, in order to get media attention.

A majority of AB-members believe that a broad advertising campaign in order to profile our executive education offerings is a waste of money, and suggest that RSM should invest in building personal relations with top-management and HR. This is smarter and cheaper.

The AB stresses the importance of thoroughly preparing what to talk about with the 100 individuals that decide on education. Try to raise awareness, but first decide on what to raise awareness about. As a bonus to this effort, RSM will gain insight on what the competition is doing.

George Yip asks feedback on the idea of RSM and Nyenrode working together abroad, in order to profile the Netherlands as a centre of excellent executive education. The AB members do not believe in the added value of that and feel that the reasoning should be 'if you want excellent education, come to RSM' instead of 'come to the Netherlands'.

Members recommend to smarter exploit Rotterdam as home base – it does have things to offer that one cannot experience somewhere else. Ally with the harbour and be proud of Rotterdam. From there, you can start building alliances. It is suggested to develop alliances in the Far East: explore China and India. Furthermore, RSM should sharpen its edge, and start to offer 'how do you get more competitive' as a theme to students.

#### **5. RSM Strategy Part 2: how to grow the school to the next level?**

Fundraising: members discuss the lack of a sense of urgency for the annual fund. RSM should emphasize what will not happen if the money is not there; and give a face to the students who receive the scholarships. Also, RSM should think of a way to create



sustainability from the gifts. In other words, look at its skill set, and then use the donations to fund the skills with which it can improve the world.

#### **6. The Innovation Co-Creation Lab by Harry Barkema**

Harry Barkema, head of the ICCL, explains what ICCL does and aims at, and how they've developed since he presented to the Advisory Board.

One of the key activities for ICCL is to stimulate business model innovation. It is suggested that RSM could apply this model on itself, when looking for solutions to problems. Members appreciate ICCL's efforts to investigate how this works for people at the bottom of the pyramid.

The AB wants to know how academics who work for ICCL maintain their academic independence. Harry Barkema stresses that, though working with companies is based on trust and exchange of information, since his reputation is his most valuable asset, he would never risk losing that. The more independent an academic is, the more value he or she delivers. Tom de Swaan thanks Harry Barkema for his update and invites him to come back next year.

#### **7. The Sustainability & Climate Research Centre by Gail Whiteman**

Gail Whiteman, scientific director, explains why the SCRC was founded, and what it aims for. She asks for input for research, and receives a large amount of feedback: the AB has a lively discussion about what the SCRC should do: investigate what the real issue is; find out what to implement and how to implement it; help getting the emotion out of the discussion on climate change.

It is remarkable that out of the top 5 of companies that are listed in the Dow Jones sustainability index, the majority is Dutch or located in the Netherlands. SCRC could investigate why that is, and what other countries could learn from that. Moreover, why not link the centre with them? Members suggest to address the sceptical environmentalist, and to advise companies on what they have to do to get at, or stay at, the top of the Dow Jones Sustainability index. They advise to focus on solutions and best practices and to cooperate and co-create with government, consumers and companies. They would be interested in research about the liberation of the CO2 trading and in bringing together consumers, NGOs, governments and companies. The SCRC could be a counsellor to governments and help them to create incentives that will work.

Tom de Swaan thanks Gail Whiteman for her presentation and invites her to come back next year to present the progress that the centre has made.

#### **6. Closure**

It is decided to organise the meetings in turns in Rotterdam and at Schiphol.

Tom de Swaan thanks the participants for their active input to this dynamic meeting and he kindly thanks Peter Hartman and KLM for their hospitality.

The next meeting of the Advisory Board will take place on **26 October 2010**, in Rotterdam.

We will propose meeting dates for 2011 soon.

END



Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 10<sup>th</sup> Meeting – 26 October 2010

Present

Tom de Swaan; Ahmed Aboutaleb; Joost van Heijningen Nanninga; Niek Hoek; Marco van Kalleveld; Floris Maljers; Pauline van der Meer Mohr; Hendrik Muilerman; Alexander Ribbink; Hans Smits; Saskia Stuiveling; Jacqueline Tammenoms Bakker; Annerie Vreugdenhil.

RSM: George Yip; Steef van de Velde; Theo Backx; Dianne Bevelander, Josette de Goede; Willem Koolhaas; Ale Smidts, Jaap Spronk; Connie Tai, Eric Waarts; Justin Jansen; Barbara Krug; Eva Rood (minutes)

CCS: Charles Michaud; Erica Goudy

Absent with notice

Jan Aalberts, Jan Baan, Doug Baillie; Peter Bakker; Gert van Essen; Peter Hartman; René Hooft Graafland; Karien van Gennip; Peter Gerber; Martijn van der Mandele; Godefroy Motte; Marcel van Poecke; Marc van Rooijen; Kimberly Ross; Feike Sijbesma; Jeroen van der Veer.

Chair: Tom de Swaan

**1. Word of welcome**

Chair Tom de Swaan welcomed two new Advisory Board members: Alexander Ribbink and Annerie Vreugdenhil. They recently joined the Supervisory Board of the RSM BV and are therefore automatically member of the Advisory Board. Tom gave a special welcome to Pauline van der Meer Mohr, President of the Executive Board of the Erasmus University. He thanked Eija Ailasmaa, Hans Dijkman, Maria Molenaar and Vera Keur, who left the Advisory Board, for their support over the years.

**2. Review 9<sup>th</sup> meeting**

The minutes of the last advisory board meeting were approved without changes. The agenda was approved as well.

**3. RSM Update, by George Yip**

George Yip shared a number of noteworthy developments at RSM:

- RSM celebrates its 40<sup>th</sup> anniversary this year – forty years of looking forward.

[REDACTED]

[REDACTED] Nowadays, RSM yearly serves 7,200 students and 1,200 executives. The alumni network has grown to 20,000 alumni in 100 countries.



- Our EMBA and OneMBA programmes have gone up quite a bit in the Financial Times ranking that was published yesterday. Our OneMBA consortium programme ranks 22<sup>nd</sup>, coming from a 27<sup>th</sup> place in 2009; our EMBA programme ranks 24<sup>th</sup>, coming from a 31<sup>st</sup> place in 2009.
- Our beloved professor Jo van Nunen died in May this year, just before his retirement. We are doing what we can to secure funds to establish a 'Jo van Nunen-chair' in supply chain management.
- Berend Wierenga, professor of Marketing management and former dean and interim dean of RSM, retired in June. He was named Officer in the Order of Oranje-Nassau.
- George will be stepping down at the end of June 2011. We have started the search for a new dean.
- On 21 October, AB-member and alumnus Feike Sijbesma received the UN Humanitarian of the year award by Ban Ki-Moon for his outstanding commitment to corporate social responsibility and in particular for DSM's partnership with the United Nations World Food Programme (WFP).
- Last month, the portal 'Erasmus Finance Group' was launched –it clusters all Erasmus Finance Knowledge on one website. An excellent example of internal collaboration, instead of competition.

#### RSM Events:

In the weekend of 8 and 9 October, we hosted 2 big events: the second edition of the RSM Leadership summit (400 attendees) and the second edition of De Grote Bedrijfskunde Reunie, combined with the Annual MBA Reunion (550 attendees). During the reunions we presented the Distinguished Alumni Awards to Advisory Board members Saskia Stuiveling (drs postkandidaats programme '70), Hans Smits (drs postkandidaats programme '73) and Alexander Ribbink (MBA1990). Other recipients of the award were Hans van Ierland (MBA 1990) and Bart Becht (drs postkandidaats programme 1977).

On 3 December, RSM will be the host for the *CEMS Annual Events*, a series of celebration around the graduation of the CEMS-students of 27 European and international business schools. A very special element of these events is a symposium with a key note speech by Nobel Peace Prize Laureate Muhammad Yunus. You will receive a VIP-invitation to this event shortly.

#### Conclusion of last meeting:

Last March, the AB advised RSM to choose 3 focus areas to distinct itself from other business schools. It was agreed that these areas should be (1) Innovation, (2) Sustainability and (3) Critical Thinking. George presented a number of examples in which these elements are represented in the educational & research programmes and gives a sneak-preview of how they are incorporated in the new RSM Brand Tool Box.

#### A commitment to excellence:

RSM has hired CCS to help with setting up a structure to pledge for major gifts. Charles Michaud and Erica Goudy provided an overview of the RSM Strategic Investment Plan, themed *A Commitment To Excellence*. Research shows that leadership is the most decisive factor for people to give. George Yip, Pauline van



der Meer Mohr and a number of Advisory Board members have already personally committed to the success of the campaign.

In a lively discussion, AB members comment that (salaries of) faculty is not a sexy goal to give to. It is advised to clearly define a goal that stands out, and identify RSM's pitch (why RSM, what differentiates RSM from competitors). Also, try to specify what RSM wants to do with the money, and make choices. AB-members doubt if 'Excellence' is sufficient, and advise to add 2 or 3 new elements.

Innovation, sustainability and critical thinking are suggestions. AB members see the added value of a broad school that offers everything, but state that this could also be a weakness. They encourage RSM to focus on 3 academic disciplines to be 'world class', and to try to be 'excellent' at the others.

It is agreed that it is a challenge to define why our publicly funded university needs money from private sources, and that the term 'excellence' is a start, but could be improved.



##### **5. Introduction President of the Executive Board of the Erasmus University, Pauline van der Meer Mohr**

Pauline van der Meer Mohr started as President of EUR's Executive Board on 1 January 2010. Pauline thanked the attendants for their presence and friendship and stressed the importance of the external perspective that Advisory Board members bring to the table in reaching the strategic goals of the university.

She congratulated RSM with the rise of the MBA & EMBA programmes in the ranking, especially considering the competition of private, rich business schools.

Furthermore, Pauline analysed 2 risks for European business schools:

The 'me-too' risk, the temptation to imitate icon business schools, like Harvard and INSEAD, and the imitation of the Anglo-Saxon model for business schools, instead of focusing on their own strength.

She shared 2 developments that come from 'The Hague': universities are encouraged to raise their yield rates (currently, 50% of the students enrolled succeed), and research budgets are being cut. Of the 50% that fail, roughly 20% made the wrong choice, and 30% of the students are not suited for a university education, but are better off with HBO.

In anticipation to these developments, Erasmus University sits down with Leiden and Delft University to explore possibilities to cooperate more and to complement each other. For example, the bigger the scale (and scope) of the university, the more chance it has to be rewarded grants and the higher it ranks in several international rankings.

##### **6. Update on MSc programmes, by Eric Waarts**

Eric Waarts explained the current structure of the pre-experience programmes, after the implementation of the Bologna agreements. [REDACTED]

RSM's pre-experience Master of Science portfolio includes 11 specialised Master programmes, 2 joint international management masters, and a 2 year programme for non-business bachelors. Yearly, approximately 1200 students enrol in one of these programmes. Compared to other business schools, the master programmes 'Supply Chain Management' and 'Global Business & Stakeholder Management' are relatively big at RSM.

#### **7. Combining Innovation and Efficiency in Turbulent Times, by Justin Jansen**

Professor Jansen discussed the challenge for current companies: how to combine a focus on existing markets, customers and products, with a focus on innovating markets, customers and products? Or differently phrased, how to organise organisational ambidexterity – to operate and innovate simultaneously?

Three aspects are key:

- 1) understanding the exploration and exploitation balance
- 2) structuring and leading stability and change
- 3) reintroducing the middle-level management.

#### **9. AOB & Closure**

Tom de Swaan calls upon the members of the AB to support the 'Commitment to excellence' campaign, for example by opening doors and joining RSM in meetings with prospective donors.

He thanks the participants for their active input to this dynamic meeting.

The next meetings of the Advisory Board will take place on **9 March** (Amsterdam area, venue tbd) and **26 October 2011** (Rotterdam).

END



Advisory Board of Rotterdam School of Management, Erasmus University  
Minutes of the 11<sup>th</sup> Meeting – 9 March 2011

Present

Jan Baan; Gert van Essen; René Hooft Graafland; Martijn van der Mandele; Godefroy Motte; Hendrik Muilerman; Marc van Rooijen; Kimberly Ross; Annerie Vreugdenhil.  
RSM: George Yip; Steef van de Velde; Theo Backx; Josette de Goede; Willem Koolhaas; Ale Smidts, Jaap Spronk; Connie Tai, Eric Waarts; Eva Rood (minutes).

Chair: George Yip

**1. Word of welcome**

George Yip welcomes the attendees. He apologises for Tom de Swaan, who had to cancel his attendance due to urgent other obligations, and he thanks ING for generously hosting this meeting in the beautiful and impressive ING House. Annerie Vreugdenhil welcomes the attendees to the ING Headquarters on behalf of ING.

**2. Review 10<sup>th</sup> meeting**

The minutes of the last advisory board meeting were approved without changes. The agenda was approved as well.

**3. RSM State of affairs, by George Yip**

George Yip shares a number of noteworthy developments at RSM:

News

- MBA ranking: RSM recently dropped in the Financial Times MBA ranking. Why? George explains that about 2/3 of the ranking is based on the class that graduated 3,5 years earlier. 20% of the ranking is the percentage of improved salary (the salary increase from the salary before entering and 3 years after graduation), 20% is the current salary.  
 In 2007, RSM had just merged the BV and the Faculteit, which cost a lot of energy and attention of senior leadership, and the Career Service office had to deal with a number of personnel changes. Since then, a lot more focus and attention has been given to students and processes, and we've increased the quality of our intake. Also, there is an increased competition with rising Asian business schools. Our combined meta-ranking is still 6<sup>th</sup> in Europe, but we will definitely drop due to this result.
- Ale Smidts and Paul Wouters received an NWO grant (of €210,000) to lead a European study on how people make decisions, also economic decisions. Neurosciences provide great new insight into these processes.
- IBA received a quality distinction on internationalisation from the NVAO.



### Events

- RSM hosted the CEMS annual events, to celebrate the graduation of these talented students. Key note speech was delivered by Nobel Peace Prize Laureate Muhammad Yunus (Microfinance).
- We have a large number of interesting upcoming events. Feel free to join us or send your colleagues.

[REDACTED]

[REDACTED]

### **Programmes:**

Discussion arises around the MBA Positioning statement. What is the one element that distinguishes the RSM MBA programme? RSM's answer to that is personal development of international leaders.

An RSM MBA can work with anyone, anywhere. Why do students come to RSM, attendees ask? RSM has a large international diversity, is relatively small-scale and a bit less competitive compared to INSEAD or Harvard.

Attendees suggest that *personal* is attractive, but it needs further explanation. They also recommend adding an Asian flavour since tomorrow's business is there. It may help RSM connect to Asian universities as well. RSM is recommended to think about if personal development will be a trigger for Asian students, or if it's too Western.

**Corporate & Alumni relations:**

Over the past years, a number of impressive events and initiatives have been developed: the annual leadership summit, Journeys with Erasmus, corporate partnerships and other fundraising initiatives, the stimulation of publishing research with managerial impact and the launch of RSM Insight. [REDACTED]

RSM has set up a case development centre –please consider your company as subject of a case. Cases are submitted to a clearing house, where other business schools can buy them.

**Marketing & Communications:**

RSM has launched the I WILL campaign, and has defined (after advice of the Advisory Board) 4 core values –Critical Thinking, Sustainability, Innovation and Spirit. Coverage in international media exploded.

**RSM's challenges ahead:**

George presents RSM's main challenges for the coming years:

- To remain in top tier Business Schools, despite the upcoming schools from emerging economies;
- To create closer cooperation between private and public programmes of RSM/integration of several services;
- To connect executive education with faculty (currently, less than 20% of our executive education is giving by our faculty);
- Work with Advisory Board advice; find a way to involve and give back to the members.

Participants discuss:

What are the upcoming schools doing to rise?

- When their students start, they earn a local salary. When they leave, they often get paid a Western salary. This gives them a boost in the rankings;
- Upcoming schools are located in exciting countries that attract students;
- Schools attract money from both local companies and Western multinationals;
- They have a high quality native faculty who can earn a high salary.

What would RSM do if it raised a lot of money?

- Invest in research, to increase our reputation;
- Hire even better faculty, 'super-stars';
- Invest in facilities and services to students: career services, executive education venue and services (like IMD hired a 3-star chef).

And what if you'd be forced to choose 2 investments that would move the needle?

- (1) Encourage our faculty to focus on getting famous, and publish in media and managerial publications;
- (2) Give every MBA a 2-4 week experience in Asia.

**Steef van de Velde - Faculty: Structure, Policy and Challenges**

Steef van de Velde describes the well-defined trajectory from assistant to associate professor. After that, the route to becoming a full professor is not transparent. This



lack of transparency is no problem for Dutch high potentials, but it does scare off international talent.

Attendees advise Steef to develop a clear idea of where RSM wants to go, which type of professors it needs, how to judge them, and how this process goes, in order to attract the right people and so that people will start behaving accordingly. For assistants, they suggest to hire high potentials who just did not make it at Ivy League schools.

They encourage Steef to think about where the high potentials should be: in the middle, or at the top? It could be an HR-strategy to focus on attracting high-level associate profs, who will stay for 5 years and then leave (but stay connected).

Steef discusses two other challenges: currently, RSM employs only 6 non-Dutch (hoogleraar) professors. Luckily, this is completely different at the other levels. And unfortunately, the university doesn't allow professors of management practice which really is a pity.

#### **Harry Barkema - ICCL: Impact in academia and at the BOP**

Harry Barkema presents an overview of what he and ICCL have been doing since he last presented to the Advisory Board, a year ago.

ICCL focuses on Business Model Innovation and on the Bottom of the Pyramid, the 2/3<sup>rd</sup> of the world population who live on less than 4\$ per day. Harry has worked with numerous companies around the globe, executing research project and designing workshops.

#### **Gail Whiteman – RSM Centre for Corporate Eco-Transformation**

Gail Whiteman shares a number of research highlights, tells the attendees about her trip to the Arctic and shows how she has adapted the recommendations that the AB provided a year ago (a.o. by changing the name of the centre).



#### **4. New ways of working – presentation and discussion by Eric van Heck**

Eric van Heck is professor of Information Systems at RSM. In a highly interactive session, he discusses

- How could new ways of working concepts improve the performance (people, profit, planet) of the Netherlands?
- How could new ways of working be used in your company?
- What specific research topics would you like to suggest?

He explains how new ways of working introduce new dimensions; in workspace (which is not the same as office space), across time (the use of cloud computing and social media), in work (through smart business networks), and in travelling. He ends his presentation with a number of reflections:

- The challenge for the new generation will be how to connect people, IT and work space



- New leadership should define KPIs per process and per employee and invest in circumstances that facilitate empowerment and trust.

## **5. AOB & Closure**

René Hooft Graafland takes the opportunity to thank George on behalf of the board. Members have appreciated the way that George structured and used the board in the past years. George has re-energised the board and brought in new members. He thanks George for his openness, and willingness to share, and for taking the Advisory Board seriously.

George thanks the members for their cooperation, positive attitude and contribution the past years. He has experienced working with the AB as one of the highlights of his deanship. He concludes by thanking participants for their active input to this dynamic meeting.

The next meeting of the Advisory Board will take place on **26 October 2011** (Rotterdam).

END



**Advisory Board of Rotterdam School of Management, Erasmus University**  
**Minutes of the 12th Meeting – 19 October 2011**

Present:

Advisory Board members: Jan Baan; Ruth Cairnie; Gert van Essen; Lodewijk Hijmans van den Bergh; Niek Hoek; Marco van Kalleveen; Martijn van der Mandele; Godefroy Motte; Hendrik Muilerman; Tom de Swaan; Jacqueline Tammenoms Bakker  
 RSM members: Theo Backx; Gerrit van Bruggen; Josette de Goede; Pursey Heugens; Abe de Jong; Willem Koolhaas; Stijn van Osselaer; Connie Tai; Steef van de Velde; Eric Waarts; Nicole Eshuis (minutes)

Chair: Tom de Swaan

### **1. Welcome**

Tom de Swaan opens the meeting at 17:15 h and welcomes all members.

He introduces the new members. Lodewijk Hijmans van den Bergh from Ahold (who replaces Kimberly Ross). Marie-Christine Lombard from TNT Express (who replaces Peter Bakker). Ruth Cairnie from Shell joins the Advisory Board as well. Peter Hartman will leave the advisory board due to other obligations.

From RSM he introduces Gerrit van Bruggen, Pursey Heugens, Abe de Jong, Stijn van Osselaer and the new dean Steef van de Velde, who succeeded George Yip.

The board approves the agenda. Mr. de Swaan informs the board that in light of keeping the meetings interesting and the board members involved, he would like to talk about the format of the Advisory Board in the last fifteen minutes of the meeting.

The minutes of the last Advisory Board meeting were approved without changes.

### **2. RSM Update**

Steef van de Velde shared some of the highlights of the past half year with the board.

A consortium led by Erasmus University received a five million euro grant from the government to stimulate cooperation between science and industry in Rotterdam.

We also received half a million euro of grant for sustainable innovation from a consortium of 11 companies including DSM and Eastman.

RSM has set up the *Women Empowering Women* project which includes the Kilimanjaro MBA Leadership Project using the mountain as a classroom and metaphor for business. In September the first all women team successfully climbed the mountain and attracted a lot of media attention. RSM would like to make this an annual event. Mr. Hijmans van den Bergh suggests adjusting our education programmes in a more female friendly way.



RSM signed a collaboration agreement with the University of Maastricht to launch an Executive Master of Science programme in business services.

The Erasmus University is building a new campus with an underground car park and a student pavilion. The ultimate goal is to have vibrant 24/7 campus.

The Journeys with Erasmus series of events are a continued success. Every year the RSM Leadership Summit attracts more participants and the 2011 edition had a total of 450 guests. It's a great example of how important alumni and corporate relations are.

Some of the upcoming events are a symposium about the sub Saharan Africa and its international economic and business relations on 3 November, a China Update with presentations and workshops 11 November, and Meet the Dragons based on the successful UK television show Dragon's Den organised by HOPE (Holland Program on Entrepreneurship), 16 November. All events are open to the broader public. RSM will send information on Meet the Dragons to the Advisory Board members.

Steef van de Velde presents an overview on the challenges RSM faces which results in a discussion about the key aspects of the school. The products of RSM are knowledge creation and creating the future through graduates. The main focus should be improving the reputation. The higher the school is ranked, the more students it attracts, the better the students are and the jobs they find after graduation. The number of international students is very important for the rankings and they bring in revenue for the school.

Erasmus University is seeking collaboration with the Universities of Delft and Leiden. At the moment it is merely collaboration on the faculties and programmes level. For example, all three universities have a law faculty with different expertise.

One of the key challenges for RSM is on how to create stronger links with the corporate world -we need to continue to invest heavily in corporate and alumni relations. An important part in the rankings is the possibility to get a job through the school. On this point we're the best of all the Dutch business schools, but Harvard for example is able to place 90 % of its students. To be able to place the majority of the MBA students who come from 40 different countries RSM needs to create more and better relations with companies that operate abroad. Theo Backx mentions that the school collaborates with the City of Rotterdam and has set up an ambassador's programme which a.o. provides support after graduation.

