

218th FC external meeting

Thursday September 10th 2020, 10:30 PM – 13:00 PM, Online via Zoom

FC members	Guests	EB
Jacomijn Klitsie (JK) (C)	Karolina van der Werff (KvdW)	Anne van de Graaf (AvdG)
Younes Assou (YA) (VC)	Wilfred Mijnhardt (WM)	Dirk van Dierendonck (DvD)
Mohammad Ansarin (MA) (VC)		Claudia Rutten (CR)
Silvija Prancane-Verhoef (SPV)		Ansgar Richter (AR)
Helen Gubby (HG)		
Marja Flory (MF)		
Tristan Davanzo (TD)		
Mathilde de Jonge (MdJ)		
Keisha Mathews (KM)		
Absent: Ruben Schwagermann		

Secretary to the Faculty Council: Rixt Baerveldt

1. Opening
2. Agenda
3. Announcements

There is a large increase in new student enrolments.

We have two application processes, Dean of Education and Dean of Faculty. AR: Both positions are going well. We are looking on doing first and second round of both positions in the next few weeks. I hope that we can fill those positions between the beginning and mid-October.

AR: There is a lot that could be reported. One of the processes that is running is the last phase of our strategy. That will be happening over the next two months or so. We have made appointments over the summer (e.g., Prof. Nicola Kleyn, new Dean of Executive Education; Prof. Tine de Moor [Dept. Business Society Management]), all of them have been announced. With respect to the Dean of Engagement and Partnerships: I wanted to thank the faculty council for the contribution to this process. Daan Stam will only actively start in the beginning of next year, as he still has some other commitments going on.

I am coming out of a staff meeting with RSM BV. We are in the middle of a new restructuring and that will be communicated through the whole school tomorrow. A lot of work that has been done has some implications for us as a faculty council. We will have closer collaboration between the public school and the private school. AvdG: We have recruited a new director HR. Hiske Meerman will take the position of Irene.

AvdG: We had a meeting with the finance subcommittee. We are also working on a forecast. We found external support for the activity analysis. Once they come out of the honeymoon period, and we will get a more clear overview of what the process will look like. The faculty will be involved in an appropriate stage.

CR: I am working on new faculty regulations. They will need to be approved by the Faculty council. We might have to come together with a work group before I come back to you in a meeting. I will come back to establish a working group.

JK: We were wondering about people working on campus again. We received some questions about opening hours of the Mandeville building. Is there a prospect of the opening hours to the evening. AvdG: The update of the increase in capacity also contained the opening hours. As far as I understand, it has resorted back to normal times. JK: Alright, thank you.

4. Follow-up to-do list 216th meeting

5. Approval Minutes 216th meeting

The minutes have been approved.

6. RSM Diversity Policy

YA: There was a recent event online where there was a post of the study association STAR. There was an inappropriate comment made which made people angry. There are people that are mad and think that there should be some consequences, and I was wondering what the EB was thinking about it. JK: How are you as an EB dealing with this specific time. AvdG: I did not have the opportunity to look at this. JK: There has been discussion about this so we would like to know what is happening. DvD: I am trying to get more information. As far as I understood, there was a posting during a study trip. The words that were used were disrespectful and after that there deleted. It became aware again because there was another account. As RSM we try to check that and see if we can get awareness of that. We do address people and ask to explain themselves. Next to that we ask them to remove disrespectful posts. It is difficult to act on it. What are you asking of us? When we see it, we address it. We do realise that sometimes it is difficult to find where you need to find it.

AvdG: There are places you can go to with complaints. When these kinds of signals are there, we often jump on it as well. That is not always the best approach. When it is serious, it is better to follow the official complaint procedure. We are struggling with what are the avenues to what to do with this. There is some information about these complaint procedures, but where do you have to turn?

AR: If there are issues of racism, they are often under addressed. We would like to see more work in this area, and it needs to relate to racism in all manifestations. With this particular incident, I find it difficult to single out this as an incident. That only leads me to believe that we need a systematic policy and approach to racism. Whether there is something we can do to this incident, I do not know.

JK: Have you had contact with STAR? AR: Not that I know of. JK: I do not understand that. I called them yesterday and they were happy to talk to me. They explained the incident. A person of the subcommittee posted this photo. it does flag a trend at STAR that there are some diversity issues that are not addressed. He told me that they are writing a policy. If you are asking what actions you can do, maybe you can help making this policy. AvdG: The reverse is also true. If we see that STAR condones certain things, we will be on top of them. It is a great idea to join forces. MF: You are talking about a systematic approach. You are giving money to STAR. DvD: It is a fair point and we agree with the both of you that we should communicate to them. We are seeing that students are sometimes being disrespectful to teachers. We should do that more often than we have been doing. KvdW: In the current report we did not include the student perspective. It is focussed on RSM as an organisation. YA: This incident is just an example. RSM should care and should take action. This is only one of the

may incidents. As future leaders we should help them draw a line between racism, and we should get together to stop racism. DvD: We need to make a more focal point. We have it on our agenda next Thursday. We recognise it and we are looking into what we can do. There are a lot of things that we do not know either. I think we are in an agreement here. JK: The faculty council flags the discrimination between and of students. This can also affect RSM, as some students do not think that RSM is attractive anymore. DvD: I think it is a very good suggestion.

CR: It has been discussed to draft a policy for social media, what students can do or cannot do. It is an EUR issue also. Then, there can be consequences when students do something online. DvD: There are certain actions that we cannot legally do. It is important to take this on as Erasmus as a whole. This is an essential and important point and there is a lot of focus on it. We need a bit of time to put this into policy.