Through the Bologna Accord all European higher education is organised in the bachelor master structure. Therefore current students really 'shop around'. RSM has a strong position. Most programmes have an inside out view, but we would like to look for what is wanted. None of our competitors have yet focussed on the needs that are out there and this could be a real opportunity for RSM.

This raises the question; do we want to have operations abroad? For example, Rotterdam has strong ties with Indonesia. To have operations abroad may also help to bring growth for Executive Education.

[REDACTED]

RSM stands out in its selection process of faculty in which a good performance in educational tasks is most important.

Does RSM want, and can it teach more virtually? Steef van de Velde explains that RSM is learning about the possibilities but is very shy on this subject. Members encourage the School to think more open minded about this trend, not meaning to completely teach virtually but to look for the best of both ways. The world is changing very fast. In business the virtual office is coming. Young people are communicating in a very different way and will lead a different way of life. How many are already doing all kinds of things on their mobile phones during classes? Due to social media, the board anticipates that education will change greatly in the next ten years. It will happen. There is no choice and it will come more quickly than we expect. Think about how you can make the social media works for you. Let's get on the bandwagon now and get a head start. A hundred per cent virtual teaching won't work but what is the mix that works for a programme? Is the world of education changed in view of the development of social media? And what does that mean for RSM? Is the wealth of knowledge that comes from the collaboration with the universities of Delft and Leiden of help in this challenge? What do the audience/students want? The board asks to develop a vision on what the school will do with virtual teaching in the coming three to five years.

Is there a school that's already successful with online education? Stijn van Osselaer knows that the University of Florida has been teaching its undergraduates through the regional television and now online. [REDACTED] suggests inviting someone with expertise on this subject to think about the possibilities for RSM and to inform the board during the next meeting. A workshop in the first part of the meeting with a discussion on the subject in relation with RSM in the second part would be the preferred programme.

### 3. RSM's Key Challenges

RSM asks for help and suggestions in improving its corporate and alumni relations. The chair turned the question around. What does RSM want from its corporate relations?

- Gerrit van Bruggen: 'Be critical with us. Let's not only meet twice a year in these Advisory Board meetings. Let's meet more and also on a one to one basis. We need more money. When faculty members become stars, another school offers them a higher salary and off they go. Help us keep the good faculty members.'
- Pursey Heugens: 'The strength of the school is its faculty and therefore no price fighter. We need long-lasting ties with corporate relations. The school should prefer a smaller but more sustainable group of corporate relations that can support us in the good and bad times. These relations should be mutually beneficial.'
- Stijn van Osselaer: 'The school needs consumer insights. What do you want from our students? How do they need to be educated? What are we doing well and what



not? For our research we would like to know what keeps you awake at night. We need guest speakers and your companies recruiting our students.'

- Abe de Jong: 'We indeed most of all need strong ties and feedback on our students and research.'
- Josette de Goede: 'We need to understand your needs better. We need to know the trends and insights. Only then can we incorporate them in our programmes.'
- Eric Waarts: 'RSM wants to be ranked higher. Therefore the salaries of our graduates three years after graduation need to be higher than average. Students need to have a job lined up when they graduate. We need collaboration on setting the targets and training them. This asks for stronger and long lasting ties with corporate relations.'
- Steef van de Velde: 'It all comes together in the rankings. We want better rankings.'

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

RSM seems to want to do a lot at the same time. There seems to be no overall vision. RSM is asked to prioritise and set targets. What do you want to achieve in the next twelve months? From what the board hears the first priority is: 'RSM wants good and durable corporate relations.'



#### **4. AOB & Closing**

To keep the meetings interesting and the board members involved Mr. de Swaan addresses the format of the Advisory Board meetings. How can we improve the content of these meetings? RSM is advised to choose a certain topic for the meetings and invite an expert to speak about the basics in the first part of the programme. This could be in the form of a workshop and would form the basis for turning the discussion towards RSM. The board members will be more involved this way. It also makes the meetings mutually beneficial because the board members could learn from these meetings as well. For topics think about the key – mega trends. We all want to understand them.

Next meeting will take place in Amsterdam or Schiphol on Wednesday 21 March 2012. The chair, Tom de Swaan, thanks all board members for their attendance and input. He closes the meeting at 20:00 h. Following that, all members join the dinner at the faculty lounge and continue the discussion.

#### **Action Points**

- RSM will send information on Meet the Dragons to the advisory board members
- RSM will contact individual advisory board members for one on one meetings
- RSM will identify an expert in the area of social media and what it means for the future of learning and invite that expert to take part in the next meeting.
- RSM will identify two faculty members to work with some members of the advisory board on developing insights regarding social media and what it means for the future of learning.





**13<sup>th</sup> Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

21<sup>st</sup> March 2012

Universe Room, Sheraton Amsterdam Airport Hotel  
Schiphol Boulevard 101, 111 BG Amsterdam

Attendees:

Theo Backx, Dianne Bevelander, Ruth Cairnie; Dirk van Dierendonck, Herman Dijkhuizen; Russell Gilbert (minutes); Josette de Goede; Pursey Heugens; Joost van Heyningen Nanninga; Abe de Jong; Marco van Kalveveen; Martijn van der Mandele; Stijn van Osselaer; Cécile Reulen; Alexander Ribbink; Marc van Rooijen; Feike Sijbesma; Connie Tai; Jacqueline Tammenoms Bakker; Steef van de Velde; Marno Verbeek; Cordine Wischhoff

Chair: Tom de Swaan

**1. Welcome**

*Tom de Swaan* opens the meeting at 17:00 and welcomes all attendees.

Three new Advisory Board (AB) members are introduced: *Herman Dijkhuizen* from KPMG, NV; *Eelco Hoekstra*, CEO, Vopak, and *Ab van der Touw*, CEO, Siemens. Two AB members have stepped down: *Jan Aalberts* and *Hans Smits*.

*Doug Baillie* and *Gert van Essen* are announced as Honorary Advisors to the Dean who explains that they have close connections to the school and can be called upon to provide counsel to him when needed.

The Chairman, before handing the floor over to the Dean, points out that many of the areas discussed at the 12<sup>th</sup> meeting will be raised again at this meeting because of their importance to RSM's overall strategy.

**2. RSM Update**

*Steef van de Velde*, Dean of RSM, outlines the significant developments to have taken place since the last meeting. These include:

- A multi-year research project is set up between insurance company Nationale Nederland, RSM and Erasmus School of Economics to explore "the insurance company of the future".
- KNAW awards funds to Prof. René de Koster for research into the development of storage systems solutions in large cities.
- The Erasmus Centre for Behavioural Ethics receives two grants totalling €280,000 to further research into neuroscience and decision-making.
- RSM researchers develop an online toolbox to help Dutch companies embrace the "New Worlds of Work" concept that is based around the "triple bottom line" of "people, planet & profit".
- A new RSM Open Programme – The Strategy Consultants' Approach to Problem Solving – launches and proves an immediate success.



- RSM launches a Mobile App for Android that enables users to connect to the school, including through social media sites such as Facebook and Twitter, and find information quickly.
- Students from RSM will compete in the 2012 Hult Global Case Challenge, an initiative aspiring to tackle society's greatest problems by bringing teams of top students from all over the world together to generate fresh ideas. The winning team will receive \$1 million as seed money to help launch their idea.
- WE@RSM launches with clear goals to encourage and empower women in business networks and high performance environments ([www.rsm.nl/we](http://www.rsm.nl/we)).
- The Centre for Case Development broadens its scope in order to help stimulate RSM faculty to write case studies and to disseminate that knowledge as teaching materials externally.
- RSM Chair on Standardisation, *Knut Blind*, is reappointed as Chairman of CEN-CENELEC Working Group on Standardisation, Innovation and Research (STAIR). Among other things, the Working Group provides advice to the European Commission on its HORIZON 2020 research and innovation agenda.

## 2-a. RSM 2015: Reaching Out

*Steeff van de Velde* presents the initial results of a strategic repositioning process that will conclude in the summer. Entitled **RSM 2015: Reaching Out**, the goal is to develop and implement a strategy that will result in the positioning of RSM as a global business school by the end of the Dean's term of office.

In a market of around 16,000 business schools, RSM ranks 30<sup>th</sup> in the world according to the Financial Times full-time MBA ranking 2012 and 7<sup>th</sup> in Europe according to the Meta Ranking. It thus has a powerful position from which it can climb higher and become not merely a good school, but a great school. Why is this necessary? There are various drivers; the most crucial of which is that state funding for undergraduate programmes may soon end. The abolition of MSc funding is imminent. There are three key challenges for RSM:

1. Ever-greater global competition from other business schools means that RSM must increase its relevance on the world stage.
2. State funding must be replaced with other sources of income.
3. RSM's inward looking internal culture must change. In its place should be a culture of engagement with specific emphasis on alumni and the corporate world.

Three core aspects are central to RSM's future development:

1. Great ideas

RSM needs to remain a research-driven business school. A priority is in improving the dual academic/managerial impact of research with particular emphasis on the latter (for more on this see Item 5).

To help in this, RSM is developing an online 'knowledge portal' (working title: knowledge @ RSM) where all of RSM's research will be presented to the outside world in a way that highlights its business relevance and value.

The magazine *RSM Insight* is a step in this direction, but it is currently too academic. The portal will offer content that is much more dynamic and topical.

## 2. Great talents

To be a great business school, RSM must attract great students. Whilst in part this is a matter of selection, it is also the case that RSM must be attractive to the most talented students internationally. Increasing the conversion rate (currently around 20%) during the student recruitment and admission cycle is important as is making studying in Rotterdam appear a more exciting and worthwhile experience. Conversion factors include: rankings; the attractiveness of Rotterdam and the Netherlands; housing; scholarships, and employability. RSM is working with the City of Rotterdam to market not just the school and the education it provides, but the city itself and the Netherlands as a whole as an attractive destination for international students.

## 3. Great networks

Three main networks are essential to RSM: university/faculty relations; alumni relations, and corporate relations. Company networks should expand to accommodate more of the needs of faculty, students and the school. Thought leadership should play an important part in corporate networking, as companies will want to collaborate in the exchange of ideas and knowledge.

Investments in alumni relations are being made: new "Affinity Groups" – sector specific alumni groups – are being established, for example, and an online alumni portal is being developed.

Using the High Performance Business School Model, RSM has weaknesses in the areas of alumni and supporters. This raises three questions:

1. How can the AB help RSM reach out, build and leverage its ties to the corporate world, and become a globally leading business school?
2. How can RSM develop/strengthen its private sector activities and increase the revenue stream from it?
3. How can RSM extend its network into new boardrooms?

### 2-b. Discussion about RSM strategy

- A number of AB members suggest that RSM needs to differentiate itself from the 16,000 other business schools in the world and specifically the leading schools. Most European business schools are yet to develop thought leadership strategies, says *the AB*, and this is something RSM should use to its advantage.
- Becoming thought leaders on, for example, Asia or Sustainability, would be advantageous as these subjects are of immense interest in the boardrooms of probably every major company today.
- *The AB* points out that two years ago it was agreed RSM would develop thought leadership positions in the fields of Sustainability, and Logistics/Supply Chain. That reinforces the idea that differentiation in the market is essential for future success. In addition, the strengths that have taken RSM to 7<sup>th</sup> in the European rankings of business schools should be identified and built upon.
- *The AB*: perhaps RSM can differentiate itself through other dimensions as well as industry sectors or issues such as Sustainability.
- *The AB*: providing students with access to senior executives from business can be a differentiating factor.
- *Discussion*: marketing strategies for executive education necessarily needs to be different from the marketing approaches used for undergraduate programmes and that each of the three streams (pre-experience, executive education, and MBA) have their own unique differentiation factors that need to be leveraged.



- *Steef van de Velde*: because of the expected cut in state funding, RSM will focus more on MSc and MBA programmes and executive education.
- *The AB*: many high profile business schools are known for specialising in certain fields – marketing, finance, etc.
- *Stijn van Osselaer*: RSM has a societal responsibility to the city of Rotterdam to offer a large Dutch-language under-graduate programme. However, a tough selection process should only let the best of those students into the Masters programmes.
- *The AB*: from a global perspective, and based on RSM's proximity to the Port of Rotterdam, logistics/supply chain management could be the core specialisation taught at the school as integral to it are so many of the issues, topics and disciplines essential to the running of a successful company and the development of strong leaders.
- *Steef van de Velde*: one example of the logistics specialisation is the Smartport consortium project, which is funded by a number of companies in Rotterdam and the Port Authority.
- *The AB*: RSM has already determined that it should focus on supply chain and sustainability. What progress has been made with this?
- *Steef van de Velde*: progress is slow as budgets are fixed – and limited. State funding creates a Catch-22 situation.
- *The AB*: endowments are one means of breaking the Catch-22 deadlock, and aligning these to worthy topical issues can be a useful means of encouraging them to be made.
- *The AB*: it is important to get the most out of such collaborative projects in marketing terms.
- *The AB*: faculty members should aid in the positioning of the school relative to its specialisation in Supply Chain and Sustainability and that such activities should be part of faculty performance reviews even though there will be resistance.
- *The AB*: being a thought leader in any field would act as a magnet for students and companies alike.
- *The AB* notes a trend that academics from Asia who aspire to teach in the top business schools of the West now wish to do so for less time than they did a few years ago. This, he says, is indicative of their mindset that the power and prestige of these institutions is waning as the East continues to rise in global prominence. This is a consideration for the future.
- *Marno Verbeek*: RSM needs an exciting vision. People will buy into an exciting vision – they will want to be a part of it.
- *Discussion*: Dutch schools are generally poor at connecting with their alumni. RSM is no exception. Investing more in alumni relations is important. One particular aspect to explore is how to develop in alumni emotional connections to the school. A closer and more meaningful bond offers many benefits including for fundraising.
- *Steef van de Velde* suggests that the AB could split into separate committees so that it can advise on specific aspects of RSM's strategy.
- *The AB*: this could be a practical idea. However, the AB can only help - individually, in committees, or as a whole - if RSM comes to the table with clearly defined plans and can show the progress made along the strategy timeline.
- *The Chair* closes the general discussion and the first half of the meeting with the wish that RSM will deliberate seriously over the thoughts and advice provided by the AB.

### 3. I WILL Award

In an addition to the agenda, a short film introduces the RSM I WILL Award. *Steef van de Velde* explains the thinking behind the I WILL movement and the award and encourages AB members to come up with their own I WILL statement.

Out of more than 80 entries, the winners are *Carlo Cronauer* and *Paola Gutierrez Watts* (MBA 2012) who give a short presentation and answer questions about their CroMiDo project.



This "will help people to help people" by enabling micro-donations to be sent direct to needy individuals in Kenya by mobile phone. The winners receive €15,000 of funding to help them develop their idea further.

*Herman Dijkhuizen* invites both to discuss their ideas with him, and the technology behind it, at a later date as KPMG is currently exploring similar concepts.

#### 4. RSM MSc Graduate Placement Survey

*Dirk van Dierendonck*, Associate Professor of Organisational Behaviour at RSM, and *Cécile Reulen* of the school's MSc Career Services department present the findings of the first MSc Graduate Placement Survey. The survey has gathered useful data on:

1. Where graduates find their first job.
2. How they find their first job.
3. The factors influencing their initial career success.

The purpose of the survey is to determine how well RSM has equipped graduates for their first steps in the world of work. Highlights show that: 97% of MSc students find work or start their own business within 12 months of graduating; 70% look for work before they graduate; it takes on average 3.7 months for them to find employment.

From the results, it can be concluded that: RSM's MSc graduates have an excellent position in the job market and find employment with a diverse range of organisations; strategic thinking is an important competence; networking is essential; experiences abroad enhance career success.

##### 4-a. Discussion about the survey findings and implications

It is noted that the number of graduates finding employment through company days at RSM is low.

- *The AB*: this area is obviously underdeveloped and a greater involvement from potential recruiters would benefit graduate recruitment and corporate relations.
- [REDACTED] the MSc career services office is understaffed with just three employees looking after the interests of about 1,000 graduating students per year.
- [REDACTED] the Dutch approach to career services differs wildly from that taken by other countries. By contrast, London School of Economics has 25 career staff looking after less than 1,000 students.
- [REDACTED] whilst internships are a recognised means of finding employment for students generally, the MSc programmes do not offer official internships.
- [REDACTED] being able to profile students and identify the ambitious 'go-getters' could be very advantageous for RSM because of its appeal to recruiters and possibly to future students.

A link with the full results of the survey will be sent to the AB, when available.

- The presentation ends with two key questions to the AB members:  
"How do we make our programmes in line with corporate requirements?" and  
"Would you help us to connect with key persons in your company on this topic?"

## 5. The dual impact of management research: developments and challenges

Marno Verbeek, Dean of Research, RSM, and Scientific Director, Erasmus Research Institute of Management (ERIM) gives a presentation that highlights the output and impact of the research that comes from ERIM and the need for that research have dual impact. That is, research with impact for both academia and business. RSM/ERIM research currently receives visibility through channels including:

- Top management journals.
- *RSM Insight* magazine.
- Online – through research centre websites.
- Events such as Journeys with Erasmus and the RSM Leadership Summit.
- Collaborative projects such as COMPOSITE, Inscope, etc.

The next step is the development of the knowledge portal as announced earlier by Steef van de Velde (See Item 2-a). This will offer a wide range of business-relevant content in the form of interviews, lectures and opinion pieces delivered through articles, videos, podcasts and more.

- *The AB* asks if *RSM Insight* is a free or subscription-based journal and suggests that prestige for both the research and the school could come from a subscription-based model of publishing.
- *Stijn van Osselaer*: alumni would not want to pay for a magazine that comes from their alma mater.
- *Comments*: *Harvard Business Review* works on a subscription-based model and is considered a world-leading managerial journal.
- *The AB*: sharing research with alumni through *RSM Insight* is one thing, but there is much to be said for disseminating it proactively through a magazine aimed at the wider business community.
- *Connie Tai*: at the 2012 RSM Alumni Day, some of the research published in *RSM Insight* will be presented in classroom sessions where the faculty members can share and discuss their findings with alumni.

The creation of more joint knowledge through co-operation with the world of business is the next step. Of particular importance is Horizon 2020, the European Commission's framework programme for research and innovation. This replaces FP7 and has a budget of €80 billion to be shared across three main streams: Societal Challenges; Excellent Science, and Industrial Leadership.

Societal Challenges is identified as the stream offering the greatest potential to RSM. Within this are two areas in which RSM could play a leading role:

1. Smart, green and integrated transport.
  2. Inclusive, innovative secure societies.
- *The AB*: one word can be used to describe the priorities of the Societal Challenges stream – Sustainability. Therefore, everything in this stream has relevance to RSM. Looking at the bigger picture, surely RSM could receive funding in all the areas identified in Horizon 2020, not just two. Why have such limited thinking?

- *The AB*: Historically, institutions in the Netherlands are very poor at seeking funding from the EC. France and Germany, on the other hand, excel at this. This needs to change and, considering the huge amount of money that is soon to be available, RSM/ERIM should look to receive considerably more funding from Horizon 2020 than it did from FP7.
- *The AB*: does RSM have support from local and central government/policy spheres in respect to its proposed funding proposals? In France and Germany, support at these levels is likely to be very strong and will work to their advantage.
- *Marno Verbeek*: governmental support in the Netherlands is very passive. However, there are possible avenues for discussion and mutual co-operation with AB members in identifying target areas and themes that are both academically significant and practically relevant for business.
- *The AB* offers help to assist the logistics project of the EU funding.

#### **6. Any other business & closing**

The Chair announces with regret that this is the last AB meeting that Connie Tai will attend as she is moving on from RSM. The AB applauds the tremendous efforts she has put in to raising the profile of RSM's alumni and expresses sincere best wishes for the future.

The meeting closes at 20:15 and participants meet for dinner.

The next meeting will take place on Wednesday 31<sup>st</sup> October 2012 at Erasmus University Rotterdam.

#### **Action points**

- RSM will invite a few members that offered to help on a plan for the strategy after three weeks.
- RSM will send the link from our Career Services Office with full results of the survey.





**14<sup>th</sup> Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

31 October 2012

Wereldmuseum  
Willemskade 25 – 3016 DM Rotterdam

Attendees:

Theo Backx, Dianne Bevelander, Gerrit van Bruggen, Ruth Cairnie, Herman Dijkhuizen, Russell Gilbert (minutes), Pursey Heugens, Lodewijk Hijmans van den Bergh, Eelco Hoekstra, Abe de Jong, Marco van Kalleveen, Willem Koolhaas, Reinier van der Lely, Martijn van der Mandele, Pauline van der Meer Mohr, Ale Smidts, Steef van de Velde, Marno Verbeek, Annerie Vreugdenhil, Eric Waarts, Cordine Wischhoff

Chair: Marc van Rooijen

**1. Welcome**

*Marc van Rooijen* opens the meeting at 17:30 and welcomes all attendees.

A new member of the Advisory Board (AB) is announced – *Frank Weijers* of Unilever.

Three members have stepped down: *Jan Baan*, *Marie-Christine Lombard* and *Floris Maljers*.  
*Peter Hartman* has been appointed an Honorary Advisor to the Dean.

The minutes of the 13<sup>th</sup> AB meeting are accepted. Before handing the floor to the Dean, the Chair explains that much of the meeting will be given over to clarifying RSM strategy.

**2. RSM Update**

*Steef van de Velde*, Dean of RSM, begins by showing the school's new corporate video, after which he outlines developments of note since the last AB meeting. These include:

- RSM's annual Leadership Summit, held in October, was bigger and more comprehensive. As a result, it proved an even greater success than in previous years and attracted around 600 attendees.
- Following an offer of assistance made at the last AB meeting [REDACTED]  
[REDACTED]
- Face-to-face meetings between RSM and a number of AB members have proved very fruitful.  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- *Ale Smidts*, Chair of the Department of Marketing Management, and Professor of Marketing Research at RSM, has been appointed as a board member to the Social Sciences division of NWO. This may lead to new research opportunities for RSM, particularly in the areas of logistics and sustainability

- *Gail Whiteman*, Professor of Sustainability, Management and Climate Change has been appointed as Professor in Residence for the World Business Council for Sustainable Development. This may also lead to further research opportunities for the school.
- [REDACTED]
- RSM has been reaccredited by AACSB. The school, particularly ERIM, passed with flying colours and as a result will be promoted globally as a benchmark of 'effective practice'.
- RSM's OneMBA programme celebrated its 10<sup>th</sup> iteration. The OneMBA Kilimanjaro women-only leadership elective has just returned from a successful expedition.

*Steef van de Velde* concludes by highlighting events of note in RSM's calendar in the coming 12 months.

## 2a. Presentation: RSM Strategy – Overview

Recalling previous AB meetings, *Steef van de Velde* wishes to address some of the key points that have been discussed, namely: what is RSM's strategy; what are the key areas of focus for the school, and in which areas does it wish to improve its current standing?

To help clarify these points, and to better align the school's vision and strategy, discussions have been held with *Marc van Rooijen*. An expected three meetings have become six, with another two planned. Currently, 'big projects' are being identified. Which plans are to be developed should be known by March 2013. However, *Steeff van de Velde* would like to discuss one of those plans at this meeting.

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A horizontal bar chart with 12 rows of data. Each row is represented by a black bar of varying length. The bars are grouped into four sets of three, with a small gap between each group. The lengths of the bars vary significantly, with some being very long and others being much shorter.

- Public funding for education and research will decrease over time; therefore RSM needs new funding options.
- EU's Horizon 2020 research programme would seem an obvious place to find funding, but little of the huge budget is earmarked for Social Sciences.
- MScs: Too diverse in quality and (international) appeal.
- MBA: growth (and stronger competitive position) in MBA arena is needed because scale is small and international competition is increasing.
- Executive education: much room for improvement. RSM ranked 51<sup>st</sup> globally, but 3<sup>rd</sup> in Benelux. Executive education offers a potential source of research funding.
- Research: volume of research published is high, but its impact is relatively low.
- Alumni: engagement with the school's 28,000 alumni must be improved because they can help in many ways including: funding, graduate placements, internships, coaching, etc.
- Faculty: as a research-led business school, the faculty is one of its most important assets. However, there is friction between research-based goals/career model and education-driven revenue model. Faculty must engage more in the classroom, with alumni and with business.
- RSM vs. RSM BV: greater synergy between the two entities must be developed.

- RSM will optimise its education offerings by focusing on core strengths and exiting low performance areas.
- RSM will develop its research strengths and try to tap into the EU Horizon 2020 programme.
- RSM will look to develop its Career Services and strengthen Corporate and Alumni networks.
- Sustainability will be an integral part of the classroom, but it will not become a specific specialism.
- Healthcare may be an area for development given RSM's connection to Erasmus MC through EUR, which has a stellar reputation.
- International expansion is still a possibility as are further international alliances.

*Steef van de Velde:*

- [illegible]

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The Chair called for a non-binding and informal vote on which of the two options – ‘elite’ or ‘improved quality’ – was preferred by the AB. The show of hands resulted in a clear split between the two.

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No additional points are raised. The Chair closes the meeting at 20:15 and participants meet for dinner.



**15th Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

24 April 2013

Sheraton Amsterdam Airport Hotel  
Schiphol Boulevard 101, 1118 BG Amsterdam

Attendees:

Theo Backx, Dianne Bevelander, Gerrit van Bruggen, Ruth Cairnie, Russell Gilbert (minutes), Pursey Heugens, Joost van Heyningen Nanninga, Lodewijk Hijmans van den Bergh, Willem Koolhaas, Manon Leijten, Martijn van der Mandele, Hendrik Muilerman, Lars Norden, Alexander Ribbink, Marc van Rooijen, Jennifer Stewart, Tom de Swaan, Jacqueline Tammenoms Bakker, Albert van der Touw, Steef van de Velde, Marno Verbeek, Annerie Vreugdenhil, Eric Waarts, Dieter Wehe, Cordine Wischhoff

Chair: Tom de Swaan

**1. Welcome**

Tom de Swaan opens the meeting at 17:15 and welcomes all attendees.

New members of the RSM Advisory Board (AB); *Manon Leijten*, *Jennifer Stewart* and *Dieter Wehe* are introduced and each is asked to say a little about themselves.

It is announced that because of pressing commitments *Feike Sijbesma* has stepped down. *Godefroy Motte* is now an Honorary Adviser to the Dean.

The minutes of the 14<sup>th</sup> AB meeting are accepted and the floor is handed to the Dean.

**2. RSM update**

*Steef van de Velde*, Dean of RSM, provides an overview of the key events of the last six months. These include:

- RSM concluded its Strategic Review in December. This will be discussed later.
- RSM has been reaccredited by AACSB and passed with flying colours. It will be held up to other member schools as an example of best practice.
- [REDACTED]
- [REDACTED]
- Awards and recognitions have been numerous and reflect the impact RSM and its researchers have not just within the realms of academia, but also in the business world.
- A new *Businessweek* MBA ranking places RSM 5<sup>th</sup> globally for Sustainability.
- RSM Amsterdam is up and running successfully.
- An RSM Shop has been opened. As well as a physical store, an online outlet will open shortly. Both will help with student branding and engagement.
- The RSM Marathon team attracted nearly 200 participants, all of whom wore RSM branded shirts on the day of the event.
- The Kilimanjaro Leadership Project, a women-only MBA elective, has proved to be very successful.
- A new sector-specific Alumni Affinity Group has been launched in the area of Marketing.
- The annual RSM Alumni Day, held in April under the theme of *Making Business Social*, was a great success.



Steeff van de Velde explains that the RSM Strategic Review has been completed. [REDACTED]

Key points are:

- RSM is not a top-tier business school in the global market.
- RSM is a top-tier business school in the European pre-experience market.
- RSM is a top-tier business school in terms of its research output.
- RSM is a 2<sup>nd</sup> tier business school in the post-experience and executive education markets.
- RSM does not derive adequate income from the executive education market whilst many competitors do.
- Redressing this is of major importance as RSM is too dependent on ever-declining government funding.
- Key factors in the business school landscape affecting strategy include:
  - Increased competition for students, faculty and clients.
  - Asian business schools are expanding rapidly
  - Decline in State and private funding because of economic climate.
  - Advances in online/distance learning technologies represent a new frontier.
- RSM's research output is high in volume, but relatively low in impact.
- RSM's research is insufficiently connected to business/management.
- Corporate and alumni networks need to be strengthened.
- There is a lack of synergy between the research-driven career goals of faculty members and RSM's education-driven business model.

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Discussion:

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- [REDACTED]



- Eric Waarts:* RSM offers 14 Master programmes. Some have grown well, others not so well. Capacity is a problem in those that are popular whilst it is difficult to fill others. At the top end, Finance & Investment has attracted 280 students. At the bottom of the scale, Chinese Economy & Business has a class of just 28. In the Netherlands, 90% of Bachelor graduates will go on to take a Master degree. Increasingly, RSM attracts students from outside its own student base. As an average across all Master programmes, around 38% of students are external, ie, from other institutions in the Netherlands or from other countries. A key factor influencing future domestic intake (ie, uptake by RSM Bachelor students) is the popularity of a programme on the RSM campus.

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*Theo Backx:* There are two options for Executive Education (EEO): we close the department or completely restructure its business model. While RSM is an international business school, it is important that we first look to reassess and redevelop our position in the domestic market.

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**Steef van de Velde:** Last year there was a very serious breach of scientific integrity involving Dirk Smeesters, [REDACTED] [REDACTED]  
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**5. Any other business & closing**

There being no other business the meeting is closed at 20:05 and participants adjourn for dinner.





**16th Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

30 October 2013  
Wereldmuseum – Willemskade 25 – 3016 DM Rotterdam

Attendees:

Theo Backx, Dianne Bevelander, Ruth Cairnie, Lodewijk Hijmans van den Bergh, Abe de Jong, Marco van Kalleveen, Willem Koolhaas, Pauline van der Meer Mohr, Rebecca Morris (minutes), Marc van Rooijen (chair), Paul Smits, Jaap Spronk, Jennifer Stewart, Ab van der Touw, Steef van de Velde, Marno Verbeek, Eric Waarts, Frank Weijers, Gail Whiteman, Cordine Wischhoff

**1. Welcome and review minutes of the last meeting**

Marc van Rooijen opened the meeting at 17:20. The minutes of 24 April were approved.

**2. RSM Update**

Dean *Steef van de Velde* provided an overview of RSM's strategy and ambition. RSM's strategy is to build on the core strengths of the school while exiting low-performance programmes. RSM will not specialise in one area (for example, become the business school known for Supply Chain Management) but maintain a strong portfolio in Finance and Accounting, Strategy, Marketing, Supply Chain Management, Leadership, and its international programmes while generating high-impact research and providing optimal career services.

The dean provided an update on the latest news and events. Discussion ensued around recent rankings. RSM's MSc in International Management recently ranked 5<sup>th</sup> worldwide in the 2013 annual FT ranking, but RSM's EMBA dropped again, emphasising the need for an urgent strategic revision. Salary is the main criteria and RSM's graduates consistently score low on this. The dean outlined other news from the school including the integration of Corporate and Alumni Relations with the Career Development Office and the opening of a new RSM office in Asia to help recruit MBA students in Asia. He outlined the major events of the last six months, some of which have generated significant publicity for the school, and the grants and awards received during in this period.

Described by the dean as foremost among the school's current challenges is the need to increase RSM's earning capacity. State funding is declining and the school needs to find new ways of attracting external funding. The dean outlined the options available.

Members of the board discussed the issue of fundraising and what was required to get this moving. Several board members expressed the sentiment that the time for action had come.

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### 3. Presentation EU Centre for Women and Organisations

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### 4. Presentation RSM Brand Management

Director of RSM's Corporate Marketing and Communications department (CMC), Willem Koolhaas, gave an overview of how brand management works at RSM – as requested at the last meeting. The style guide on the RSM site (Brand Toolbox) is used by staff across the organisation to preserve the brand, with segmentation of different programmes achieved through differentiation of colour and tone-of-voice.

Koolhaas discussed RSM's branding challenges, many of which issue from products or services offered by RSM in its capacity as part of a consortium. RSM's research, for example, is facilitated by ERIM, and thus branded under Erasmus University and ERIM. Koolhaas outlined an important new initiative called RSM Discovery, a web platform accessible from RSM.nl that aims to valorise research and bring it under the RSM brand.

[REDACTED]

[REDACTED]

## **5. Presentation Sustainability Education at RSM**

Professor Gail Whiteman, the new academic director of the MSc Global Business & Stakeholder Management, gave a presentation on the issues surrounding integrating sustainability into business education at RSM, requesting input from the board. Whiteman pointed out that RSM has a very good reputation for sustainability globally and is ranked 5<sup>th</sup> for its integration of sustainability issues into its MBA programmes. However there has been a considerable decline in applicants to the school's master in sustainability, the MSc Global Business & Stakeholder Management. Whiteman suggested that the name of the programme is confusing and while it offers preparation for a wide range of careers these are not clearly decipherable from the title of the qualification. 50 students are required for a viable programme and the programme for 2013 has 33 students.

Whiteman asked the board if a qualification that combined sustainability with a specialist area of expertise such as supply chain management would be appealing for their organisations. The board responded that a pre-experience qualification offering management expertise was indeed not appropriate for a job at entry level, and that perhaps a post-graduate master would tap into a bigger reservoir of applicants seeking to acquire skills in managing sustainability-related issues. But given that it is a growth market, perhaps a market exists for both qualifications as long as sustainability is integrated into a concrete area of business expertise such as accounting.

Discussions moved to the possibility of integrating it as a minor into each of the main master programmes, although the loss of the programme might mean a drop in the school's sustainability profile. The board also suggested that sustainability be positioned and taught from the perspective of ways in which it can be used as a driver of growth and a way of beating the competition instead of a mitigator of risk – because that's what companies are struggling with and looking for, and which Unilever is doing a great job at.

The board suggested the school meet with recruiters to find out the demand from companies in regards to entry-level jobs and then attract students on the basis of this proposition. Whiteman agreed, and said that the current curriculum was developed according to internal capabilities and interests and not market needs – and agreed that this was what they needed to do.

## **6. Any other business and closing**

The members of the board requested a pre-read in the form of a one-pager by topic for future meetings, to allow them to prepare and provide more valuable input.

It was also suggested that it would be helpful if the dean's update about strategy and initiatives would have the same structure as the strategy document. This will enable the board members to link the initiatives better to the strategic topics.

In addition, the suggestion was made to focus on the strategic initiatives as much as possible and not spend too much time on initiatives outside of the strategy.

Finally the board requested for a clearer positioning to make it clear what binds the school together across the portfolio – an elevator pitch.

The meeting was adjourned at 20:10.





**17th Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

12 March 2014

Sheridan Amsterdam Airport Hotel  
Schiphol Boulevard 101, 1118 BG Amsterdam

**Attendees:**

Theo Backx, Jacqueline Tammenoms Bakker, Ruth Cairnie, Jackie Cuthbert, Joost van Heyningen Nanninga, Abe de Jong, Willem Koolhaas, Frank van der Kruk, Martijn van der Mandele, Olivia Manders, Marc van Nuland, Marc van Rooijen, Lesa Sawahata (minutes), Tom de Swaan (chair), Steef van de Velde, Henk Volberda, Marno Verbeek, Eric Waarts, Dieter Wehe, Cordine Wischhoff

**1. Welcome and review minutes of the last meeting (Tom de Swaan)**

Introduction of new AB members

Those present introduced themselves (Jackie Cuthbert, Marc van Nuland, Abe de Jong) while Tom said a few words about Jurgen van Breukelen and Peter Roosenboom.

Review minutes of last meeting

Update on Action Points from last meeting:

*Action Point 1: EU Centre for Women and Organisations*

Steef van de Velde said the Centre is moving strongly towards its launch, which is hoped for by the end of 2014. The plan is that Dr Dianne Bevelander, currently Associate Dean of MBA Programmes, will step down from MBA programmes in either April or May 2014, and that Eric Waarts will take over that position. Dr Bevelander is doing important research to improve the position of women on the job market. Some practical questions were posed by members of AB about the focus of Centre and how it will deliver its mission. What does it do? How will it do it? Why? What are the costs? How can RSM make a difference?

**Steef van de Velde proposed Action Point for next meeting:**

A follow-up discussion about the Centre is to take place; as preparation the Business Proposal of EU Centre for Women and Organisations will be distributed to all AB members. Some members may wish to discuss with Dianne in the meantime, as Ruth Cairnie has already done. Details of the Business Proposal and 4/5-year view can be presented in the next Amsterdam Advisory Board meeting (2015).

*Action Point 2: Sustainability Education at RSM*

Steef van de Velde described the 'tough issue' of sustainability, which is important for the school.

[REDACTED]

## 2. RSM Update (Steef van de Velde)

- Developments at EUR Level  
Steef van de Velde described the aspiration/need for RSM to become a top tier European business school within its framework as part of Erasmus University, Rotterdam.
- Strategy EUR  
A document, the New Year Speech from Pauline van de Meer Mohr regarding EUR developments and strategy, had been circulated to AB prior to meeting.
- Current developments at EUR level include:
  - *Budget Cuts and (110) FTE Reduction*
  - *Performance Criteria: 'The Berenschot Norm'*
  - *Formation Shared Service Centres*
  - *Impact for RSM: Absorb €2.5 million by reducing costs and increasing earning capacity.*

**Steef van de Velde introduced discussion with slide from McKinsey Study 2012 on how RSM can become a top tier EU business school:** includes increasing research impact/connection to business, improve rankings (top 5 of FT EU meta rankings), shift from public to market funding by attracting 60% external (non-governmental) funding, building a stronger more innovative programme portfolio around RSM's core strengths and encouraging a 'one school' mentality, and improving the attractiveness of RSM for top academics by increasing financing and flexibility to attract and retain these academics. These issues formed later discussion points for the meeting.

**Steef van de Velde pointed out dilemmas for RSM within the EUR level developments:**

**RSM must now make more money to avoid losing employees as part of the 110 FTE reduction planned by EUR.**

[REDACTED]

**Action Point:** Tom de Swaan proposed a more structured discussion on the issue of changing the focus of the school, how co-operation with EUR works, how RSM competes in NL and internationally, RSM's position and influence at EUR. What makes RSM special?

### 3. Strategic Priorities (Steef van de Velde)

An earlier slide from McKinsey showed the Strategic Priorities for RSM if it wishes to increase its reputation while ensuring financial stability:

[REDACTED]

[REDACTED]

[REDACTED]

**Action point:** Continue discussion, elaborate on new possibilities for 'transforming' RSM MBA?

#### 3.3 Strengthening Corporate and Alumni Network

- The Corporate and Alumni Relations (CAR) and Career Development Centre (CDC) at RSM have merged into CCAR as of January 2014, under the leadership of Joep Elemans.
- Creation of an Alumni Association is currently under consideration.



### 3.4 Enhance Impact and Relevance of Research

To show RSM's activity and success in enhancing the impact and relevance of its research and academics, two presentations followed;

#### *RSM Discovery (Olivia Manders)*

Press Officer Olivia Manders showed a new valorisation platform/mini-site RSM Discovery to AB. This is a video-driven initiative with two types of videos: research videos that highlight 'new ideas' from RSM and profiles of top RSM research talent. Launched in March 2014, its goal is two new entries per week. The desire is to build a fan base of media and practitioners. "Let's get our research into your boardroom". The Mathijs van Dijk video was sent out as a 'video press release' with excellent results.

#### *Reinventing Business (Henk Volberda)*

Prof. Henk W. Volberda, one of RSM & ERIM's most enduringly influential academics, offered a mini-lecture drawn from his latest publication 'Re-Inventing Business: How firms innovate their business model'. Using cases drawn from Nokia, Vopak, Kodak, DSM, TomTom, NXP, Randstad, Zara, McDonald's and other organisations he presented a variety of business model innovations, and how they can be and have been adopted for competitive advantage.

### **4. AOB Summary and Closing**

Next meeting: 8 October 2014 in Rotterdam.

**18th Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University  
24 March 2015**

**Sheraton Amsterdam Airport Hotel, Schiphol Boulevard 101, 1118 BG Amsterdam**

Attendees: Theo Backx, Annelies Bouma, Jurgen van Breukelen, Ruth Cairnie, Murray Deal, Herman Dijkhuizen, Joep Elemans, Joost van Heyningen Nanninga, Eelco Hoekstra, Abe de Jong, Marco van Kalleveen, Willem Koolhaas, Martijn van der Mandele, Hendrik Muilerman, Marc van Nuland, Godert van der Poel, Margie Pondaag, Alexander Ribbink, Marc van Rooijen, PaulSmits, Tom de Swaan (chair), Steef van de Velde, Eric Waarts, Ying Zhang. Lesa Sawahata (minutes)

**1. Welcome and updates on AB members - Tom de Swaan (17.00)**

Tom de Swaan welcomes the Advisory Board and welcomes new members\*, notes the departure of other members, and names the Honourary Advisors of the Dean. After 9 years, this will be Tom de Swaan's last meeting. He will turn over his duties to Marc van Rooijen.

No need for extended review of March 2014 minutes as presentations of Steef van de Velde and Theo Backx will address most important items: financial results of school, challenges of school, AB Questionnaire results.

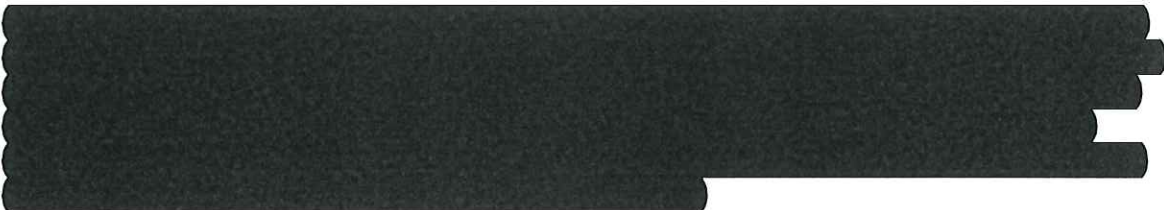
*\*New members: Janette Beinart (Shell), Annelies Bouma (Leaseplan), Jurgen van Breukelen (KPMG), Murray Deal (Eastman), Godert van der Poel (Siemens)*

*Stepping down: Manon Leijten, Secretary General Ministry of Finance Jacqueline Tammenoms Bakker*

*Honourary Advisors of the Dean: Jennifer Stuart (Eastman), Albert van der Touw (Siemens)*

**2. RSM Update: Progress & Challenges - Steef van de Velde (17:15)**

**Financial results 2014 & Forecast 2015**



In the face of these unfulfilled assumptions, an important meeting at Van Lanschot took place in Fall 2012. Subsequently McKinsey was brought in to do a strategic review of RSM. After a number of workshops, the review was completed in January 2013.

**McKinsey identified three main priorities crucial to the success of RSM:**

- **Enhance reputation of school by optimizing educational portfolio.** Reputation: To some extent this is based on rankings, but there is also an intangible element to reputation (bv Nyenrode is still considered by some to be THE top business school in NL, despite its rankings). Both components are important for reputation. Enhanced reputation remains the main objective of the school's strategy. **Priorities here:** Optimise education portfolio. RSM's business model is based on education; that is where the money is, whether from international or Dutch students.
- **Develop corporate and alumni network.** To a large extent 'it's all about employability' for potential students of the school, so RSM must show and nurture a clear connection with corporates and alumni.

- **Make RSM research more relevant, visible and impactful.** SvdV notes there has 'always been a disconnect between what our faculty finds important and what business finds important'.

This was translated into **RSM 3.0 strategy** and rolled out across the organisation in early 2013. There was still something missing: a 'one school' mentality that united the public part of the school (BSc, MSc and doctoral programmes and research) with RSM BV (MBA and Executive Education programmes). Prior to a 2005 merger these two parts of the school functioned completely independently.

A new '**one school**' governance structure for RSM was created and came into full effect in September 2014.

SvdV then presented developments in key strategic areas:

**Optimising portfolio:**

New policies have improved the quality of the cohort of the undergrad BSc and MSc programmes overall.

**In the BSc** students must now earn all their credits in the first year. This first-year quality selection has served RSM well. At the same time the intake of the BSc International Business Administration (IBA) with a large percentage (around 65 – 70%) of international students has increased from 450 to 500 because of the demand for the programme.

**In the MSc** there are two RSM programmes ranked in the FT top ten international programmes, including the MSc in International Management. This is significant because the school needs to attract more and more international students.

**In the MBA** programmes a new leadership team is rethinking the MBA from scratch

Starting new programmes including an EMBA collaboration with University of Cologne, with which RSM has strong institutional ties.

**Executive Education** is building on the past years' realignment and success.

**Making research more relevant:**

SvdV is very proud of valorisation platform RSM Discovery, which is used as a video press release and has gotten RSM more mentions in mainstream press. New Centres of expertise have been created. Starting a part-time PhD programme in Fall 2015.

Steef van de Velde then talked about issues facing RSM.



**Rankings** are important, particularly the Financial Times (FT) rankings. MSc programmes are FT Top 10; MBA continues to slide. Reasons include international MBA cohort staying in NL after graduation, NL does not have the highest wages. Good news is research rankings all put RSM in the global top 20, and such new rankings as UZS and Shanghai place RSM high in the European Top 10.

Steef van de Velde then addressed the future of RSM – the Pipeline.

**RSM is ready to jump ahead. It will do so through a new campaign, RSM 5.0.**

This is still in development and will build up to RSM's 50<sup>th</sup> anniversary in 2020. It will mobilise the alumni relations and corporate network of the school. Exact aims, goals, KPIs must be established. Hope to launch campaign by September.

Tom de Swaan thanks SvdV and opens up comments from AB.