7. Diversity and Inclusion Report (with Karolina van der Werff)

KvdW and DvD have done a presentation on the Diversity and Inclusion Report. DvD: Not all of the recommendations are in there. We are still going to add some. KvdW: I would like to tell you about the process. It started with a general discussion, then they came up with five main units, such as Human Resources and education team.

JK: The presentation was clarifying the quantifiable part. MF: A couple of years ago we had a dean of Diversity. She presented her plans and we were fully supporting these plans. What has happened with the plan and her position? Why is there not a taskforce for her plans. DvD: The plans what she came up with were the plans of the 2015 taskforce. We have used these plans to start with the ideas with the current taskforce. We had this dean mainly on HR and gender, and this is a broader perspective. If you want to make changes, you need to make sure you are at the place where decisions are being made, such as EB meetings. I was the first one to say that, and she understood and made them realise that diversity officers were mostly junior. They were depending on senior members for their career. JK: The recommendation is to increase the position, how does that work? DvD: My term in the faculty will end, and this person should think about how to take this on. Within our document we recommend that this person has this on his or her plate. We want to make sure that it is such a person. HG: How does RSM compare to other faculties? DvD: We have not made a comparison. In general, gender has had most attention. We have seen women in senior levels are doing better. Also, in HR, when we look at economy and accountancy, you see much less. It depends on the focus of the faculty. JK: I like that there are a lot of recommendations, but what is installed to make that happen? DvD: It is a large chump, but it is good to be ambitious. What we are doing at the moment is to make a pipeline. We should fill up the pipeline. Next to that, we have asked department chairs to hire female professors. That was hardly successful. We are not there yet. We need to see what is happening, and see what is in the pipeline. If there is not enough internal, we should hire external. JK: There is also an option to train and mentor them towards these positions. DvD: We are closely working together with the diversity and inclusion office, and they have a plan to help women get to these higher positions. They will give feedback to help them get to that next step. This is something that happens at EUR level. It is good to get feedback on how you are doing. Next to that, we have someone that makes a network of women to create support. They are screenwriting a project called Equals in Europe. This is a project that included all the business schools in Europe and at the moment I am gathering more in-depth information. The goal of this project is to get more policy suggestions that focus on business schools. With that we will come up with more lists of suggestions.

AR: I do not want to repeat everything that has been said. You need to realise the scale of our problem. This is overall an organisation that is not very diverse. We have become more international.

In terms of ethnicity we are not very diverse. If we look at the national level, it shows that we are pretty much on the bottom of our scale. We must do something and we need a bigger push. We are happy with the taskforce and now we need to implement the recommendations that are already there. At the same time, we need to address further dimensions that have not been addressed well enough. I am in favour of having an associate dean who makes it his or her task to take this further. This will be discussed further. It is also good that we are engaging in the discussion of the project which is on the one hand a benchmark project on European level. At the same time, this is also a capability project. It will result in policy recommendations and formats in taking diversity further. Maybe that has already been achieved, but I would like to see this pursued in a systematic way. Therefore, I think that an associate dean would be helpful.

JK: We would like to see this implemented when we help you find a dean. We would also like to see a shortlist with at least 50% female candidates. AR: We are strongly asked to see this as an internal process, but this is certainly on top of our minds.

8. Faculty Model (With Wilfred Mijnhardt)

WM and DvD have done a presentation. JK: We are happy that this has come to a concrete level. When will this actually be implemented? DvD: Now, we are waiting for the faculty council. We need to look at the documents to see what the implications are, but I do not see why we should wait for that. JK: It has been a long time coming, we are happy that it is getting somewhere. There are different stories that have reached us about how people reach their senior levels and the perception of those levels. We are happy that there is a track to different professorships. What can you do to people perceiving the professor of management perceiving the position as less than the research-based position? What we are doing happens to the country all over. We are looking at broadening the perspectives, also at EUR level. There will be some influence there. WM: If you accept impact in your mission next to education and research, recognising the three areas in comparable ways is the next step. Making it transparent is making it more professional. There is more difficulty if it is implicit. DvD: If you do not make it in one track, you can try it in another track. There are clear things that you need to do, and we make it explicit. My replacement should also publish high-level work. WM: We look at sources of value for the school as well. JK: The attached pay scales will be the same as the one for management education professors? DvD: mostly yes. It is a little bit of a difference with management and education as the way we are now placing the management of knowledge innovation. That at the moment is now as we call it the network professor. This is the possibility to have somebody for a smaller part in RSM. That is a differentiation that we are making here. It would be good to have one leg in RSM and one leg in the university. They will have a similar pay scale. We are not just going to give this to someone. We are looking at what the candidate really did to earn the position of senior lecturer. The importance of education and teaching is more strongly emphasized moving forward. WM: It is part of the strategic plan.

MF: You are talking about the PMD committee. You said we will look into it, but suppose that the committee decided that the candidate is not ready. There is no possibility that the candidate can get an appeal. DvD: The Dean makes the decision, and the PMD gives its advice to the dean. It is the Deans decision whether or not someone gets promoted or not.

9. Any other business

DvD: Thank you for the cooperating way. This is the last time I will be in a faculty council meeting. Thank you for the collaboration. JK: Thank you very much for always involving us and taking the time.

10. Closing



To do before next meeting	Person responsible	Progress
Materialization of conversation with STAR	EB	