[REDACTED]

[REDACTED]

[REDACTED]

*Action point: Members of AB and top RSM alumni, including young alumni, will begin to discuss RSM 5.0, weigh in, help establish goals and KPIs which can be discussed at next AB Meeting in Fall 2015.*

#### **BREAK**

### **3. Realising the full potential of the Advisory Board – Theo Backx (18.45)**

Tom de Swaan suggested an accelerated pace for this presentation and discussion which is starting an hour late.

**Theo Backx thanked the AB members for their support during his time leading Executive Education.**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Theo Backx said he was satisfied with the way this part of the meeting had gone, and that there were many details to work out. He will send documents that indicate next steps needed.

#### **4. Conclusion – Tom de Swaan (19.00)**

Tom de Swaan wrapped up by saying that there is a clear understanding that the RSM Advisory Board will meet 2x per year as a 'bonding exercise'. AB members are ambassadors who need to know what RSM is doing, where it is succeeding, where it has to improve. In addition they may be asked to join smaller work groups to address a specific issue (for example alumni relations) or support in more temporary ways (such as helping evolve RSM 5.0).

He also noted that due to the differing levels of experience with RSM, it would be useful to distribute fact sheets about RSM to the membership: numbers, priorities, latest strategies so that everyone is on the same page. Willem Koolhaas suggested that the RSM Annual Report 2014 would be complete soon, and could be distributed. Joep Elemans said there are fact sheets that can be distributed.

Steef van de Velde formalised Tom de Swaan's final AB meeting by presenting him with a statue of Erasmus and thanking him for 9 years of service. Marc van Rooien will take over as Chairman.

**19.30 Meeting is adjourned. Dinner.**





## 19.

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[REDACTED]

[REDACTED]

[REDACTED]

Final slide focused on innovation, of key importance for Port of Rotterdam [REDACTED] indicated that if the Port continues to transport the way it has in the past, including activities related to now-disappearing fossil fuels, there will be a loss of value. Only through new activities can new value be added to the Port.

[REDACTED]

[REDACTED]

### 3. RSM Update: News, Future Developments, Alliances, Advisory Board Activity – Steef van de Velde (17:30)

Dean Steef van de Velde (SvdV) thanked Paul Smits for hosting and mentioned the great view.

[REDACTED]



## Strategy Review and Execution Update

Reputation goes beyond rankings, said SvdV. To improve RSM's reputation while ensuring its financial health, RSM (with guidance from a major review performed by McKinsey and published in January 2013) must adhere to three principles (Presented in the RSM 3.0 Strategy):

Optimise Education Offering

Make Research Relevant and Impactful

Strengthen Alumni and Corporate Relations

Further SvdV said that the RSM 3.0 Strategy includes two added elements to improving the reputation of the school:

RSM must be a great place to work, with a One School mentality;

Internationalisation is key to reputation.

[Article on [RSM 3.0 Strategy](#)]

"At the end of the day it's people that make the difference, whether you are talking about faculty or staff," said SvdV. "We need to be a great place to work and we're not there yet." A recent retreat with 50 members of management/staff included 'very heated discussions' about why this is so, he said. SvdV then presented execution updates on the following:

### Optimise Education Offering

[Redacted text block]

[Redacted text block]

A new RSM office in Chengdu, China opened in June 2015 with the purpose of recruiting excellent Chinese students and to form relationships with Chinese business. [REDACTED]

**Online and blended learning:** RSM has come to the playing field a bit late, but online learning has now deployed in the extremely popular Part Time Opleiding (PTO) programme which is attracting many more students; and in the Executive MSc in Customs and Supply Chain Compliance.

**Make RSM Research More Relevant and Impactful:**

RSM Discovery is an online platform that features RSM research in an accessible way.

Flagship centres of expertise include the Erasmus Centre for Entrepreneurship, Erasmus Centre for Future Energy Business, Erasmus Centre for Women and Organisations, Centre for Corporate Eco-Transformation, Partnerships Resources Centre, Erasmus Smart Port Rotterdam, Centre of Excellence in Public Safety Management.

Research is translated into (non-degree) Executive Education programmes that are going very well.

The Case Development Centre is important, bridges the gap between theory and practice and allows RSM to use its own cases, not those of (for example) Harvard.

RSM Leadership Summit also functions to bridge the gap between (highly placed speakers from) business and latest RSM research in a content-rich half-day event held the first Friday in October.

[REDACTED]

[REDACTED]

Rankings: In terms of research RSM is ranked in top 15-30 research universities worldwide, and in the top 4-10 in Europe.

MSc programmes: One MSc is ranked by FT.com in top 5 worldwide, the MSc in International Management, while the rest of MSc's are in top 25 worldwide.

MBA programmes: In the Top 50 worldwide [industry rankings such as FT.com] [REDACTED] SvdV explained it is the way rankings work; FT for example measures increase in salary for alumni over

time, and salaries in the Netherlands are not the highest. [Note: Since the AB meeting the RSM EMBA climbed one point in the FT Executive MBA Rankings, from number 61 to number 60.]

Executive Education programmes are 2<sup>nd</sup> tier but on the upswing.

Reputation is more than rankings, reiterated SvdV. One slide showed a recent (Dutch) article entitled 'You should be studying in Rotterdam'. With more stringent regulations for Master's students at RSM, the school has become attractive and prestigious for the best students in the Netherlands and abroad.

#### RSM Update – Future Developments

[REDACTED]

**The near future will bring several developments including the RSM 2020 campaign,** said SvdV. This will mobilise the alumni to contribute to RSM in one way or another. [REDACTED]

[REDACTED]

One important aspect of RSM 2020 campaign and alumni relations is that the campaign will encourage alumni-generated scholarships for new generations of RSM students. Scholarships will help RSM to attract better students from around the globe. The Dutch take education for granted; the best international students, however, will shop around for business schools with the best scholarships in addition to excellent programmes. More RSM scholarships mean that the school will attract a larger number of excellent students and will be able to select the best. One example, said SvdV, is the EKOBABY Scholarship which was created by an alumnus.

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[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

The final future development mentioned by SvdV is the issue of **Corporate Relations**. "This is the big challenge," he said. [REDACTED]

[REDACTED] "We need deep corporate partnerships that can benefit the school over time," he concluded.

The floor was opened for questions.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

SvdV introduces Abe de Jong.

## The image shows a document with approximately 25 lines of text. Every line of text has been completely obscured by a solid black horizontal bar. The bars vary in length, suggesting the original text was not uniform in width. The redaction covers the entire content of the document, leaving no legible text visible.





SvdV presented slide: moving from corporate relations to corporate partnerships is a challenge for RSM. [REDACTED]

[REDACTED] What can be done to create deeper bonds, what can RSM offer business and society?

[REDACTED]  
[REDACTED]  
[REDACTED]

RSM's goal: To develop deep corporate partnerships in which we become a preferred supplier of talent, education and training; a preferred knowledge provider; a preferred knowledge co-creator; and a networking platform.

This brought up two main questions the AB might help with, said SvdV:

**How to articulate our value proposition?**

**How should we organise internally for success?**

RSM has thought long and hard about how to do this. [REDACTED] Can RSM decide on a process to answer these two questions? SvdV offered an open invitation to AB members who would like to sit down, meet with main RSM stakeholders, and discuss how to approach this.

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**ACTION/AGENDA ITEM:** Create a meeting in which AB members can help define and refine the two questions posed above, and provide input. [REDACTED]

[REDACTED]

## **7. Reducing risks and costs through multi stakeholder partnerships in ecosystems and business – Willem Ferwerda (19:30)**

SvdV introduced Willem Ferwerda (WF), Executive Fellow at RSM working with the Centre for Eco-Transformation. WF is working on an exciting new field – land restoration and ecosystem restoration. King Willem Alexander of the Netherlands is extremely excited about this initiative, which SvdV described as ‘a hot topic’. A tropical ecologist, WF was director of the International Union for Conservation of Nature (IUCN) in the Netherlands and founder of Commonland.

WF introduced the issue of over-production and maximising ROI per hectare of land worldwide, which by impoverishing the land itself destroys ecosystems and biodiversity (currently 58,000 species are threatened, owing to the degradation of 2 billion hectares of land). Partnerships are key to restoring land and ecosystems. Why is this important for business?

Ecology is economy. Business is losing huge amounts of money because ecosystems are being depleted. Over the past 30 years this has become a severe problem that touches on water management, poverty management, food production, etc. Maximisation of ROI per hectare creates big short term profits for shareholders, but over time creates big losses that are not just financial.



War and migration also result. There are four losses from depleted lands and ecosystems: Loss of biodiversity, jobs, economic activity and sense of meaning. These four losses can be returned with Ecosystem Restoration Partnerships that engage a wide variety of stakeholders (farmers, nature conservation, science, social organisations, governments, communications, business schools, companies, investors, and local entrepreneurs who will all be 'managed' by a trusted business developer).

WF's recent publication *4 Returns, 3 Zones, 20 Years* was distributed to AB members and outlines the scalable, reproducible approach to restoration of ecosystems. This approach has been proven in large-scale, long-term projects such as the Loess Plateau in Northern China. WF showed the (historical and ongoing) restoration of the Loess Plateau, which has been going on since 1995. In a period of two decades an area the size of the Netherlands plus Luxembourg has been restored (using the 3 zones method). This restoration has provided economic revitalization in the area.

WF outlined several challenges generally. He showed the example of a simple ecosystem, mangroves. The benefits of restoration can be huge; the issue is time, he said. Another issue is who do mangroves belong to? They are public. Thus business is almost never involved. However ecosystem restoration is a viable solution to many of the world's biggest problems.

So how to connect business to ecosystem restoration?

There are a number of obstacles to business involvement: focus on short term profit; economic value of ecosystems is poorly understood; there is high risk because many stakeholders continue detrimental behaviours; solutions are often presented as overly complex; above all, silo thinking is an obstacle to any partnership approach.

To unlock the opportunities of an Ecosystem Restoration Partnership, the focus must shift to 'patient' capital – instead of 3-5 year view, 20+ years are required.

Stakeholder commitment is difficult to maintain over the long term, so it is necessary to create a simple (operational) framework and a common language. A single approach shared by all partners.

From four losses to four returns: ecosystem and land restoration provide a return of natural capital, social capital, financial capital and inspiration. WF said that while 'inspiration' sounds soft, it is not: inspiration drives entrepreneurial ideas and initiatives.

To obtain the '4 returns' land restoration projects must look at the landscape of three zones: nature zone, economic zone, and combined zone. The business model for ecosystem restoration takes 20 years – minimum one generation as a timeline for restoration.

"We believe that the power of 4 returns creates growth capital," said WF. This may play out in a number of ways, and RSM can be a leader in the hopeful and groundbreaking new field of ecosystem restoration partnerships. Creating a business centre on ecosystem restoration as a collaboration between RSM, University of Wageningen, and the World Business Council for Sustainable Development (WBCSD) is currently beginning. Developing a pipeline of potential projects and ventures is another step, as is the development of an investment fund focused on enabling these projects and ventures.



[REDACTED]

[REDACTED]

The AB responded to the presentation with an enthusiastic round of applause. The floor was opened for questions.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

MvR officially closes the meeting.

Dinner (20:00)

**20th Advisory Board Meeting  
of  
Rotterdam School of Management, Erasmus University**

**31 March 2016  
McKinsey & Company Boardroom  
Amstel 344  
1017 AS Amsterdam**

Attendees: Theo Backx, Janette Beinart, Jackie Cuthbert, Murray Deal, Joep Elemans, Leon He, Eric van Heck, Marco van Kalveveen, Willem Koolhaas, Martijn van der Mandele, Hendrik Muilerman, Marc Smelik, Marc van Nuland, Marc van Rooijen (chair), Lesa Sawahata (minutes), Paul Smits, Steef van de Velde, Annerie Vreugdenhil, Eric Waarts, Dieter Wehe.

**1. Welcome, In Memoriam, introduce new AB members, review minutes last AB meeting –  
Marc van Rooijen (17:15)**

Chair Marc van Rooijen (MvR) welcomed the Advisory Board members and outlined the structure of the meeting.

In Memoriam: MvR noted the untimely passing of Frank Weijers of Unilever, who had been a member of the AB for three years, on 29 January 2016. A moment of silence was observed in recognition of Mr. Weijers.

MvR then introduced three new Board members: neither Anton van Rossum nor Jan Zijderveld were able to join, but Leon He of Huawei came in and introduced himself slightly later in the meeting.

There were no questions or need to review minutes of the 19<sup>th</sup> AB Meeting from October 2015.

**2. McKinsey Presentation – Marc van Rooijen (17.30)**

[REDACTED]

[REDACTED]

[REDACTED]

MvR turned the meeting over to Dean Steef van de Velde (SvdV) for the RSM Update.

### **3. RSM Update – News, Future Developments – Steef van de Velde - (17.45)**

SvdV offers a short update of the main developments since the October 2015 meeting.

#### Rankings:

While RSM continues to work across all of its divisions to enhance the school's reputation [via the bulleted items: optimise educational offering, engage and enhance relevance and impact of research, engage alumni and corporate relations, think and act as one school, be a great place to work] – rankings of the school's programmes continues to be mixed.

The MSc in International Management, CEMS, and MSc in Financial Management programmes remain strong and have even ascended in the rankings (such as FT.com). Generally the MSc programmes are doing well, said SvdV: very international, a huge student population, only the best are admitted into the MSc programmes which are very affordable.

However the post-experience (MBA/exec ed) programmes, particularly the Full Time International MBA, have continued to slide lower in the rankings.

New ranking instruments have given RSM something to be proud of, said SvdV. In the latest U.S. News & World Report ranking, which is dominated by U.S. schools, RSM is ranked #16 in the world (business and economics table). This shows the credibility RSM has thanks to its research, which gives the school entrée to collaboration with other universities.

#### Financial Results:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### Programmes:

In the past year three new programmes have been launched.

*The CR-EMBA* (in collaboration with University of Cologne) is the first RSM programme offered outside of Rotterdam, with an intake above expectation – 20 students is the aim.



*The Part Time PhD programme for business executives: demand greater than capacity, programme capped at 12 students each year which enables selectivity.*

The *Advanced MSc Finance and Investments* programme has also attracted more applications than anticipated. The programme runs 16 months (instead of the usual 12). The innovative part is that the funding of the programme is partly public and partly private, said SvdV. [REDACTED]

students. Aiming for 40-45

Other News:

Name of school: Rotterdam School of Management, Erasmus University will remain the name of the school despite the long ongoing discussion of its appropriateness.

MvR quipped that “we’ll have to figure out something else to talk about in the AB Meetings.”

The Erasmus Centre for Women in Organisations had its official launch.

The 29<sup>th</sup> March marked the day the first RSM MOOC (massive online open course), in Innovation Management, launched.

2016 is the year the RSM 2020 campaign to mobilise alumni and enable fundraising will launch.

MBA portfolio is undergoing a review and repositioning.

The RSM Mission Statement is being revisited. The draft: "RSM is a top European business school that is committed to make a positive change in the world. We have four levers: academic research, education, valorisation, and engagement with the local community."

There will be focus groups and internal discussions to arrive at a final version of the Mission Statement.

Other comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

[REDACTED]

[REDACTED]

\_\_\_\_\_

\_\_\_\_\_

[REDACTED]

[REDACTED]

SvdV thanks the board and opens the podium to the next presenter, Marc Smelik, Academic Director MBA programmes.

#### 4. MBA – Design for a Changing World – Marc Smelik - (18.05)

As introduction Eric Waarts (EW) provided background about reviewing MBA portfolio and why it is important. [REDACTED]

[REDACTED] The Executive MBA at RSM is growing, so this is an important point of discussion. EW introduced Marc Smelik (MS).

**MS outlines two key drivers regarding MBA:** reputation (how to optimise RSM MBA portfolio to become known in a global market) and financial drivers (revenue growth stronger in executive education as opposed to weakening FT MBA, how to take advantage of this?).

[REDACTED]

**Questions from Board Members regarding rankings:** [REDACTED] noted that if the FT ranking is based in part on salary 3 years after graduation from the MBA, then having more expats in the programme (who will return to their home countries with a comparatively low income, or will stay in NL where salaries are also lower than in the UK for example) will not improve the rankings.

[REDACTED]

[REDACTED] asked about the impact of ranking: 'Is it a straight curve, or do you have to be in the very top and then you take off?' he asked. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

**5. Break 18.45 – 19.05**



The IWILL campaign or movement is now 6 years old. It was created to differentiate RSM from other business schools by indicating the drive, passion and culture of the school's people.

To date 10,000 IWILL photos and statements have been collected. 7700 Likes on FB page. 1250 followers on LinkedIn. The IWILL Award has been presented for several years.

[A new beta IWILL video will be sent to AB Members]

How to go further with IWILL? Particularly how to take the RSM initiative external?

WK presented some ideas and questions:

Use it as a goal-setting instrument to increase student engagement; Want to use as part of recruitment activities, how could this work?; Look at the very first 100 IWILL statements to see what has happened in the meantime, storytelling; how to celebrate the 10,000 IWILL milestone? Use IWILL as part of MBA programmes' Personal Leadership Development course? Analysis of the statements could lead to identifying hives of RSM students/alumni/faculty with similar IWILL statements who become a natural 'network'.

█ noted that it is personal and powerful to make such a statement. █ asked about deploying IWILL in the Executive Education programmes.

#### **7. RSM Department of Technology & Operations Management – an Introduction. – Eric van Heck –(19.30)**

Professor Dr Ir Eric van Heck (EvH), Chairman of RSM's Department of Technology and Operations Management – one of the largest and most externally connected departments of the school – introduced his department and the state of the art research, teaching and initiatives it is engaged in.

In total 75 faculty members make this the largest department in RSM. The department is focused on science and practice being an 'intertwining dance' that is relevant for academia and business. █

█  
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The department is focused on 3 Masters: MSc Supply Chain Management, Business Management and Management of Innovation. Thus they supervise more than 420 Master students (and their theses) each year.

RSM's first MOOC (in Innovation management) had just been launched by the department, with 1600 enrolled.

EvH presented:

#### **9 ways to create academic and business impact**

Impact via publishing in academic top journals

Impact via master students and involvement (For example [REDACTED] and a MSc alumnus)

Impact via MBA/Executive students (teaching) and developing programmes such as Leadership Challenges with Big Data Executive E programme in which participants develop an app in 8 days

Impact via business journals and RSM Discovery

Impact via co creation and open source (such as competitive benchmarking in MIS Quarterly)

Impact via direct sponsored PhD research

Impact via academic collaborations such as with MIT Sloan – ‘always collaborate with those who are higher in the rankings!’ said EvH.

Impact via Patents and Standard Setting – more for technical universities than business schools, although thanks to Prof. Henk de Vries the department has already had an impact on ISO standards for many years.

Impact via start-ups and service provisioning.

EvH noted that these are the areas where the department can make impact – but how to do better?

Observations from AB members:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

PS: Ask yourself what do my customers want? 'We had seven brilliant professors at Smart Port who weren't listening, but were talking.'

#### **8. SUMMARY AND CLOSING – Marc van Rooijen –(19.45)**

MvR closed the meeting, reminded the attendees of the upcoming (20 May) Michael Porter seminar to which they are invited, and adjourned the meeting.



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**Shell & RSM Partnership**



Shell & RSM Partnership

### Objective:

Rotterdam School of Management, Erasmus University (RSM) is an internationally ranked business school which focuses on developing leaders in global, sustainable business. Offering an array of Bachelor, Masters, MBA, PhD and Executive Education programmes, it is one of the largest business schools in the world in terms of numbers of students and research faculty. In line with its mission statement, RSM, would like to collaborate more closely and intensively with the corporate world, NGO and Government institutions.

In the Netherlands, Rotterdam School of Management, Erasmus University has proven to be a successful partner in attracting graduates and every year RSM welcomes many alumni that have started a successful career with Shell. For that reason Shell International B.V. (Shell) has expressed a clear interest in a partnership with one of world's top business schools.

The aim of RSM and Shell is to develop a sustainable and mutually beneficial relationship between Shell and RSM, based on agreed and long-term objectives.

### Proposed Charter:

#### 1. Shell / RSM Steering Group

To initiate and sustain the development of the relationship, the proposal is to form a steering group (SG), comprising of Shell management and RSM professors. On Shell's part the SG could consist of the Lead of the Campus Ambassador Team and a selection of the Campus Ambassador Team members. On RSM's part the expertise of the professors participating should match the business areas targeted by Shell. The main aim of this SG is:

- a. For Shell to provide RSM with insight into the key area developments within Shell, such as Finance, HR, IT, Contracting & Procurement, Supply & Distribution and Trading. This will provide a baseline for prioritising the annual (working) agenda between both parties.
- b. For RSM to update Shell on the key trends and developments in the business and academic world, which can influence/steer the direction of the partnership's long-term agenda.
- c. For Shell to potentially influence the design of the RSM curriculum and the profile of students who attend the BSc/MSc/MBA programmes.

Proposed Shell members should be cross-functional (e.g. fast-track executives & young talent). The Shell / RSM SG should aim to meet at least once a year. Spin-off project groups can be established, to focus on agreed action points.

### Start date:

This agreement will become effective from 1 May 2012 onwards and will continue thereafter unless terminated by either RSM or Shell. Once a year during a SG meeting parties will discuss whether they wish to continue this relationship or make any changes.

## Shell & RSM Partnership

### Potential collaboration – Shell / RSM:

Four key areas of collaboration have been identified:

1. Recruitment - Young talent
2. Marketing & Branding initiatives
3. Research
4. Miscellaneous

#### 1. Recruitment – Young Talent

Shell expresses a substantial interest in recruiting MSc students from all MSc in Business Administration programmes. Shell will particularly target the Masters of Finance & Investments, Accounting & Control, Business Information Management, Human Resource Management, Strategic Management, Organisational Change & Consulting and Supply Chain Management.

Within the MSc student group Shell has a strong link to the MSc IM/<sup>CEMS</sup> students. Shell has a partnership with the CEMS organisation which will be renewed for the year 2012. For recruitment activities towards this target group we refer to the content of this specific contract.

#### **Recruitment Communication:**

In general Shell would like to inform and approach the student groups Shell is interested in through targeted communication. RSM's Career Services will play an important role in that they post internships, entry-level jobs and business-related activities on their website [www.rsm.nl/career-services](http://www.rsm.nl/career-services) and through the RSM intranet tool, called SIN-Online. Shell can at all times provide Career Services with communication material to be posted on these media.

#### **RSM / Shell Recruitment Events:**

For recruitment purposes the Career Services department will co-operate with Shell in organising and facilitating company events whenever appropriate.

#### 2. Marketing & Branding initiatives

##### **Shell Guest lecturers**

Shell will identify experts as speakers, who will contribute to the students' understanding of Shell (who they are & what they do), within a possible variety of courses. Shell expresses a preference for contributing in the areas mentioned under 1. Ideally Shell would be able and willing to feature in the Master courses of the seven MSc programmes. It is envisaged that through the contacts enabled in the Steering Group Shell business people and RSM professors will identify the most relevant courses and topics on which to co-operate.

##### **RSM Alumni – Leadership Summit / Journeys with Erasmus / Local Chapters**

To reach out to the RSM alumni community Shell has the option to provide a key-note speaker at the yearly Leadership Summit or at one of the recurring Journeys with Erasmus (which take place every 3 or 4 months). Shell also has the option to host a Local Chapter event for RSM alumni around the world.



### RSM Programme Advisory Committees

From the Steering Group Shell has the possibility to identify employees who would like to join one of the Programme Advisory Committees that are being established for each of the MSc programmes in the near future.

### RSM Advisory Board

The mission of the Advisory Board is to further connect RSM with external management issues and practices. Consisting of over 20 individuals from management positions in corporate industry, NGOs and the political arena, this influential group provides an ongoing pipeline of ideas, knowledge and advice from the broader community that serve to shape RSM's strategic agendas. Shell's Ruth Cairnie, EVP Strategy & Planning, is currently part of the RSM Advisory Board.

### RSM Alumni Advisory Board

The RSM Alumni Advisory Board is the official representation of our alumni body, serving as an interface between our alumni network, the school, and the current student body. The Board is made up of alumni, who generously give their time to help identify the needs and opportunities presented to them by the larger alumni body.

Its mission is to act as a sounding board to and resource for the Dean and other members of RSM in communicating the interests and concerns of alumni and outside world across the topics impacting value of RSM to alumni and potential employers including. Shell's Yvonne van Ginkel, Channel Optimiser, is currently part of this Board.

## 3. Research

### RSM (PhD) Research

RSM can provide research services (drawn from a pool of 350 senior researchers and PhD students) to support the R&D capabilities within Shell. RSM has one of the largest research capabilities in Europe. RSM can provide research expertise to Shell (at cost), focusing on some of Shell's key interests.

## 4. Miscellaneous

This agreement is entered into on a non-exclusive basis and nothing included in it prevents either Shell or RSM from entering into similar agreements with other parties. Unless specifically agreed otherwise in writing (e.g. in relation to specific projects that may emanate from this agreement), each party will bear its own costs under this agreement.

On a yearly basis the partnership will be reviewed and both parties have the right to end the contract.

IN WITNESS WHEREOF the parties have executed this agreement in two-fold:

For: Rotterdam School of Management  
Erasmus University

By:

Date:

Signature:

For: Shell International B.V.

By:

Date:

Signature:







Datum 4 juni 2014  
 Uw kenmerk -  
 Ons kenmerk BD/PS/MB/mb/5.2806

Contact  
 T +31 224 56 4085  
 m.brouwer@ecn.nl

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 Rotterdam School of Management  
 T.a.v. Prof. Dr. S.L. van de Velde  
 Burgemeester Oudlaan 50  
 3062 PA ROTTERDAM

Onderwerp Samenwerkingsovereenkomst "Leren van ervaringen in de gassector"

Geachte heer Van de Velde,

Hierbij ontvangt u een volledig ondertekend en origineel exemplaar van de Samenwerkingsovereenkomst inzake het TKI project "Leren van ervaringen in de gassector".

Hopende u hiermee voldoende te hebben geïnformeerd

Met vriendelijke groeten,

Mw. M.G. Brouwer  
 Sales Support  
 Corporate Business Development

|                        |             |
|------------------------|-------------|
| RSM ERASMUS UNIVERSITY |             |
| CORR.NR                | RSM0000 591 |
| INGEKOMEN D.D.         | 12/6/14     |
| CLASS.NR.              |             |
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## SAMENWERKINGSOVEREENKOMST

### De ondergetekenden:

- (1) Stichting Energieonderzoek Centrum Nederland, ingeschreven bij de Kamer van Koophandel onder nummer 41151233, en kantoorhoudende aan de Westerduinweg 3, Postbus 1, 1755 ZG Petten ten deze rechtsgeldig vertegenwoordigd door Ir. P.A.O.G. Kortling, in de functie van CEO Executive Board, hierna te noemen "ECN".
- (2) Rotterdam School of Management, Erasmus Universiteit Rotterdam, ingeschreven bij de Kamer van Koophandel onder nummer 24495550, en kantoorhoudende aan de Burgemeester Oudlaan 50, 3062 PA Rotterdam ten deze rechtsgeldig vertegenwoordigd door Prof. Dr. S.L. van de Velde, in de functie van Decaan, hierna te noemen "RSM".
- (3) Nederlandse Aardolie Maatschappij B.V., ingeschreven bij de Kamer van Koophandel onder nummer 04008869 en kantoorhoudende aan de Schepersmaat 2, 9405 TA, Assen ten deze rechtsgeldig vertegenwoordigd door I.J. Kalmijn in de functie van Finance Manager NL & Germany en dr. B.J. Botter, Corporate Affairs Manager, hierna te noemen "NAM".
- (4) Shell International B.V., ingeschreven bij de Kamer van Koophandel onder nummer 27155369 en kantoorhoudende aan de Carel van Bylandtlaan 30, 2596 HR, Den Haag, hierna te noemen "Shell".
- (5) GDF SUEZ E&P Nederland B.V., ingeschreven bij de Kamer van Koophandel onder nummer 27113806 en kantoorhoudende aan de Einsteinlaan 10, 2719 EP, Zoetermeer ten deze rechtsgeldig vertegenwoordigd door Ir. R.B. Zoon in de functie van Managing Director, hierna te noemen "GDF SUEZ".
- (6) GasTerra B.V., ingeschreven bij de Kamer van Koophandel onder nummer 02089290 en kantoorhoudende aan de Stationsweg 1, 9726 AC, Groningen ten deze rechtsgeldig vertegenwoordigd door Drs. G.J. Lankhorst, in de functie van CEO, hierna te noemen "GasTerra".

### In aanmerking nemende dat:

- (a) Partijen in het kader van het Programma bij de Subsidiegever een voorstel hebben ingediend voor de uitvoering van het Project en de Subsidie hebben aangevraagd;
- (b) Voor de uitvoering van het Project de subsidie is verleend door de Subsidiegever die deze subsidie aan ECN en RSM ter beschikking zullen stellen;
- (c) Partijen zullen samenwerken bij de uitvoering van het Project;

### Zijn als volgt overeengekomen:

#### Artikel 1 - Definities

1.1 In deze Overeenkomst wordt verstaan onder:

Project: Leren van ervaringen in de gassector.

Programma: Subsidieregeling Energie en Innovatie, Gasvoorziening: Acceptatie in de samenleving

Subsidiegever: Agentschap NL

Penvoerder: ECN.

1.2 Voorts wordt in deze Overeenkomst verstaan onder:

'Basiskennis': Knowhow en Intellectuele Eigendomsrechten op hetzelfde gebied als waarop het Project betrekking heeft, met uitsluiting van Projectresultaten.

'Bedrijfsgegevens': geheime informatie van of over een Partij, een derde en/of diens bedrijf die van commerciële waarde is of kan zijn.

'Contractprocédé': een technologie of werkwijze die tot de Projectresultaten behoort;

'Contractproduct': een product of dienst, behorend tot de Projectresultaten of geproduceerd of geleverd met gebruikmaking van een Contractprocédé;

'Eigen Bijdrage': het aandeel in de Projectkosten dat een Partij voor eigen rekening neemt, zoals omschreven in het Subsidiebesluit en nader gespecificeerd in het Projectplan.

'Einddatum': de einddatum van het Project volgens het Subsidiebesluit.

'Exploitatie': productie of distributie van een Contractproduct, de toepassing van een Contractprocédé of het in licentie geven van Intellectuele Eigendomsrechten op Projectresultaten, alsmede het doorgeven van Knowhow om de vervaardiging of het gebruik ervan mogelijk te maken.



'Groep': een groep zoals gedefinieerd in het Programma of, bij gebreke van een definitie in het Programma, een groep waarin een Partij met andere rechtspersonen of vennootschappen organisatorisch is verbonden, zoals bedoeld in artikel 24b Boek 2 Burgerlijk Wetboek.

'Groepsmaatschappij': een rechtspersoon of vennootschap waarmee een Partij in een Groep is verbonden, zoals bedoeld in artikel 24b Boek 2 Burgerlijk Wetboek.

'Ingangsdatum': de datum waarop het Projectvoorstel is ingediend bij de Subsidiegever.

'Intellectuele Eigendomsrechten': industriële eigendomsrechten, auteursrecht en naburige rechten.

'Knowhow': een geheel van niet-geoctrooeerde praktische informatie, voortvloeiend uit ervaring en onderzoek, die geheim, wezenlijk en geïdentificeerd is; "geheim" betekent dat de knowhow niet algemeen bekend of gemakkelijk verkrijgbaar is; "wezenlijk" betekent dat de knowhow informatie omvat die onmisbaar is voor de vervaardiging van Contractproducten of de toepassing van een Contractprocédé; "geïdentificeerd" betekent dat de knowhow zodanig volledig beschreven is dat kan worden nagegaan of deze geheim en wezenlijk is;

'Onderzoek en Ontwikkeling': de verwerving van Knowhow ten aanzien van producten of werkwijzen, de uitvoering van theoretische analyses, systematische studies of experimenten, met inbegrip van experimentele productie en technische tests van producten of werkwijzen, de inrichting van de daartoe benodigde installaties en de verwerving van Intellectuele Eigendomsrechten voor de resultaten;

'Partij': een partij bij deze Overeenkomst.

'Project': het in Artikel 1.1 genoemde project zoals omschreven in het Projectvoorstel respectievelijk het Subsidiebesluit en nader gespecificeerd in het Projectplan.

'Projectdeel': de aanspraak van een Partij op een deel van de Subsidie volgens het Subsidiebesluit en zoals nader gespecificeerd in het Projectplan.

'Projectkosten': de kosten die, exclusief omzetbelasting (voor zover van toepassing), volgens het Subsidiebesluit en het Projectplan zijn verbonden aan de uitvoering van het Project.

'Projectplan': het plan, zoals opgenomen in het Projectvoorstel, waarin het Project, de begroting van de Projectkosten en van iedere Partij het Projectdeel en de Eigen Bijdrage zijn beschreven, met inbegrip van tussen Partijen overeengekomen wijzigingen en aanvullingen.

'Projectresultaten': alle resultaten die voortvloeien uit de uitvoering van het Project door Partijen, met inbegrip van Knowhow en Intellectuele Eigendomsrechten met betrekking tot zulke resultaten, en die betrekking hebben op hetzelfde gebied als waarop het Project betrekking heeft.

'Projectvoorstel': het voorstel voor het Project zoals door of namens Partijen ingediend bij de Subsidiegever en opgenomen als Bijlage 1 bij deze Overeenkomst.

'Programma': het in Artikel 1.1 genoemde onderzoek-, ontwikkelings- en/of demonstratieprogramma, met inbegrip van latere wijzigingen en aanvullingen.

'Overeenkomst': deze Overeenkomst en de bijlagen daarbij.

'Subsidie': de financiële middelen die de Subsidiegever volgens het Subsidiebesluit als bijdrage in of betaling van de Projectkosten aan ECN en RSM verstrekt met het oog op de uitvoering van het Project.

'Subsidiebesluit': het besluit van de Subsidiegever in de brief van 5 december 2013 waarin de Subsidie wordt verleend en die bijgevoegd in bijlage 4 bij deze Overeenkomst, alsmede iedere overeenkomst met en ieder besluit van de Subsidiegever in aanvulling daarop of ter uitvoering daarvan, met inbegrip van latere wijzigingen en aanvullingen.

'Subsidiegever': het in Artikel 1.1 genoemde bestuursorgaan dat het Programma uitvoert.

## **Artikel 2 - Doel en duur**

### **2.1 Partijen werken samen teneinde:**

(a) het Projectvoorstel in te dienen en de Subsidie aan te vragen bij de Subsidiegever en daarover overleg te voeren met de Subsidiegever; en

(b) het Project uit te voeren indien de Subsidie wordt verleend.

### **2.2 Deze Overeenkomst treedt in werking op de Ingangsdatum en eindigt van rechtswege:**

(a) op de datum van het besluit van de Subsidiegever de Subsidie niet te verlenen of, indien dat eerder is, na verloop van één (1) jaar na de Ingangsdatum indien de Subsidiegever op die datum de Subsidie nog niet heeft verleend; of, indien de Subsidie wordt verleend:

(b) nadat Partijen al hun verplichtingen uit het Subsidiebesluit en deze Overeenkomst volledig zijn nagekomen.

2.3 Indien de Subsidiegever de Subsidie verleent maar in aanvulling op het Programma daaraan één of meer voorwaarden of voorschriften verbindt, heeft iedere Partij van wie als gevolg daarvan in redelijkheid niet kan worden gevergd het Project uit te voeren, het recht deze Overeenkomst schriftelijk met onmiddellijke ingang jegens elk van de andere Partijen te beëindigen, onverminderd het bepaalde in Artikel 6.1.



### **Artikel 3 - Penvoerder**

Mede namens de andere Partijen is de Penvoerder bevoegd en heeft tot taak zorg te dragen voor:

- (a) de indiening van het Projectvoorstel en het aanvragen van de Subsidie bij de Subsidiegever;
- (b) contacten en correspondentie met de Subsidiegever;
- (c) de leiding van het Project;
- (d) de goedkeuring van publicaties en persberichten over het Project en Projectresultaten nadat de Penvoerder daartoe uitdrukkelijke schriftelijke goedkeuring van de Partijen heeft gekregen, met diens verstande dat de Penvoerder namens de partijen altijd in staat zal worden gesteld om de (publicatie) verplichtingen uit het Subsidie besluit correct en tijdig na te komen
- (e) het doen van voorstellen aan Partijen omtrent:
  - (i) wijziging van het Projectplan;
  - (ii) de ingebrekestelling van een Partij.
- (f) het verzamelen van de door Partijen te leveren documenten, zoals rapporten, facturen en kostenopgaven, en de indiening daarvan bij de Subsidiegever.

### **Artikel 4 - Verantwoordelijkheden van Partijen**

4.1 Iedere Partij zal tijdig aan de Penvoerder:

- (a) de informatie verschaffen die de Penvoerder in verband met de uitvoering van het Subsidiebesluit nodig heeft om de verplichtingen uit deze Overeenkomst na te komen of waar door de Subsidiegever in overeenstemming met het Subsidiebesluit om wordt verzocht, alsmede de Penvoerder op de hoogte houden van zulke verzoeken van de Subsidiegever en de beantwoording daarvan; en
- (b) de volgens het Subsidiebesluit bij de Subsidiegever in te dienen rapporten toezenden voor zover door de betreffende Partij aan te leveren overeenkomstig het Projectplan en in overeenstemming met de daaraan in het Subsidiebesluit gestelde eisen opdat deze tijdig door de Penvoerder bij de Subsidiegever kunnen worden ingediend.

4.2 Iedere Partij zal naar beste vermogen:

- (a) de aan hem, al dan niet samen met anderen, toegewezen taken tijdig uitvoeren in overeenstemming met het Projectplan en tijdig aan de andere Partijen informatie ter beschikking stellen in overeenstemming met het Subsidiebesluit en deze Overeenkomst; en
- (b) onverwijld de Penvoerder en elk van de andere Partijen informeren over enige vertraging in de uitvoering van zijn taken.

4.3 Onverminderd het bepaalde in Artikel 7, zal iedere Partij (a) naar beste vermogen de juistheid en geschiktheid van aan de andere Partijen te verschaffen informatie en materialen (met inbegrip van Basiskennis en Projectresultaten) bevorderen en onverwijld enige fout daarin herstellen die hem ter kennis is gekomen; en (b) niet bewust als onderdeel van Projectresultaten rechten van derden gebruiken zonder daartoe bevoegd te zijn, maar een Partij wordt niet geacht enige garantie te hebben gegeven omtrent de genoegzaamheid, juistheid of geschiktheid van zulke informatie of materialen, noch omtrent de afwezigheid van enige inbreuk op rechten van derden die het gevolg kan zijn van het gebruik van zulke informatie of materialen.

### **Artikel 5 - Kosten en Betalingen**

5.1 Behoudens ieders Projectdeel, draagt iedere Partij zijn eigen kosten die voortvloeien uit de opstelling van het Projectvoorstel, het overleg met de Subsidiegever daarover en de uitvoering van het Project.

5.2 De Penvoerder draagt ervoor zorg dat binnen vijftienveertig (45) kalenderdagen na ontvangst van enige betaling door de Subsidiegever het voor ieder van de andere Partijen bestemde aandeel in die betaling is overgemaakt op de daartoe tijdig en schriftelijk aan de Penvoerder opgegeven bankrekening van ieder van de andere Partijen.

5.3 In uitzondering op artikel 5.1 komen Partijen overeen dat de niet door de Subsidie gedekte activiteiten van ECN en RSM in het kader van het Project zullen worden gedragen door overige partijen zijnde NAM, Shell, GDF SUEZ en Gasterra. Partijen komen nu overeen en stellen vast dat deze bijdrage maximaal (Private Bijdrage) voor NAM en Shell 8.750 EUR per partij, en voor GDF SUEZ en Gasterra 17.500 EUR per partij zal bedragen. De Private Bijdrage zal binnen vijftienveertig (45) dagen na de aanvang van het Project aan de Penvoerder worden overgemaakt. De Penvoerder draagt zorg voor de verdeling van de ontvangen Private Bijdrage naar rato van het Projectdeel van ECN en RSM en maakt het voor RSM bestemde aandeel in de Private Bijdrage op de bankrekening van RSM over.



#### **Artikel 6 - Geheimhouding en Publicaties**

6.1 Iedere Partij zal alle informatie, met inbegrip van Bedrijfsgegevens, Basiskennis en Projectresultaten, die door een andere Partij onder deze Overeenkomst of anderszins in verband met het Project wordt verstrekt in mondelinge, schriftelijke of elektronische vorm en als vertrouwelijk wordt gedateerd en gemarkeerd of indien mondeling of visueel verstrekt, binnen 30 dagen na verstrekking alsnog als vertrouwelijk wordt gedateerd en gemarkeerd:

(a) voor geen ander doel gebruiken dan in overeenstemming met het Subsidiebesluit, Projectplan en deze Overeenkomst; en

(b) geheim houden en niet bekend maken aan een derde zonder de voorafgaande schriftelijke toestemming van de andere Partij;

met dien verstande dat voornoemde verplichtingen niet van toepassing zijn op informatie waarvan een Partij kan aantonen dat deze:

(i) op het moment van ontvangst was gepubliceerd of anderszins algemeen toegankelijk was voor het publiek;

(ii) na ontvangst is gepubliceerd of anderszins algemeen toegankelijk voor het publiek is geworden buiten toedoen van de ontvangende Partij;

(iii) reeds zonder beperkingen in het bezit van de ontvangende Partij of een van haar Groepsmaatschappijen was;

(iv) rechtmatig is verkregen van een derde;

(v) door de ontvangende Partij of een van haar Groepsmaatschappijen zelf is ontwikkeld zonder op enigerlei wijze gebruik te maken van de informatie van de andere Partij;

(vi) in overeenstemming met het Subsidiebesluit aan de Subsidiegever moet worden verstrekt.

6.2 Onverminderd het bepaalde in Artikel 6.1 heeft een Partij die een universiteit of onderzoekinstelling is het recht zijn eigen Projectresultaten te publiceren na daartoe schriftelijk toestemming van de overige Partijen te hebben verkregen. Deze toestemming kan slechts gedurende een periode van ten hoogste zes (6) maanden na de datum van het verzoek om toestemming worden onthouden met het oog op het aanvragen van industriële eigendomsrechten voor de Projectresultaten waarop de publicatie betrekking heeft. Voor het overige zijn Partijen vrij om de Projectresultaten voor interne doeleinden te gebruiken.

#### **Artikel 7 - Aansprakelijkheid en Vrijwaring**

7.1 Behoudens ingeval van opzet of grove schuld, is de aansprakelijkheid van iedere Partij jegens elk van de andere Partijen beperkt tot het bedrag van diens Projectdeel of Private Bijdrage. Aansprakelijkheid voor indirecte en gevolgschade is uitgesloten.

7.2 Voor zover de Subsidiegever in overeenstemming met het Subsidiebesluit jegens één of meer Partijen aanspraak maakt op terugbetaling van de Subsidie, vrijwaring of schadevergoeding zal iedere Partij aan wiens tekortkoming die aanspraak valt toe te rekenen of op wiens Projectdeel die aanspraak betrekking heeft elk van de andere Partijen daartegen vrijwaren, met dien verstande dat de aansprakelijkheid van die Partij te allen tijde is beperkt tot zijn Projectdeel dan wel Private Bijdrage. Het meerdere zal door de andere Partijen worden gedragen in verhouding tot hun Projectdeel of Private Bijdrage. Voor zover niet kan worden vastgesteld dat de aanspraak valt toe te rekenen aan de tekortkoming van één of meer Partijen, zal het bedrag waarop de Subsidiegever in overeenstemming met het Subsidiebesluit aanspraak maakt door alle Partijen worden gedragen in verhouding tot hun Projectdeel of Private Bijdrage.

#### **Artikel 8 - Basiskennis en Projectresultaten**

8.1 Basiskennis blijft uitsluitend toebehoren aan de Partij aan wie deze op de Ingangsdatum toebehoort.

8.2 Projectresultaten behoren uitsluitend toe aan de Partij die deze door zijn uitvoering van het Project heeft verkregen.

8.3 Indien tijdens de uitvoering van het Project twee of meer Partijen en/of derden die voor hen werkzaam zijn gezamenlijk als Projectresultaat een uitvinding doen voor hun aandeel waarin zij niet ieder zelfstandig een industrieel eigendomsrecht kunnen aanvragen, zullen die Partijen daarvoor gezamenlijk een industrieel eigendomsrecht aanvragen op nader tussen hen overeen te komen voorwaarden. Zolang één dergelijk industrieel eigendomsrecht bestaat hebben de betrokken Partijen het recht de Projectresultaten waarop dat recht betrekking heeft kosteloos te gebruiken voor Onderzoek en Ontwikkeling en voor Exploitatie en daarop rechten aan derden te verlenen zonder voorafgaande toestemming van de andere betrokken Partijen.

8.4 Iedere Partij heeft het recht de Basiskennis en de Projectresultaten van elk van de andere Partijen te gebruiken voor de uitvoering van het Project, waaronder in ieder geval begrepen is het openbaar verspreiden van de Projectresultaten ter promotie van het Project, een en ander zoals omschreven in het



Projectvoorstel. Dit recht is kosteloos, niet-exclusief, niet-overdraagbaar en omvat niet het recht aan derden sublicenties te verlenen.

8.5 Voor zover noodzakelijk voor de Exploitatie van zijn Projectresultaten en behoudens rechten van derden, heeft iedere Partij het recht om op nader overeen te komen marktconforme voorwaarden van elk van de andere Partijen een licentie te verkrijgen voor het gebruik van diens Basiskennis en Projectresultaten. Dit recht vervalt zes (6) maanden na de Einddatum.

#### **Artikel 9 - Geen overdracht en uitbesteding; Aansprakelijkheid voor Groepsmaatschappijen**

9.1 Een Partij is zonder voorafgaande schriftelijke toestemming van de andere Partijen niet bevoegd aan een derde, met uitzondering van een Groepsmaatschappij:

- (a) de rechten en/of verplichtingen die voor hem uit deze Overeenkomst voortvloeien geheel of gedeeltelijk over te dragen;
- (b) door hem op grond van deze Overeenkomst te verrichten werkzaamheden geheel of gedeeltelijk uit te besteden.

9.2 Iedere Partij blijft aansprakelijk voor de nakoming van de verplichtingen die voor diens Groepsmaatschappijen uit het Subsidiebesluit en deze Overeenkomst voortvloeien.

9.3 Indien en zodra een Groepsmaatschappij niet langer tot een Groep behoort, vervallen de rechten van die Groepsmaatschappij zoals bedoeld in Artikel 8.3, 8.4 en 8.5 maar blijven de rechten van Partijen zoals bedoeld in die bepalingen in stand.

#### **Artikel 10 - Geen exclusiviteit**

Onverminderd de verplichtingen die voor Partijen uit het Subsidiebesluit en deze Overeenkomst voortvloeien, is iedere Partij te allen tijde vrij al dan niet in opdracht van, met subsidie van of in samenwerking met een derde werkzaam te zijn op hetzelfde gebied als waarop het Project betrekking heeft en op ieder ander gebied.

#### **Artikel 11 - Beëindiging**

11.1 Onverminderd het bepaalde in deze Overeenkomst en Boek 6 van het Burgerlijk Wetboek, is geen der Partijen bevoegd deze Overeenkomst of zijn deelname aan het Project te beëindigen, tenzij die Partij de voorafgaande schriftelijke goedkeuring heeft verkregen van de andere Partijen en de Subsidiegever.

11.2 Indien en zodra:

- (a) een Partij toerekenbaar tekortschiet in de nakoming van zijn verplichtingen onder deze Overeenkomst of het Subsidiebesluit en deze tekortkoming niet ongedaan kan worden gemaakt of niet ongedaan wordt gemaakt binnen zestig (60) dagen nadat hij door de Penvoerder namens de andere Partijen schriftelijk in gebreke is gesteld; of
  - (b) een Partij in staat van faillissement wordt verklaard of aan hem surséance van betaling wordt verleend, dan wel een verzoek daartoe bij een rechtbank wordt ingediend;
  - (c) de zeggenschap over een Partij of diens bedrijf direct of indirect aan een derde wordt overgedragen;
  - (d) het bedrijf van een Partij wordt stil gelegd of geliquideerd; of
  - (e) het Subsidiebesluit door de Subsidiegever jegens een Partij wordt ingetrokken;
- hebben de overige Partijen gezamenlijk het recht deze Overeenkomst schriftelijk en met onmiddellijke ingang geheel of gedeeltelijk jegens die Partij te beëindigen.

11.3 Indien en voor zover deze Overeenkomst jegens een Partij op grond van Artikel 11.2 wordt beëindigd:

- (a) hebben de overige Partijen, behoudens goedkeuring van de Subsidiegever, het recht de rechten en verplichtingen van die Partij uit het Subsidiebesluit en deze Overeenkomst over te nemen, te herverdelen en/of aan een derde over te dragen en het Projectdeel van die Partij en daarop betrekking hebbende (deel-)betalingen van de Subsidiegever te ontvangen; en
- (b) vervallen de rechten van die Partij en diens Groepsmaatschappijen zoals bedoeld in Artikel 8.3, 8.4 en 8.5 maar blijven de rechten van de overige Partijen zoals bedoeld in die bepalingen in stand.

#### **Artikel 12 - Gehele overeenkomst; wijzigingen**

12.1 Al hetgeen tussen Partijen vóór of op de Ingangsdatum is overeengekomen met betrekking tot het onderwerp van deze Overeenkomst is uitsluitend in deze Overeenkomst vastgelegd. Deze Overeenkomst kan slechts worden gewijzigd of aangevuld door middel van een schriftelijke, door Partijen rechtsgeldig ondertekende overeenkomst.

12.2 Partijen kunnen van deze Overeenkomst meerdere en/of verschillende exemplaren ondertekenen, maar deze Overeenkomst treedt niet in werking dan nadat iedere Partij ten minste één exemplaar van deze Overeenkomst heeft ondertekend. Ieder exemplaar van deze Overeenkomst is een origineel van

deze Overeenkomst maar alle exemplaren van deze Overeenkomst vormen tezamen één en dezelfde overeenkomst.

12.3 Ingeval van onderlinge strijdigheid prevaleren achtereenvolgens: (1) het Programma; (2) het Subsidiebesluit; (3) deze Overeenkomst; (4) het Projectplan.

12.4 Indien enige bepaling in deze Overeenkomst naar het oordeel van de bevoegde rechter of instantie, nietig, onverbindend, ongeldig, verboden of onuitvoerbaar is, zullen de overige bepalingen van deze Overeenkomst zoveel mogelijk volledig van kracht blijven en zullen Partijen trachten tot overeenstemming te komen over een alternatieve bepaling teneinde de bepaling die als nietig, onverbindend, ongeldig, verboden of onuitvoerbaar is aangemerkt, te vervangen.

#### **Artikel 13 - Geschillen en Toepasselijk Recht**

13.1 Alle geschillen die mochten ontstaan naar aanleiding van deze Overeenkomst, dan wel van nadere overeenkomsten die daarvan het gevolg mochten zijn, zullen worden behandeld overeenkomstig het ACB Mediationreglement en, bij gebreke van een vergelijk overeenkomstig dat Reglement, op verzoek van de meest gereede Partij worden beslecht overeenkomstig het Arbitrage Reglement van het Nederlands Arbitrage Instituut.

13.2 Op deze Overeenkomst is Nederlands recht van toepassing.

## HANDTEKENINGENPAGINA

Aldus in 6-voud opgemaakt en ondertekend,



(1) Stichting Energieonderzoek Centrum Nederland

naam : ir. P.A.O.G. Kortling  
functie : CEO Executive Board  
datum : 15 MEI 2014  
handtekening :



(2) Rotterdam School of Management, Erasmus Universiteit Rotterdam

naam : Prof. Dr. S.L. van de Velde  
functie : Decaan  
datum :  
handtekening :

17/04/2014



(3) NAM B.V.

naam :  
functie :  
datum :  
handtekening :

07-02-014



(4) Shell International B.V.

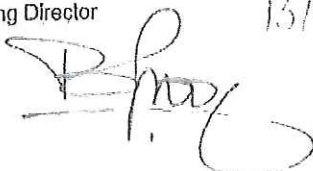
naam : M.C.M. Brandjes  
functie : General Attorney  
datum : 16-04-2014  
handtekening :

naam : C. Omloo  
functie : General Attorney  
datum : 16-04-2014  
handtekening :

(5) GDF SUEZ E&P Nederland B.V.

naam : ir. R.B. Zoon  
functie : Managing Director  
datum :  
handtekening :

15/4/2014



(6) GasTerra B.V.

naam : Drs. G.J. Lankhorst  
functie : CEO  
datum : 5/5/2014  
handtekening :







07.351.14 Seri  
Schenkingen

This telecopy consists of 2 pages, including this page.

It is sent to you by:

Shell Nederland Raffinaderij/Chemie B.V.  
Vondelingenweg 601  
Postbus 7000/7005  
3000 HA ROTTERDAM

Name: D. Swier  
Dept: Dir. Personeel & Soc. zkn

Tel.no.: 010 - 431 4228  
Fax no.: 010 - 431 ~~31-22~~ 2047

Date: 30.3.89

PLEASE FORWARD THIS TELECOPY TO:

NAME : Prof. Rinnooy Kan  
DEPT : Erasmus Univ. R'dam  
TEL.NO. : 010 - 4081749  
FAX.NO. : 010 - 4520204

Het relevant gedeelte van de speech van de heer Grooters luidt als volgt:

Europa zal Europa niet worden als wij onze studenten opleiden in een begremsd Nederlands kader. Dat gebeurt gelukkig niet, Nederlanders durven de grenzen over, zoals het succes van het Nederlands ondernemen bewijst. Dit zal ons te pas komen als Nederland in het komende Europa zijn rol zal willen blijven spelen. Omgekeerd is het buitenland ook welkom in Nederland. Aan de <sup>ERASMUS</sup> universiteit leeft de wens "meer buitenland" in zijn studie te doen, en in die wens herkent Shell zijn eigen behoeften. Het is mij daarom een groot genoegen U te kunnen mededelen dat Shell ter gelegenheid van deze feestelijke dag een bijdrage van één miljoen gulden ter beschikking stelt aan de Erasmus Universiteit voor het mogelijk maken van internationale opleidingen.

Gaarne uw commentaar.



ERASMUS UNIVERSITEIT ROTTERDAM



Drs. H. Hooykaas  
President-directeur  
Shell Nederland B.V.  
Hofplein 20  
3032 AC Rotterdam

Uw brief

Ons kenmerk  
cvb/ark/042006

Datum  
11 april 1989

Onderwerp

Doorkiesnummer  
1749/1750

Zeer geachte heer Hooykaas,

Wij waren zeer verheugd bevestigd te krijgen dat Shell Nederland in het kader van de ingebruikstelling van Hycon bereid is een donatie van een miljoen gulden ter beschikking te stellen aan onze universiteit voor de verdere uitbouw van onze internationale onderwijsactiviteiten.

U kunt ervan overtuigd zijn dat wij, in goed overleg met vertegenwoordigers van Shell en met universitaire instanties, ons zullen inspannen om voor deze royale gift een passende bestemming te vinden. Daarop vooruitlopend willen wij u nu reeds van harte danken voor uw bereidheid onze universiteit zo te laten delen in de feestvreugde bij deze voor Shell zo belangrijke gebeurtenis.

Het College van Bestuur van de Erasmus Universiteit Rotterdam,

Mr. W.G. Koppelaars  
voorzitter

Mr. H.P. Patoir  
Secretaris van de Universiteit





ERASMUS UNIVERSITEIT ROTTERDAM

29 juni 1989  
rm/013683

Aan : mr. W.G. Koppelaars  
dr. J.C.G. Stam  
mr. H.P. Patoir  
prof.dr. C.J. Rijnvos  
Van : rector magnificus  
Betreft : Verslag van gesprek met de heer Swiers van Shell over de besteding van het miljoen (28 juni 1989)

1. Shell zag het geld gaarne bestemd voor een universitair doel, in het verlengde van de eerder aangereikte notitie over internationaliseringsplannen. Zij zou graag zien dat haar bijdrage aan dat doel op een of andere herkenbare wijze terug te vinden is. Leerstoelen e.d. komen minder in aanmerking.
2. Shell voelt zich zeer aangesproken door de gedachte om bij te dragen aan een permanente huisvesting voor de internationale managementprogramma's. Geaccepteerd wordt dat de feitelijke besteding daarmee nog enige tijd op zich kan laten wachten.
3. De heer Swiers zal informeren of het mogelijk is dat het miljoen tussentijds wordt overgedragen, opdat de rente ten goede komt aan de universiteit.
4. Afgesproken is dat onzerzijds Shell geïnformeerd zal worden over de voortgang in de ontwikkeling van de bouwplannen (Wex-gelden, grondaankoop). Er zal naar gestreefd moeten worden voor het eind van het jaar met een eerste ruwe schets te komen van wat ons voor ogen staat, met een aanduiding van de financiële repercussies en van de manier waarop de bijdrage van Shell in dat kader besteed zou kunnen worden.

10/10/10

# Shell Nederland Raffinaderij B.V.

Directie

|                     |                         |
|---------------------|-------------------------|
| E.U.R.<br>Ingekomen | Corr. nr.<br>Rm 047024  |
| dd 22 AUG. 1989     | Class.<br>07 25146-2000 |



Rotterdam, 16 augustus 1989

De Hooggeleerde Heer  
Prof.dr. A.H.G. Rinnooy Kan  
Rector Magnificus  
Erasmus Universiteit Rotterdam  
Burg. Oudlaan 50  
3062 PA ROTTERDAM

Zeer geachte Heer Rinnooy Kan,

Tijdens ons gesprek van 28 juni jl. spraken wij af dat ik op een vraag van uw zijde terug zou komen. Was Shell Pernis bereid het miljoen dat de heer Grooters bij de opening van de Hycon installatie beschikbaar had gesteld voor de stichting van een internationaal centrum, in afwachting van de uitwerking van de plannen op een zodanige manier ter beschikking te stellen dat EUR rente-inkomsten zou kunnen verkrijgen?

Ik heb uw vraag intern besproken en wij stellen u voor een gezamenlijke bankrekening ten name van EUR en Shell Pernis te openen waarop wij 1 miljoen gulden zullen storten, zodanig dat EUR vanaf 4 april 1989 inkomsten in de vorm van rente zal verkrijgen.

Wij stellen voor de rekening een gezamenlijk karakter te geven om te onderstrepen dat de precieze besteding van het betreffende bedrag nog onderwerp is van verder overleg. Zoals wij dit bespraken op 28 juni jl. zal het bedrag besteed worden aan de bouw van een internationaal centrum voor internationale (management) studies, zodanig dat de Shell bijdrage uiteindelijk duidelijk herkenbaar zal zijn. Wij spraken in dit verband over een bibliotheek en/of een of meer collegezalen.

Gaarne zouden wij uw reactie op het vorenstaande ontvangen. Zeer benieuwd zijn wij uiteraard naar de verdere uitwerking van uw plannen. Ik maak ook van de gelegenheid gebruik om u een bijzonder prettig verblijf in de Verenigde Staten te wensen. Wij nemen aan dat wij voor uw vertrek nog iets van u zullen vernemen, zowel wat betreft uw plannen als de wijze waarop het overleg tussen EUR en Shell over dit onderwerp na uw vertrek zal worden voortgezet.

Hoogachtend,

Shell Nederland Raffinaderij B.V.

Mr. D. Swier  
(Directeur Personeel & Sociale Zaken)

cc: DP, FPO





Shell Nederland Raffinaderij B.V.

Directie

Rotterdam 16 augustus 1988

De Hooggeleerde Heer  
Prof. dr. A.H.G. Rijnbooy Kan  
Rector Magnificus  
Erasmus Universiteit Rotterdam  
Kang. Oudlaan 50  
3005 BA ROTTERDAM

Geachte Heer Rijnbooy Kan

Uitgaans ons gesprek van 28 juni jl. spreken wij af dat ik op een vraag van uw zijde terug zou komen. Was Shell bereid het miljoen aan de Groenere bij de opening van de Hycon-installatie beschikbaar te stellen voor de aanschaf van een internationaal centrum, is antwoord van de uitwerking van de plannen op een zodanige manier dat beschikbare te stellen dat EUR rente-inkomsten zou kunnen verkrijgen?

Ik heb uw vraag intern besproken en wij stellen u voor een gemeenschappelijke bankrekening met name van EUR en Shell. Per 1 april 1989 worden 1 miljoen gulden zullen storten, zodanig dat EUR vanaf 1 april 1989 wordt gebruikt voor de aanschaf van het centrum.

Wij stellen voor de rekening een gemeenschappelijke karakter te geven om te onderzoeken dat de financiële positie van het betreffende bedrag niet onderwerp is van verdere overleg. Zoals wij dit bespreken op 18 juni jl. dat het bedrag bestemd worden aan de bouw van een internationaal centrum voor internationale (management) studies, zodanig dat de Shell bijdrage uiteindelijk duidelijk herkenbaar zal zijn. Wij spreken in dit verband over een bijdrage en/of een meer collectieve bijdrage.

Uw reactie op het voorgenomen ontwerp. Het ontwerp van de aanschaf van het centrum naar de verdere uitwerking van uw plannen. Het is ook van belang dat de aanschaf van het centrum wordt verduidelijkt in de komende jaren. Wij nemen aan dat wij voor uw vertrek nog iets van u zullen vernemen, zowel wat betreft de plannen als de wijze waarop het verloop tussen EUR en Shell over dit ontwerp na uw vertrek zal worden voortgezet.

Hoogachtend,

Shell Nederland Raffinaderij B.V.

Directie Personeel & Sociaal (D.P.S.)

Vondelingenweg 601, Rotterdam  
Telefax: 36510, Telegraaf: Shell/B  
Tel. (010) 431 91 11

Shell Nederland Raffinaderij B.V.  
Gevestigd te Rotterdam, H. reg. Rotterdam 24988

|                       |                          |
|-----------------------|--------------------------|
| E. U. R.<br>Ingekomen | Corr. nr.<br>513 047032  |
| d. 2 AUG. 1989        | Class.<br>67 351.66 Soom |

*Erasmus*

ERASMUS UNIVERSITEIT ROTTERDAM



UNIVERSITEITSRAAD

Commissie financiële en  
begrotingszaken

Uw brief .

Ons kenmerk

Datum

GRU/007618/S.K.

17 augustus 1989

Onderwerp.

Doorkiesnummer

Gift 1 mln. Shell.

1127

De commissie financiële en begrotingszaken vraagt uw aandacht voor het volgende.

In de rondvraag van 196e commissievergadering d.d. 7.8.1989 werd geconstateerd dat er nog steeds onduidelijkheid bestaat over de eventueel van Shell te ontvangen schenking.

De commissie vraagt uw raad derhalve het college van bestuur uit te nodigen op korte termijn opheldering te verschaffen over de stand van zaken met betrekking tot de enige tijd geleden door Shell toegezegde gift ten bedrage van 1 mln. en de raad zo mogelijk een concreet bestedingsplan voor te leggen.

De voorzitter de commissie financiële  
en begrotingszaken,

*[Handwritten signature]*  
(Drs. J.W. Foppen)

De secretaris van de commissie  
financiële en begrotingszaken,

*[Handwritten signature]*  
(Mr. M.J. Slooff)

C.c.: CvB

~~CONFIDENTIEEL~~

af. 350.14/Schenkings

VERTROUWELIJK

836 16. RONDVRAAG/MEDEDELINGEN  
b.w.

1. a. aan de advocaat van mr. dr. P.J. Kaufmann onder meer te berichten dat gedurende een bepaalde periode geen finaliserende actie met betrekking tot de vervulling van de leerstoel bedrijfskunde in het bijzonder rechtswetenschappen wordt ondernomen, en hem op het moment van het afkomen van het advies van het College van Decanen terzake in kennis te stellen van het feit dat het advies van het College van Decanen afgekomen is
- b. in de vergadering van de Commissie Bestuurlijke Zaken d.d. 05.09.1989 van de stand van zaken met betrekking tot de vervulling van de in sub a bedoelde leerstoel mededeling te doen
2. aan de Universiteitsraad/Commissie Financiële en Begrotingzaken mededeling te doen van de stand van besluitvorming en de voornemens met betrekking tot de aanwendig van de door een bepaald bedrijf gedoteerde f 1 miljoen
3. de concept-HOOP-tekst ten aanzien van de samenwerking EUR-TUD-RUL aan het Presidium van de Universiteitsraad vertrouwelijk te doen toekomen (vide besluit CvB 826-5D)
4. Actiepunten: sub 1: JZ  
sub 2: DIMB  
sub 3: BZ

JZ  
DIMB  
BZ/G

24 AUG. 1989





ERASMUS UNIVERSITEIT ROTTERDAM

RECTOR MAGNIFICUS  
Burg. Oudlaan 50

Mr. D. Swier,  
Directeur Personeel & Sociale Zaken  
Shell Nederland Raffinaderij B.V.  
Vondelingenweg 601  
3196 KK Rotterdam

Uw brief

Ons kenmerk  
rm/013776

Datum  
31 augustus 1989

Onderwerp

Doorkiesnummer  
1749/1750

Zeer geachte heer Swier,

Hartelijk dank voor uw brief van 16 augustus jl.

Uw voorstel aangaande een gezamenlijke bankrekening is voor de E.U.R. alleszins acceptabel. In overleg met onze directeur Financiële en Economische Zaken is voorlopig een rekening geopend onder dubbele sluiting bij de V.S.B. onder nummer 80.10.56.063. Deze rekening staat op naam van E.U.R./Shell Pernis. Indien u kunt instemmen met dit arrangement, dan dient nog aan de V.S.B. medegedeeld te worden wie uwerzijds over de rekening mogen beschikken. Onze contactpersoon aldaar is de heer Sassenburg.

Uw samenvatting in de derde alinea van uw brief van onze discussie op 28 juni over de bestemming van uw gift vormt een goede weergave van hetgeen daarover mijnerzijds is gezegd. Ik zei u reeds dat een meer definitieve afspraak afhangt van de voortgang van onze nieuwbouwplannen en van de beschikbaarheid van grond. In de loop van het najaar zal daarover meer duidelijkheid ontstaan. De voorzitter van het College van Bestuur, mr. W.G. Koppelaars, zal na de overdracht van het rectoraat op 4 september a.s. aan prof.dr. C.J. Rijnvos en mijn vertrek naar de Verenigde Staten gaarne het contact met u verder onderhouden.

Rest mij nog u hartelijk dank te zeggen voor onze plezierige contacten over de wijze waarop de zo genereuze gift van Shell ten dienste van het universitaire belang kan worden ingezet.

Met vriendelijke groeten,

Prof.dr. A.H.G. Rinnooy Kan  
rector magnificus

bc

Rijnv.

Kopp.

De Vinder

Po

Rotterdam

Telefoon 010-408 11 11

Telex 24 421 ubrt nl

Fax 010-452 02 04



ERASMUS UNIVERSITEIT ROTTERDAM

RECTOR MAGNIFICUS  
Burg. Oudlaan 50

Drs. H. Hooykaas  
President-directeur  
Shell Nederland B.V.  
Hofplein 20  
3032 AC Rotterdam

Uw brief

Ons kenmerk  
rm/013777

Datum  
31 augustus 1989

Onderwerp

Doorkiesnummer  
1749/1750

Amice,

Bijgaande brief aan de heer Swier vat de stand van zaken samen met betrekking tot de Hycongift van Shell.

Ik heb er alle vertrouwen in dat wij erin zullen slagen een passende en voor de universiteit bijzonder nuttige bestemming te vinden voor deze genereuze donatie. In de loop van het najaar zal daarover nadere duidelijkheid geschapen worden.

Graag maak ik van de gelegenheid gebruik je zeer hartelijk dank te zeggen voor onze plezierige contacten, waaraan ik een goede persoonlijke herinnering zal overhouden alsmede het vertrouwen dat de relatie tussen Shell en onze universiteit een zeer hechte is en zal blijven.

Hartelijke groeten,

Prof.dr. A.H.G. Rinnooy Kan  
rector magnificus

Bijlage: 1



ERASMUS UNIVERSITEIT ROTTERDAM

COLLEGE VAN  
BESTUUR  
Burg. Oudlaan 50

Aan het Presidium van de Universiteitsraad  
T.a.v. mej. drs. P.A. Bergen  
Woudestein A01-23  
INTERN

Uw brief

Ons kenmerk

Datum

IMB/J/046.747

1 SEP. 1989

Onderwerp

Doorkiesnummer

Gift Shell

Naar aanleiding van de brief d.d. 17.08.1989 (ref. GRU/007.618/S.K.) van uw Commissie Financiële en Begrotingszaken, inzake het genoemde onderwerp, delen wij u het volgende mede.

Het is u bekend dat wij bezig zijn met de voorbereiding van de planvorming met betrekking tot een Fase II Nieuwbouw E.U.R. op het Woudesteincomplex. Wij hebben het voornemen om deze nieuwbouw o.a. te bestemmen voor onderwijsactiviteiten en congresruimten. Een deel van deze ruimten willen wij kwalitatief op een hoger niveau inrichten dan met de gebruikelijke normvergoedingen van het departement van O&W mogelijk is. Wij denken daarbij zowel aan de vormgeving als aan de inrichting van de ruimten. Zodoende willen wij dit gedeelte van de nieuwbouw een grotere aantrekkingskracht geven, hetgeen o.a. voor het organiseren van internationale postdoctorale opleidingen en cursussen van belang kan zijn.

Het is de bedoeling de gift van Shell op een herkenbare wijze voor dit onderdeel van de nieuwbouw aan te wenden. Over de preciese besteding van het bedrag van één miljoen gulden zal nog nader overleg moeten worden gepleegd, zowel intern met verschillende betrokkenen als met de geldgever.

Het College van Bestuur van de Erasmus Universiteit Rotterdam,

mr. W.G. Koppelaars,  
voorzitter

mr. H.P. Patoir,  
Secretaris van de Universiteit





|                     |                                             |
|---------------------|---------------------------------------------|
| E.U.R.<br>Ingekomen | Corr. nr.<br>018/051734                     |
| d.d. 15 DEC 1989    | Class. 04.351.14/500001<br>04.351.14/500005 |

ERASMUS UNIVERSITEIT ROTTERDAM

UNIVERSITEITSRAAD

Aan het college van bestuur van de  
Erasmus Universiteit Rotterdam  
Bestuursgebouw

Commissie buitenland

Uw brief

Ons kenmerk

GRU/008290/B.V.

Datum

14 december 1989

Onderwerp Besteding Shell-miljoen

Doorkiesnummer  
1125

In de commissie buitenland is in haar laatste vergadering gesproken over de besteding van de gift van Shell van 1 miljoen gulden, mede naar aanleiding van uw brief d.d. 1.9.1989, IMB/J/046.747. Zonder over de in deze brief genoemde mogelijke bestemming van dit miljoen een uitspraak te doen, constateert de commissie wel dat zij eerst op langere termijn gerealiseerd kan worden, nl. na de gereedkoming van fase II van de nieuwbouw.

De commissie heeft overwogen of er wellicht nog andere bestemmingen kunnen worden gevonden, waarbij met name internationale aspecten de nadruk krijgen en die mogelijk sneller kunnen worden gerealiseerd. Gedacht zou bv. kunnen worden aan een huis, speciaal voor buitenlandse studenten, of een talenlaboratorium, of beurzen voor studenten uit landen, waar de mensenrechten worden geschonden. De commissie geeft u deze suggesties gaarne in overweging.

Namens de commissie buitenland,

(Mej. P.A. Bergen)

Secretaris van de commissie buitenland.

C.c. Presidium.

|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |     |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|

*[Handwritten signature]*

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# Shell Nederland Raffinaderij B.V.

Directie

|                 |                         |
|-----------------|-------------------------|
| E.U.R.          | Corr. nr.               |
| Ingekomen       | 63056691                |
| d.d. 3 MEI 1990 | Glaas 03 st. 14. Savor. |
|                 | April 1990              |



Rotterdam, 27 april 1990

De Weledelgestrenge Heer  
Mr W.G. Koppelaars  
Voorzitter College van Bestuur  
Erasmus Universiteit Rotterdam  
Burgemeester Oudlaan 50  
3062 PA ROTTERDAM

Geachte Heer Koppelaars,

Deze week hebben wij een bedrag van f 1.000.000,- overgemaakt op de gezamenlijke rekening van de Erasmus Universiteit en Shell Pernis bij de VSB, in verband met onze bijdrage aan uw nieuwbouwactiviteiten, een en ander naar aanleiding van de inbedrijfstelling van Hycon in april 1989.

In verband met de verrekening van de rente op dit bedrag, zoals eerder besproken, vernemen wij nog gaarne welk rente-arrangement u met de VSB hebt getroffen.

Met vriendelijke groeten,

Mr D. Swier  
(Directeur Personeel en Sociale Zaken)

LK745

Shell Nederland Raffinaderij B.V.  
Gevestigd te Rotterdam. H. reg. Rotterdam 94988

P.b. 7000

3000 HA R'dam

Pernis.

Vondelingenweg 601, Rotterdam  
Telex: 36510. Telegram: Shellpern  
Tel. (010) 431 91 11





ERASMUS UNIVERSITEIT ROTTERDAM

BUREAU V.D.  
UNIVERSITEIT  
Burg. Oudlaan 50

Shell Nederland Raffinaderij B.V.  
T.a.v. de heer mr. D. Swier  
Postbus 7000  
3000 HA ROTTERDAM-PERNIS

Uw brief

Ons kenmerk

Datum

FEB/TS/056.940

10.05.1990

Onderwerp

Doorkiesnummer

408 1732

Zeer geachte heer Swier,

Naar aanleiding van uw schrijven van 27 april jongstleden delen wij u het volgende mede.

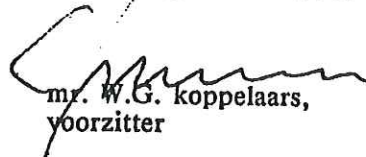
Op onze bij de VSB geopende gezamenlijke rekening is met valutadatum 3 mei 1990 uw gift van f. 1.000.000,- ontvangen. Nogmaals willen wij u hartelijk dank zeggen voor deze gift.

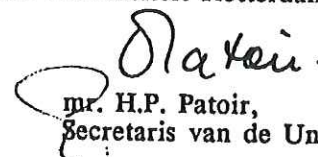
Met betrekking tot uw vraag welk rente-arrangement met de VSB is getroffen, kunnen wij u mededelen dat de creditvergoeding is gebaseerd op het Promesse-disconto verhoogd met 0,5%. Dat promesse-disconto kende vanaf 4 april 1989 het volgende verloop:

|                      |       | totale rentevergoeding |
|----------------------|-------|------------------------|
| 4 april tot 20 april | 6,25% | 6,75 %                 |
| 20 april tot 30 juni | 6,75% | 7,25 %                 |
| 30 juni tot 6 okt.   | 7,25% | 7,75 %                 |
| 6 okt. tot heden     | 8,25% | 8,75 %                 |

Op basis van dit rente-arrangement valt een rentevergoeding te berekenen van f 85.390,00. Een specificatie is in de bijlage opgenomen.

Het College van Bestuur van de Erasmus Universiteit Rotterdam,

  
mr. W.G. koppelaars,  
voorzitter

  
mr. H.P. Patoir,  
Secretaris van de Universiteit

R 17/05/1990

tweede kwartaal 1989

| datum              | looptijd<br>in dagen | hoofdsom  | percen-<br>tage | te ontv<br>rente |
|--------------------|----------------------|-----------|-----------------|------------------|
| 4 apr.             | 16                   | 1.000.000 | 6,2500          | 2.777,78         |
| 20 apr.            | 70                   | 1.000.000 | 6,7500          | 13.125,00        |
| 30 juni            | 1                    | 1.000.000 | 7,2500          | 201,39           |
|                    | 87                   |           |                 |                  |
| totaal 2e kwartaal |                      |           |                 | 16.104,17        |

derde kwartaal 1989

| datum              | looptijd<br>in dagen | hoofdsom  | percen-<br>tage | te ontv<br>rente |
|--------------------|----------------------|-----------|-----------------|------------------|
| 1 juli             | 90                   | 1.016.104 | 7,2500          | 18.416,89        |
| totaal 3e kwartaal |                      |           |                 | 18.416,89        |

vierde kwartaal 1989

| datum              | looptijd<br>in dagen | hoofdsom  | percen-<br>tage | te ontv<br>rente |
|--------------------|----------------------|-----------|-----------------|------------------|
| 1 okt              | 5                    | 1.034.521 | 7,2500          | 1.041,71         |
| 6 okt.             | 85                   | 1.034.521 | 8,2500          | 20.151,61        |
|                    | 90                   |           |                 |                  |
| totaal 2e kwartaal |                      |           |                 | 21.193,31        |

eerste kwartaal 1990

| datum              | looptijd<br>in dagen | hoofdsom  | percen-<br>tage | te ontv<br>rente |
|--------------------|----------------------|-----------|-----------------|------------------|
| 1 jan.             | 90                   | 1.055.714 | 8,2500          | 21.774,11        |
| totaal 1e kwartaal |                      |           |                 | 21.774,11        |

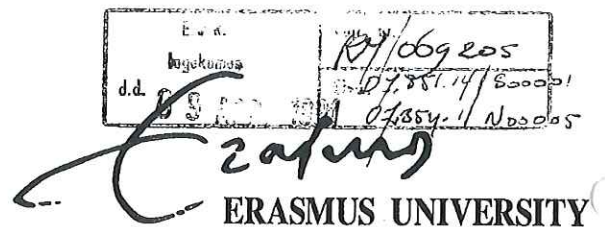
tweede kwartaal 1990

| datum              | looptijd<br>in dagen | hoofdsom  | percen-<br>tage | te ontv<br>rente |
|--------------------|----------------------|-----------|-----------------|------------------|
| 1 apr.             | 32                   | 1.077.488 | 8,2500          | 7.901,58         |
| totaal 2e kwartaal |                      |           |                 | 7.901,58         |

Recapitulatie:

|             |        |
|-------------|--------|
| 2e kw. 1989 | 16.104 |
| 3e kw.      | 18.417 |
| 4e kw.      | 21.193 |
| 1e kw. 1990 | 21.774 |
| 2e kw.      | 7.902  |
| totaal      | 85.390 |

Prof.dr. P. van Berkel  
voorzitter



Rotterdam School of Management

Prof.dr. C.J. Rijnvos  
Rector Magnificus

Your reference: --

Our reference: R91/037/PvB/MCa

Rotterdam, 4 april 1991

Subject:

Direct line: 408 1901

Amice,

Tijdens de laatste vergadering van het Dagelijks Bestuur van de Rotterdam School of Management werd de suggestie gedaan de Gld. 1.000.000,-- welke door Shell aan de Erasmus Universiteit is geschonken, te besteden voor het stichten van een International Guesthouse, bestemd voor buitenlandse studenten en gastdocenten.

Als tweede mogelijkheid werd geopperd dat deze gift zou zijn aan te wenden voor het Central Europe Programma.

Ik geef beide suggesties gaarne aan je door.

Voorts werd opgemerkt dat de PAO Bedrijfskunde (v/h Stichting Bedrijfskunde) zich ten dele garant heeft gesteld voor het Central Europe Programma. De vraag die hierbij gesteld werd is of van die zijde nog meer fondsen besteedbaar zijn. Wellicht kun je mij over dit laatste punt informeren.

Met vriendelijke groeten,

ROTTERDAM SCHOOL OF MANAGEMENT

Prof.dr. P. van Berkel  
voorzitter





ERASMUS UNIVERSITEIT ROTTERDAM

rm/078185  
10 januari 1992

Aan: College van Bestuur  
Secretaris van de Universiteit

Van: rector magnificus

Onderwerp: Shell- f 1 mln.

Volgens afspraak heb ik gisteravond de heer Van Duursen het voorstel gedaan om de f 1 mln. + rente te besteden i.v.m. de p.d.o.a.-vleugel-nieuwbouw 2e tranche, hetgeen met een maquette op die étage (bijv. "Deze vleugel is mede mogelijk gemaakt door steun van Shell-Nederland") passend zal worden meegedeeld. De heer Van Duursen was bijzonder in zijn schik met dit voorstel. Ik heb beloofd dat het een en ander nader schriftelijk zal worden behandeld. Een Shell-p.r.-man zal binnenkort hierover en over het contact E.U.R.-Shell in het algemeen nog contact met mij opnemen.



ERASMUS UNIVERSITEIT ROTTERDAM

FEB/PdV/083.764

30 juni 1992

Aan: Mr. H.P. Patoir  
Van: P.G. de Visser

-----  
Onderwerp: Schenking SHELL  
-----

Nu het waarschijnlijk lijkt dat de bijdrage van de SHELL aangewend wordt voor de verfraaiing van enige ruimte in het M-gebouw, is het fiscaal waarschijnlijk het gunstigst om met de SHELL af te spreken dat de EUR een nota aan de SHELL stuurt voor sponsoring ter hoogte van het geblokkeerde saldo op de spaarrekening. De EUR stemt er dan natuurlijk mee in dat de SHELL daartoe dat geld opneemt.

Op die manier is het aannemelijk te maken dat:

- enige aanduiding in het gebouw komt ter herinnering aan de bijdrage.
- Het bedrag geheel beschikbaar komt voor investeringslasten excl. BTW.  
De BV moet immers wel BTW afdragen over de sponsoring maar deze is aftrekbaar bij de SHELL.

Kunt U hiermee instemmen?

| Mentor first name | mentor last name | title                                                                        | employer                            | function               | industry     |
|-------------------|------------------|------------------------------------------------------------------------------|-------------------------------------|------------------------|--------------|
|                   |                  | Global Portfolio Advisor                                                     | Shell                               | Strategy / Planning    | Oil & Energy |
|                   |                  | Loyalty & B2C Payment - global operations team leader                        | Shell                               | Marketing              | NULL         |
|                   |                  | CP Contracts Manager                                                         | Shell                               | Supply Chain           | Oil & Energy |
|                   |                  | Maritime Manager Global Upstream Assurance                                   | Shell Trading                       | Quality Assurance      | Oil & Energy |
|                   |                  | HR Advisor - Global Supply Chain & HSSE, BP Lubricants (Castrol)             | BP                                  | Human Resources        | Oil & Energy |
|                   |                  | Wells Contract Specialist                                                    | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Planning Manager (APTL)                                                      | BP                                  | Management             | Oil & Energy |
|                   |                  | Category Specialist - Procurement and Supply Chain Management                | BP                                  | Supply Chain           | Oil & Energy |
|                   |                  | Group Services and Recovery Analyst                                          | BP                                  | Finance                | Oil & Energy |
|                   |                  | Business Analyst                                                             | Shell                               | Project Management     | NULL         |
|                   |                  | VP Strategy & Portfolio Upstream                                             | Tata Steel                          | Strategy / Planning    | Oil & Energy |
|                   |                  | Strategy & Planning Analyst                                                  | Shell International bv              | Strategy / Planning    | Oil & Energy |
|                   |                  | Global Portfolio Advisor                                                     | Shell                               | Strategy / Planning    | Oil & Energy |
|                   |                  | Global Planning Advisor, Upstream                                            | Shell                               | Strategy / Planning    | Oil & Energy |
|                   |                  | Internal Auditor                                                             | Shell                               | Accounting / Auditing  | Oil & Energy |
|                   |                  | European Strategy Analyst                                                    | BP                                  | Consulting             | Oil & Energy |
|                   |                  | Local Program Office Manager Accelerator                                     | BP                                  | Project Management     | Oil & Energy |
|                   |                  | Eurograduate                                                                 | BP                                  | Marketing              | Oil & Energy |
|                   |                  | Marketing Coordinator UEFA Euro 2008                                         | BP                                  | Marketing              | Oil & Energy |
|                   |                  | Loyalty & B2C Payment - global operations team leader                        | Shell                               | Marketing              | NULL         |
|                   |                  | Loyalty & B2C Payment - global operations co-ordinator                       | Shell                               | Marketing              | Oil & Energy |
|                   |                  | IT project manager                                                           | Shell                               | Information Technology | Oil & Energy |
|                   |                  | IT analyst - SAP Sales & Distribution                                        | Shell                               | Information Technology | Oil & Energy |
|                   |                  | Senior Analyst in Corporate Mergers & Acquisitions                           | Statoil                             | Business Development   | Oil & Energy |
|                   |                  | Corporate Graduate                                                           | Statoil                             | Finance                | Oil & Energy |
|                   |                  | CP Contracts Manager                                                         | Shell                               | Supply Chain           | Oil & Energy |
|                   |                  | Procurement Manager Europe                                                   | Shell                               | Supply Chain           | Oil & Energy |
|                   |                  | Sr. Buyer                                                                    | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Buyer                                                                        | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Buyer Benelux at Shell Nederland Verkoopmaatschappij B.V.                    | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Graduate                                                                     | Vopak                               | Supply Chain           | Oil & Energy |
|                   |                  | Operations Supervisor                                                        | Vopak                               | Supply Chain           | Oil & Energy |
|                   |                  | Performance Improvement Coordinator                                          | Vopak                               | Supply Chain           | Oil & Energy |
|                   |                  | Management Trainee                                                           | Vopak                               | Supply Chain           | Oil & Energy |
|                   |                  | Maritime Manager Global Upstream Assurance                                   | Shell Trading                       | Supply Chain           | Oil & Energy |
|                   |                  | Maritime Services Integration Manager                                        | Shell                               | Supply Chain           | Oil & Energy |
|                   |                  | Project Manager Marine Vessels Kashagan                                      | Shell                               | Supply Chain           | Oil & Energy |
|                   |                  | HR Advisor - Global Supply Chain & HSSE, BP Lubricants (Castrol)             | BP                                  | Quality Assurance      | Oil & Energy |
|                   |                  | Reward Analyst - Executive Reward                                            | BP                                  | Management             | Oil & Energy |
|                   |                  | Reward Analyst 56" Policy, Performance Management & Training                 | BP                                  | Engineering            | Oil & Energy |
|                   |                  | New Activity Integration Manager / Assurance & Approval Champion             | BP                                  | Human Resources        | Oil & Energy |
|                   |                  | Customer Contract & Supply Capability Manager                                | BP                                  | Human Resources        | Oil & Energy |
|                   |                  | Pricing Improve Analyst European Commercial Optimisation Accelerator Project | BP                                  | Business Development   | Oil & Energy |
|                   |                  | Senior Retail Pricing Analyst & IST-M projects coordinator                   | BP                                  | Supply Chain           | Oil & Energy |
|                   |                  | Wells Contract Specialist                                                    | BP                                  | Supply Chain           | Oil & Energy |
|                   |                  | Contract Engineer (Majnoon Iraq Gas Project)                                 | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Contract Engineer                                                            | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | C&P Upstream International Reporting Analyst                                 | Shell                               | Purchasing             | Oil & Energy |
|                   |                  | Planning Manager (APTL)                                                      | BP                                  | Management             | Oil & Energy |
|                   |                  | Production Planner - Fuel Oil & Feedstocks                                   | BP                                  | Manufacturing          | Oil & Energy |
|                   |                  | Strategy Advisor - Fuels Value Chain                                         | BP                                  | Strategy / Planning    | Oil & Energy |
|                   |                  | Business Analyst                                                             | BP                                  | General Business       | Oil & Energy |
|                   |                  | General Manager, Reservoir Sampling and Analysis                             | Schlumberger                        | Management             | Oil & Energy |
|                   |                  | Field Service Manager, RSA and Multiphase Technologies                       | Schlumberger                        | Management             | Oil & Energy |
|                   |                  | Field Engineer / Project Manager                                             | Schlumberger                        | Project Management     | Oil & Energy |
|                   |                  | Group Services and Recovery Analyst                                          | Shell                               | Finance                | Oil & Energy |
|                   |                  | Business Analyst                                                             | Shell                               | Information Technology | Oil & Energy |
|                   |                  | VP Strategy & Portfolio Upstream                                             | Shell International bv              | Strategy / Planning    | Oil & Energy |
|                   |                  | VP Exploration - Asia and Australia                                          | Shell                               | Engineering            | Oil & Energy |
|                   |                  | GM Exploration                                                               | Shell EP Libya GmbH                 | Engineering            | Oil & Energy |
|                   |                  | Project Manager - NE Mediterranean Area                                      | Shell Egypt NV                      | Engineering            | Oil & Energy |
|                   |                  | Exploration Geoscientist                                                     | Shell EP Angola BV                  | Engineering            | Oil & Energy |
|                   |                  | Seismic Interpreter                                                          | Shell UK Exploration and Production | Engineering            | Oil & Energy |
|                   |                  | Exploration Geologist                                                        | Shell Australia                     | Engineering            | Oil & Energy |





# Memorandum

Aan: CvB

Van: , IDO

Kenmerk: IDO/EG

Datum: 1 februari 2013

Onderwerp: Rapport Stuurgroep Valorisatie (cie Commandeur)

## Urgentie van valorisatiebeleid

Valorisatie van kennis is een belangrijk thema in het huidige wetenschaps- en innovatiebeleid. Het gaat daarbij om het proces waarin wetenschappelijke kennis beschikbaar komt voor economische en/of maatschappelijke benutting en wordt vertaald in producten, diensten, processen en nieuwe bedrijvigheid. Universiteiten valoriseren kennis in alle wetenschapsdomeinen, ook in de alfa en gammawetenschappen. Elke discipline onderhoudt nauwe banden met het eigen maatschappelijk veld. De Erasmus Universiteit heeft de afgelopen jaren veel activiteiten ontplooid op het terrein van valorisatie met als belangrijke onderdelen Erasmus MC Holding, EMC TTO en HOPE.

Niet alleen binnen de universiteiten is de aandacht voor valorisatie toegenomen, ook binnen de tweede en derde geldstroom wordt in toenemende mate gevraagd aan onderzoekers om een valorisatieplan te ontwikkelen. Dit varieert van het schetsen van mogelijkheden voor eventuele valorisatie tot het concreet samen werken in consortia met publieke en private partijen. Vanaf 2013 is valorisatie een verplicht onderdeel binnen alle subsidieaanvragen van NWO, ongeacht het wetenschapsgebied. Het werken in publiek-private consortia heeft met de introductie van de topsectoren een vlucht genomen. De komende jaren zal deze trend voortgezet worden, niet alleen binnen de beschikbare nationale onderzoeksmiddelen, maar de verwachting is dat ook binnen de Europese middelen deze vorm van werken een belangrijke plek gaat innemen.

Door het ontbreken van samenhangend EUR-beleid op valorisatiegebied en urgentie bij de faculteiten dreigen wij kansen te missen. In het overleg met de onderzoeksdirecteuren op 23 januari jl. is gesproken over valorisatie in relatie tot de topsectoren en de VSNU indicatoren voor maatschappelijke impact. Afgesproken is te komen tot een werkgroep waarin voor de EUR verder wordt uitgewerkt op welke indicatoren de EUR moet inzetten. In datzelfde overleg is de wens uitgesproken te komen tot een beter overzicht van bestaande publiek-private samenwerkingen binnen de Erasmus Universiteit. Het is duidelijk dat valorisatie de komende jaren hoog op de agenda zal blijven staan en dat het van belang is om nu tot een helder beleid te komen ten aanzien van valorisatie.

Rapport Verzilpering van kapitaal; naar de creatie van waarde en toe-eigening van waarde van excellent wetenschappelijk onderwijs en onderzoek

In het rapport opgesteld door de stuurgroep valorisatie wordt de noodzaak van een integraal valorisatiebeleid helder uiteen gezet en worden concrete aanbevelingen gedaan om te komen tot een stevige verankering van valorisatie in het primaire proces van de universiteit.

In het rapport wordt een vijftal aanbevelingen gedaan, te weten:

1. kies voor het strategisch concept van de zogenaamde Social Valorization Value Chains;
2. en breng dit op gang door te kiezen voor de inzet op een beperkt aantal excellente onderzoeksgroepen binnen het domein van Health and Wealth;
3. zorg voor een stimulerend valorisatieklimaat;
4. richt het Erasmus Valorization Center op;
5. maak een keuze voor een financieel model, hetzij het zogenaamde 'big boost' scenario, waarbij de eerste jaren substantieel wordt geïnvesteerd om de kennisvalorisatie op gang te krijgen, hetzij een 'low boost' scenario, waarbij vanaf 2013 een structurele inzet van 0,25% wordt opgenomen voor het stimuleringsbeleid voor valorisatie (uiteindelijke afspraak is 2,5% van 1<sup>e</sup> en 2<sup>e</sup> geldstroom aan valorisatie te besteden).

De aanbevelingen worden hieronder kort van advies voorzien.

Ad. 1

In het rapport wordt gepleit voor een valorisatiestrategie waarbij de basis wordt gelegd in excellent, fundamenteel onderzoek; vervolgens kan een aantal stappen doorlopen worden om tot daadwerkelijke valorisatie te komen: de zogenaamde Social Valorization Value Chains. Dit is een bruikbaar uitgangspunt om niet alleen de focus te leggen op de geproduceerde kennis en dan te bekijken hoe deze al dan niet "vermarkt" kan worden. Het laat duidelijk zien dat succesvolle valorisatie alleen mogelijk is als het van meet af aan wordt meegenomen in de opzet van het onderzoek en dat het een cyclisch en interactief model is. Het biedt bovendien ruimte aan verscheidenheid in vormen valorisatie, zowel economisch als maatschappelijk, die recht doet aan het profiel van de Erasmus Universiteit.

*Het advies is*

Ad. 2

Terecht wordt opgemerkt dat er keuzes gemaakt zullen moeten worden; er wordt gepleit voor een focus door te concentreren op één thema, namelijk Health and Wealth.

*Ten onrecht is verondersteld dat de strategische keuze voor Health and Wealth al is gemaakt. Het advies*



Ad. 3

De faculteiten krijgen binnen het voorgestelde concept zelf een actieve en leidende rol om daadwerkelijk werk te maken van valorisatie. Terecht wordt ervoor gepleit dat op HR niveau van de faculteiten valorisatie beter verankerd zal moeten worden. Prestaties op het terrein van valorisatie moeten dan ook als zodanig gewaardeerd worden. Het gaat daarbij om de prestatie van een onderzoeksgroep en niet op individueel niveau.

Het zal een omslag vragen in het denken van veel onderzoekers, die vaak te weinig nadenken over valorisatiemogelijkheden van hun onderzoek. Er wordt voor gepleit om te investeren in competentieontwikkeling van onderzoekers op dat terrein. Dat lijkt noodzakelijk, ook gezien het gegeven dat in toenemende mate voor de 2e geldstroom het criterium van maatschappelijk relevantie mee wordt gewogen.

*Het advies*

Ad. 4

Voor de structuur worden de volgende aanbevelingen gedaan:

- Laat het topje van de kennispiramide als vliegwiel voor de instelling werken; Dat sluit ook aan bij het excellentiebeleid, waarbij nu ook gevraagd wordt aan te geven wat de mogelijkheden voor valorisatie zijn.
- maak hiervan een club, die als het ware het valorisatiecentrum draagt;
- voor het centrum wordt een hele lichte structuur voorgesteld, ook omdat op meerdere plekken (holdings, bv's) al veel expertise aanwezig is. Het centrum moet een schakel vormen tussen de onderzoeksgroepen en de maatschappij in brede zin;
- uitgangspunt is dat faculteiten ten allen tijde zelf verantwoordelijk blijven;
- er worden meerdere opties geschetst hoe zo'n centrum ingebed zou moeten worden.

Ad 5:

Terecht wordt in het rapport gesteld dat financiering een belangrijk en noodzakelijk instrument is ter ondersteuning van valorisatie. Er wordt een aantal concrete suggesties gedaan, bijvoorbeeld de koppeling van extra middelen aan gehonoreerde voorstellen uit de tweede geldstroom (NWO en ERC).

*De financiële kaders zijn nog nauwelijks uitgewerkt. Het low-boost scenario waarbij 0,25% structureel wordt vrijgemaakt vanaf 2013 lijkt zeker voor de beginperiode niet toereikend (het gaat hier naar schatting om zo'n 3 ton). Van belang is ook dat HOPE*

reeds een aanzienlijk subsidiebedrag heeft ontvangen voor de opzet van een valorisatiecentrum. Daarnaast zal ook helder moeten worden hoe uiteindelijke winsten uit succesvolle valorisatie terugvloeien in het onderzoek en onderwijs. Wij adviseren

#### Aanvullend:

In de komende periode zal de Erasmus Universiteit in het kader van de VSNU valorisatie indicatoren moeten komen tot een beperkte set indicatoren en meetwaarden voor valorisatie. Het verdient aanbeveling om de voorgestelde Social Valorization Values Chains zo in te richten dat zij aansluiten op de indicatoren waarop de EUR afgerekend wil worden (en dat deze ook als zodanig door de managementinformatie geleverd kunnen worden).

#### Advies voor het CvB:

Het rapport biedt een stevige basis om te komen tot een integraal valorisatiebeleid en hieraan gekoppeld een valorisatiecentrum. De aanbevelingen die in het rapport worden gegeven, worden op hoofdlijnen omarmd. Wel vraagt een aantal punten nog om een nadere uitwerking:

- De structuur waarbij faculteiten primair zelf verantwoordelijk zijn en gefaciliteerd worden door een centraal valorisatiecentrum is bruikbaar. Het model zoals Universiteit Utrecht dit kent, kan daarvoor inspiratie bieden;
- Het verdient aanbeveling om te komen tot één centrum en niet te werken met een co-locatie. Het centrale centrum moet zowel herkenbaar zijn voor Erasmus MC als voor Woudestein. Bij eventuele koppeling met een bestaande holding moet daar rekening mee gehouden worden;
- Het lijkt nu nog te vroeg om al in te perken tot één thema. Focus kan op andere wijze tot stand worden gebracht;
- Zorg dat de wijze waarop Social Valorization Value Chains worden ingericht aansluiten bij de nader te definiëren VSNU-valorisatie indicatoren;
- Om valorisatie tot een succes te maken is investering op meerdere niveau's noodzakelijk: HR niveau, wijze van waardering, middelen die worden ingezet centraal en decentraal enz. De financiële kaders verdienen nadere uitwerking.

Om te komen tot een goede uitwerking van het valorisatiecentrum en zorg te dragen voor voldoende draagvlak binnen de gehele universiteit wordt geadviseerd

February 5, 2013

elkaar samenhangen – met elkaar verbonden. Het voorgestelde tijdpad in het rapport sluit ook aan bij het tijdpad van de ontwikkeling van de nieuwe strategie.

Geadviseerd wordt

1. kennis te nemen van het rapport van de stuurgroep valorisatie “Verzilvering van kapitaal”;
2. de aanbevelingen en geadviseerde procesgang in hoofdlijnen over te nemen;
3. het rapport in het overleg CvB-decanen te bespreken en daartoe prof. Commandeur uit te nodigen;
4. nu reeds de werkgroep valorisatie in te stellen door het overleg onderzoeksdirecteuren en verzoeken de aanbevelingen in het rapport uit te werken.

Actiepunt: sub 3), bestuurlijke zaken, sub 4) ABD/IDO







# Memorandum

**Aan:** Decanen

**Van:**

**Kenmerk:** IDO/EG/256.994

**Datum:** 1 maart 2013

**Onderwerp:** Erasmus Valorisatie Centrum

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Het rapport "Verzilvering van kapitaal; naar de creatie van waarde en toe-eigening van waarde van excellent wetenschappelijk onderwijs en onderzoek" dat door prof.dr. H.R. Commandeur c.s. is opgesteld is bijgevoegd. Prof. Commandeur zal het rapport tijdens de beleidssessie van 6 maart aanstaande toelichten.

In het rapport wordt een vijftal aanbevelingen gedaan om te komen tot een stevige verankering van valorisatie in het primaire proces van de universiteit, te weten:

1. kies voor het strategisch concept van de zogenaamde Social Valorization Value Chains;
2. breng deze op gang bij een beperkt aantal excellente onderzoeksgroepen;
3. zorg voor een stimulerend valorisatieklimaat;
4. richt het Erasmus Valorization Center op;
5. maak een keuze voor een financieel model, hetzij het zogenaamde 'big boost' scenario, waarbij de eerste jaren substantieel wordt geïnvesteerd om de kennisvalorisatie op gang te krijgen, hetzij een 'low boost' scenario, waarbij vanaf 2013 een structurele inzet van 0,25% wordt opgenomen voor het stimuleringsbeleid voor valorisatie (uiteindelijke afspraak is 2,5% van 1e en 2e geldstroom aan valorisatie te besteden).

Voor de uitwerking van een valorisatiecentrum is het voorstel van het CvB om een werkgroep in te richten die is aangesloten op het overleg met de onderzoeksdirecteuren. De werkgroep kan samen vallen met de werkgroep valorisatie ten behoeve van de keuze in de VSNU indicatoren voor valorisatie, waartoe in het overleg met de onderzoeksdirecteuren van 23 januari jl. is besloten.

*Uw reactie op het rapport als geheel, en in het bijzonder ook de vijf aanbevelingen, wordt op prijs gesteld.*







**Aan:** CvB  
**Van:**  
**Kenmerk:** Verzilveren van kapitaal  
**Datum:** 23/06/2013  
**Onderwerp:** Collegebesluit uitvoering 'Verzilvering van kapitaal'

### Aanleiding

Op 4 oktober 2012 heeft het College van Bestuur aan Prof. dr. H.R. Commandeur, in zijn hoedanigheid van bestuursadviseur van het CvB, de opdracht verstrekt om kennisvalorisatie binnen de EUR op een hoger peil te tillen. Verzocht is in dit verband met voorstellen te komen om de ambities van de EUR die zij met ondertekening van het hoofdlijnenakkoord heeft onderschreven, te concretiseren en te voorzien van een actieplan.

Ten behoeve van het uitvoeren van deze opdracht is opdrachtnemer het project FUNVIC<sup>®</sup> gestart, dit onder verantwoordelijkheid van een Stuurgroep Valorisatie. De Stuurgroep heeft in haar rapport 'Verzilvering van kapitaal' een voorstel ontwikkeld voor een strategisch model, aangeduid als Social Value Valorization Chain<sup>®</sup> (SVVC<sup>®</sup>), waarmee kennisvalorisatie stevig kan worden verankerd in de EUR-strategie. Het betreft een cyclisch en interactief model dat binnen faculteiten en tussen disciplines kan worden gebruikt en uitgaat van wederzijdse beïnvloeding in verschillende stadia van het onderzoek. Op alle treden van de valorisatieladder dient eminent gepresteerd te worden om tot hoogwaardige valorisatie te komen.

Het College van Decanen was unaniem positief over de inhoud van het rapport. Het heeft de daarin opgenomen aanbevelingen overgenomen. Het College van Bestuur heeft daarop besloten de inhoud van het rapport over te nemen en onderdeel te maken van de EUR-strategie. Het heeft Prof. dr. H.J.H.M. Claassen verzocht als trekker op te treden voor de implementatie. Hij is in dit verband gevraagd een voorstel voor de bekostiging van het vervolgtraject te maken, dit in lijn met de aanbevelingen uit het rapport *Verzilvering van kapitaal*.

De begroting is op 24 mei jl. door de heer Claassen opgeleverd en op 12 juni jl. (telefonisch) besproken met mevrouw van der Meer Mohr en de heer van der Pijl, dit in het bijzijn van de heren Halbe en Luxemburg. De vragen welke bij het CvB bestonden rond de denkbeelden over het vervolgtraject en de daarmee samenhangende bedragen op de begroting zijn tijdens dit overleg beantwoord. Deze notitie geeft een samenvatting van de besproken punten en de uitkomsten van het gesprek.

### Doel

Doel van deze notitie is tot een collegebesluit te komen waarin een goedkeuring wordt gegeven op het voorstelde vervolgtraject en de bijbehorende integrale begroting, opgeleverd door de heer Claassen.

### Voorstel/advies

- Na ommekomst van de implementatieperiode van vijf jaren dient valorisatie duurzaam ingebed te zijn in de facultaire strategie en dient er binnen de EUR adequaat expertise aanwezig rond het creëren en in stand houden van SVVC@s. Het Erasmus Valorisation Centre (EVC) zorgt in dat kader voor een stimulerend valorisatieklimaat, waarbij reputatie, competenties, tijd en geld in balans zijn. Het EVC werkt vanuit het concept 'van, voor en door kwalitatief goede wetenschappers'.



- Met name de verankering van de kenniswerkplaatsen en de verduurzaming van de kennis en inkomsten zijn de belangrijkste redenen om valorisatie uit te werken in nauwe samenhang met HOPE, ECE, ERBS, SMO, Medical Delta Multiplier BV en de andere bestaande universitaire Spin outs.
- Het op te richten EVC zal ingehangen worden in de command en control structuur van EUR Holding BV (incl. RvC). De directie legt in de normale plancyclus verantwoording af over de ontwikkelingen rond het EVC, dit op inhoudelijke en financiële gronden. Daartoe rapporteert de directeur EVC jaarlijks over de voortgang van de ontwikkelingen en de resultaten die geboekt zijn en doet hij/zij desgewenst voorstellen voor bijsturing. De evaluatie kan voor de directeur van de EUR Holding BV aanleiding zijn om het College van Bestuur gemotiveerd te verzoeken de financiering stop te zetten of andere ingrepen te pleiten.
- Bij het opstellen van de begroting vormt de rapportage *Verzilvering van Kapitaal* en de daarin opgenomen verkenning van mogelijke SVVC®'s de basis voor de werkzaamheden die in de komende periode ter hand worden genomen. Zo snel mogelijk zal begonnen worden met het verkennen van de potentie en vervolgens het faciliteren van SVVC®'s als geïnventariseerd door de Stuurgroep FUNVIC®. Tevens zal vanaf de start van het EVC gewerkt gaan worden aan de ontwikkeling en het uitdragen van best practices. Er wordt geen toegevoegde waarde gezien in het doen van een uitgebreid (en kostbaar) onderzoek naar daadwerkelijke opbrengsten van elke SVVC® die in het rapport *Verzilvering van kapitaal* is opgenomen. Benadrukt wordt dat de decanen nog andere valorisatieladers kunnen aandragen die met facilitering vanuit het EVC op hun merites zullen worden onderzocht en desgewenst worden gefaciliteerd.
- De voorliggende begroting geeft de inzet aan die nodig is om tot een coherent valorisatiecentrum te komen. Teneinde valorisatie binnen de EUR succesvol te laten zijn en uiteindelijk impact te hebben op de 'society at large' dienen de activiteiten in samenhang te worden uitgevoerd en dus ook integraal te worden gefinancierd. Besluiten om slechts delen van de begroting te honoreren, zullen naar de mening van de indieners niet leiden tot een goed werkend valorisatiesysteem binnen de EUR. Uitgangspunt bij de begroting is verder dat zoveel gebruik wordt gemaakt van op de EUR aanwezige expertise en bewezen uitvoeringskracht. De indieners van de begroting zijn van oordeel dat er geen andere manier is om met de beperkte investering als voorgesteld, hetzelfde of een groter rendement te behalen.
- De voorgestelde plannen en bijbehorende investeringen moeten een multiplier generen van de investering. Target is dat deze tussen de 4 en 7 ligt. De ervaring vanuit het Erasmus MC leert dat de multiplier daar een stuk hoger ligt, zo rond de 8 a 9. Met deze voorzichtige raming voor het alpha- en gammadomein is het multiplier effect nog steeds aanzienlijk, dit gegeven de inspanningen die nodig zijn om valorisatie gestructureerd en structureel verankerd te krijgen op het Woudesteincomplex. Een voorbeeld van een dergelijke multiplier zal de aankomende EFRO aanvraag van ECE zijn.

#### Kosten

Om de SVVC®'s op te zetten en te komen tot een coherent EVC wordt een investering voor de komende 5 jaar van het College van Bestuur gevraagd.

De voorliggende begroting laat de mogelijkheid open om voor de twee scenario's te kiezen als opgenomen in het plan *Verzilvering van Kapitaal*: big boost of low boost.

- In de 'low boost' scenario: vanaf 2013 wordt in de begroting een structurele inzet van 2.5 % van de rijksbijdrage onderzoek (incl. 2<sup>e</sup> geldstroom) opgenomen voor het stimuleringsbeleid op het terrein van valorisatie (waaruit dus ook de opstartkosten worden betaald).
- In het 'big boost' scenario wordt gedurende drie jaar een extra initiële investering gedaan om kennisvalorisatie op de kaart te krijgen, vanaf 2016 wordt er in de EUR-begroting een structurele inzet van 2.5 % van de rijksbijdrage onderzoek (incl. 2<sup>e</sup> geldstroom) opgenomen voor het stimuleringsbeleid op het terrein van valorisatie.





In het licht van de besprekingen met de decanen en het Valorisatieprogramma Rotterdam verdient de 'Big Boost' de voorkeur. De gevraagde bijdrage van het CvB voor een periode van 5 jaar is hieronder weergegeven waarbij wordt uitgegaan van een keuze uit de twee scenario's, deze bedragen komen uit de bijgevoegde begroting.

|                                   | 2013     | 2014     | 2015     | 2016     | 2017     |
|-----------------------------------|----------|----------|----------|----------|----------|
| <i>Bijdrage CvB bij Low Boost</i> | €122.369 | €279.166 | €283.818 | €283.900 | €183.513 |
| <i>Bijdrage CvB bij Big Boost</i> | €100.000 | €500.000 | €500.000 | €400.000 | €337.500 |

**Voorstel voor besluitvorming:**

1. In relatie tot het door het College van Bestuur geaccordeerde rapport '*Verzilpering van kapitaal*' wordt het op te richten en door de heer Claassen als directeur geleide Erasmus Valorisation Center (EVC) organisatorisch ondergebracht bij de EUR Holding BV.
2. In relatie tot het door het College van Bestuur geaccordeerde rapport '*Verzilpering van kapitaal*' en de verwachte multiplier van de investering tussen 4 en 7, wordt de ingediende 'Big Boost' begroting goedgekeurd.
3. De heer Claassen wordt vanaf 1 september 2013 voor een periode van vier jaar benoemd tot directeur van het EVC. Hij krijgt de opdracht de aanbevelingen die zijn vermeld in het rapport '*Verzilpering van kapitaal*' uit te voeren en jaarlijks aan de directeur van de EUR Holding BV te rapporteren over de voortgang en resultaten van het EVC en de inbedding van de valorisatiestrategie bij de faculteiten, evenals over de uitputting van de begroting. Voorts wordt hij verzocht op basis van nieuwe ontwikkelingen en opgedane ervaringen suggesties te doen voor eventuele bijstelling van het implementatietraject en de voorstellen als opgenomen in het rapport '*Verzilpering van kapitaal*'.
4. De decanen worden op de hoogte gesteld van de door het College van Bestuur genomen besluiten en er wordt in de in- en externe communicatie kond gedaan van de oprichting van het EVC. Het rapport '*Verzilpering van kapitaal*' wordt in dat verband openbaar gemaakt.

Bijlage:

*Gespecificeerde begroting Erasmus Valorisation Center 2013-2017*

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# Memorandum

**Aan** : College van Bestuur  
**Van** :  
**Kenmerk** : ABD/TvdP/SE/258.183  
**Datum** : 1 juli 2013  
**Onderwerp** : Valorisatiecentrum EUR

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In uw vergadering van 27 juni jl. is gesproken over het voorstel van Prof. Eric Claassen tot oprichting van een valorisatiecentrum aan de EUR. Hij heeft zich daarbij laten leiden door het rapport Verzilpering van Kapitaal geschreven door Prof. Harry Commandeur. U heeft in principe ingestemd met de voorwaarden voor en de principes van het op te richten centrum. Er waren echter nog een paar punten die verheldering verdienen.

## **Voorgesteld wordt:**

1. Het Valorisatiecentrum wordt als een aparte BV binnen de EUR Holding te situeren. De directeur EUR Holding is daar in principe mee akkoord. Nagegaan zal worden of het een Flex B.V. mag worden zodat die als SME voor Brussel en als MKB voor Agentschap NL kan worden gekwalificeerd.
2. De werkmaatschappij zal een B.V. van het CvB worden hetgeen geen unieke situatie is vgl. Erasmus Academie tot 2010. De leden van de Raad van Commissarissen worden dan benoemd door het CvB. Vanuit de Holding zal Prof. Commandeur zelf zitting nemen op de Holdingzetel. Over de samenstelling van de RvC zal apart geadviseerd worden.
3. De gevraagde investeringen voor de aanloopkosten kunnen door het CvB niet direct ter beschikking worden gesteld. Het betreffen hier derde geldstroomprojecten waarvoor geen eerste geldstroommiddelen voor aangewend mogen worden. Wel is het zo dat in de prestatieafspraken is opgenomen dat 2.5 procent van de eerste geldstroom aan valorisatie besteed dient te worden Voorgesteld wordt de gevraagde 600.000 euro voor een periode van vijf jaar als lening te verstrekken die daarna via dividendbetaling afgelost zal worden. Met de directie zal daar een apart contract voor moeten worden afgesloten. De suggestie om de Holding te laten voorschieten is door de directeur afgewezen. De Holding verstrekt alleen leningen t.b.v. het oprichten van een B.V. en niet ten behoeve van dekken aanloopverliezen.



July 2, 2013

4. Prof. Claassen heeft aangegeven beschikbaar te zijn als directeur voor een periode van vier jaar. Voorgesteld wordt Prof. Claassen als kwartiermaker te benoemen en zijn directie te formaliseren zodra de werkmaatschappij is opgericht en de RVC is geïnstalleerd.
5. De RvC kan zodanig ingericht worden qua omvang dat daarin alle benodigde expertise vertegenwoordigd is. Dat maakt een adviesraad vooralsnog overbodig.

**Geadviseerd wordt :**

- Definitief over te gaan tot inrichten van een Valorisatiecentrum aan de Erasmus Universiteit Rotterdam met in achtneming van hetgeen in de nota Claassen en het bovenstaande is vermeld.



